

# The Role of Managerial Social Capital Head of Police Sector in Strengthening the Influence of Human Capital Leaders on Human Relations

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## Abstract

**Purpose** - Leader human capital in the police sector refers to a leader with the knowledge, skills, and experience to develop and use human resources. Police leaders face a daunting task in developing human capital and turning it into organizational learning. This study examines the interplay between human capital and social capital, how it impacts human relationships, and the effectiveness of public security and order.

**Design/methodology/approach** - This study uses a quantitative approach, using a survey method, with the unit of analysis being the Police Sector and using multisource data sources, with a total sample of 82 respondents. Data collection for this study used a questionnaire with self-reported data.

**Findings** - This research found that the police chief's social capital management strengthens his human capital's influence on human connections. This suggests that the police chief's human capital and capacity can develop relationships. The test results also reveal that human relations affect police security and social services. The test results demonstrate that human capital does not improve police security and social services. Testing this model shows that human capital affects public security and order more effectively through human relations.

**Originality/Value** - This study investigates the interplay between social and human capital, focusing on their impact on security effectiveness and human relations within the Police as a command organization.

**Policy Implication** - Investing in human resource development and promoting strong human connections within the police sector is crucial to enhance the efficacy of security and social services.

**Keywords:** Human Capital, Human Relations, Social Capital, Indonesian Police

**JEL Classification:** M54, M12, M14



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## I. Introduction

The significance of human capital in attaining sustained competitive advantage has been acknowledged, particularly in the present era characterized by fierce global rivalry (Pradana et al., 2020). Numerous studies have demonstrated that an organization's capacity to cultivate high-quality Human Capital is associated with favorable outcomes in terms of innovation and overall performance (Lopez-Cabrales et al., 2009; Petrakis et al., 2015). According to Roper, Love, and Bonner (2017), leaders with robust human capital are more likely to enhance overall performance significantly. The term "leader human capital" pertains to those in leadership positions who possess the necessary knowledge, abilities, and experience to effectively foster and harness the potential of human resources within a company (Pasamar et al., 2019). Cultivating human capital and its subsequent integration into corporate learning is a significant challenge for leaders. The concept of human capital is regarded as one of the challenging organizational resources to replicate (Pasamar et al., 2019) and can confer a competitive edge (Kelly et al., 2011). Leaders with human capital can improve organizational human relationships, according to Qian, Song, Jin, Wang, and Chen (2018). Literature shows that human capital leadership improves employee commitment and work satisfaction, improving organizational dynamics. Human capital affects relations significantly. Strong human capital, characterized by good interpersonal and communication skills, leads to better professional relationships. However, those with less human capital may struggle to form productive and mutually beneficial relationships (Subramony et al., 2018).

Other research conducted by Harris and Brown (2020) shows that human capital leaders play an essential role in creating a work environment that supports good human relations, improving communication and harmonious working relationships between employees. Chatterjee and Kulakli (2015) show that effective human capital leaders can improve human relations within the organization. Leaders who are able to identify and develop employee talents can increase employee engagement and job satisfaction, which in turn can strengthen human relations within the organization (Sypniewska et al., 2023). Overall, there is a lot of evidence that leader human capital positively influences human relations in organizations. Leaders who pay attention to human capital and encourage employee development can create a work environment that supports positive and productive work relationships (Al-Tit et al., 2022).

Human capital and human relations are closely related in the context of managerial capabilities (Sun et al., 2020). Human capital is the ability, skills, knowledge, and experience individuals or groups possess in an organization (Pasamar et al., 2019). Meanwhile, human relations are social relationships in an organization or work environment (Chen & Zheng, 2022). Managerial capabilities involve managers' ability to manage human resources in the organization, including relationships between individuals and teams, as well as building a positive and productive work culture. In this case, human capital can influence managers' ability to build effective and efficient human relationships (Widiyanto et al., 2021).

Human capital plays a vital role in building and maintaining good human relations in the context of managerial capabilities. The dynamic managerial capability dimension is an essential concept in the context of a dynamic business environment (Houessou et al., 2023). However, previous research has yet to explain the critical role of dynamic managerial capabilities in a more detailed description. Research conducted by Tabares et al. (2022) and Alves and Carvalho (2022) examines dynamic managerial capabilities on perceived international performance in international ventures. Heubeck (2023) and (Mostafiz et al., 2019) explain the influence of dynamic managerial abilities, which are divided into dimensions of human capital, managerial social capital, and managerial cognition on company performance. The article states that there is still limited research on dynamic managerial abilities that estimate the influence on performance based on dimensions. Previous research on dynamic managerial capabilities was conducted in a business context, while this research was conducted in a command organizational context. Researchers explore the managerial role of social capital as a moderator variable in strengthening the influence of human capital on human relationships. For this reason, the proposed problem formulation is whether the interaction of human capital and social capital will affect human relations and public security and order performance.

This study provides several contributions, firstly a theoretical contribution, expanding the Dynamic Capability Theory (Teece et al., 1997) by including the dynamic managerial capability dimension (Adner & Helfat, 2003) as a mechanism for strengthening human capital and managerial social capital in building human relations ( Houessou et al., 2023). Second, this study contributes to the existing literature by examining the interaction between human capital and social capital in the police sector, specifically focusing on the role of managerial social capital in strengthening the influence of leader human capital on human relationships (Gonzalez & Melo, 2019; Subramony et al., 2018). Third, this research also contributes to how organizations with generally rigid command characteristics use a dynamic change approach in accordance with public demands (Chen & Zheng, 2022; Subramony et al., 2018). This research will use a quantitative approach to answer the problem by sampling police organizations at the sector level and collecting data from multiple sources. This article follows a structured format consisting of an introduction, literature review, hypothesis development, research methods, results, and conclusions. This article is structured based on the structure of introduction, literature review, hypothesis development, research methods, results, and conclusions.

## 2. Literature Review and Hypothesis Development

### 2.1. Dynamic Capability Theory

The concept of Dynamic Capabilities (DCs) emerged as an extension of the resource-based view (RBV) which aims to explain how a company can achieve a competitive advantage (Barney, 1991; Peteraf, 1993).; However, there is an important difference between the two approaches. While RBV focuses on achieving a sustainable competitive advantage, DCs focus on the dynamic nature of the environment (Eisenhardt & Martin, 2000; Teece, 2007; Teece et al., 1997). DCs are not short-term solutions but must be part of the long-term strategy (Wang & Ahmed, 2007; Winter, 2003). They develop incrementally to maintain stability, anticipate possible threats, and implement strategic behavior to stay ahead of competitors.

Dynamic Capabilities (DC) refer to a company's ability to integrate, build, and reconfigure internal and external competencies to address a rapidly changing environment (Teece et al., 1997). This research framework is based on dynamic capability theory, which states that an organization's ability to combine external knowledge with existing knowledge is the key to building performance and competitive advantage (Chen & Zheng, 2022; Teece et al., 1997). DC theory shows the important role of human capital and human relationships in driving company performance and competitive advantage in a dynamic environment involving organizational and individual skills. It occurs through social processes and joint contributions to understanding complex problems. Effective human relations foster a culture of trust, communication, and cooperation, which enhances a company's ability to adapt to a rapidly changing environment and leverage its human resources for improved performance (Chen & Zheng, 2022; Lim et al., 2020; Teece et al., 1997).

Dynamic Capabilities have been empirically researched in a variety of different contexts in that corresponding changes in organizational preferences are clear triggers that require companies to foster Dynamic Capabilities (Ellonen et al., 2011; Subramanian et al., 2011). This is especially true for industries constantly experiencing change (Lee and Slater, 2007; Macher and Mowery, 2009). Other circumstances have been identified in the literature that requires Dynamic Capabilities, such as the servitization of manufacturing firms (Kanninen et al., 2017; Kindström et al., 2013), or special circumstances in developing countries or transition economies (Dixon et al., 2014; Zeng and Glaister, 2016).

Studies and reports of changes in police organizations often focus on specific efforts enacted over discrete periods at one or a few agencies. This narrative can highlight the success or failure of this change initiative (Qureshi et al., 2020; Schafer & Varano, 2017). Organizational change in police organizations is often stigmatized and controversial, with barriers, resistance, and resistance impeding successful outcomes (Schafer & Varano, 2017). Police organizations have been under pressure to adapt to evolving public safety demands and changing expectations about their role in society (Schafer & Varano, 2017; Smith et al., 2021)

### 2.2. Human Relation Climate

The field of Human Relations encompasses examining human behavior and the consequential outcomes resulting from interpersonal interactions. This phenomenon is rooted in the ongoing development of interpersonal connections and the capacity to benefit from them, irrespective of their positive or negative nature. It is imperative to acknowledge that human connections have the potential for personal growth, provided that the individuals involved are able to maintain a sense of openness during the interaction (Hertig & Davenport, 2010). In practical terms, human relations refer to the utilization of knowledge pertaining to human behavior in order to enhance one's job performance. Human ties also contribute to the development of one's personal relationships. Human relations is a fundamental ability that permeates various domains within the realm of human services, encompassing disciplines such as teaching, social work, prisons, law enforcement, and security. According to Treacy and Wiersema (1993), protection officers who possess a high level of mastery are more proficient in their employment, as they demonstrate greater ease in managing interpersonal interactions.

Cafferkey, Heffernan, Harney, Dundon, and Townsend (2018) argue that human relations climate serves as a valuable complement to human relations. They define human relations climate as a context in which norms and values pertaining to a sense of belonging, trust, and cohesion are established through mechanisms such as training and human resource development. This, in turn, fosters interpersonal relationships characterized by support, cooperation, and trust (Patterson et al., 2005). In brief, the human relations climate can be defined as the subjective assessment of how individuals are treated within their work relationships (Reece et al., 2011).

### 2.2. Dynamic Managerial Capability: Leader Human Capital and Managerial Social Capital

The concept of human capital encompasses the intellectual, technical, and personal attributes possessed by individuals, which have the potential to generate diverse outcomes in terms of performance (Becker, 1993; Sun et al., 2020). According to the tenets of human capital theory, individuals engage in the deliberate allocation of resources towards enhancing their human capital, with the ultimate objective of augmenting their overall stock of human capital (Becker, 1993; Korkeila & Hamari, 2020). The enhanced accumulation of human capital consequently leads to increased value, enabling individuals to get higher remuneration (Pradana et al., 2020; Sun et al., 2020). According to human capital theory, previous empirical studies have demonstrated a positive association between higher levels of human capital and

several indicators of professional achievement, including enhanced job performance, increased career success, and higher income levels (Korkeila & Hamari, 2020; Pradana et al., 2020).

Within the framework of dynamic managing capabilities, the concept of leader human capital, referred to as managerial human capital, encompasses the skill set and knowledge base managers possess. These attributes are influenced by managers' educational and experiential backgrounds (Becker, 1993; Castanias & Helfat, 2001). Managers' acquisition and development of specialized knowledge and abilities can be facilitated through their experience in a specific context, such as a particular industry, technology, and geographic location (Harris & Helfat, 1997; Kor & Leblebici, 2005).

The interrelation between managers' human capital and social capital is evident as managers acquire valuable information and expertise through their diverse interactions, which plays a vital role in developing and enhancing their human capital (Coleman, 1997). In addition, it is essential to note that Dynamic Managerial Capabilities are influenced by managerial cognition, encompassing the belief systems and mental models that managers employ in the process of making decisions (Prahalad & Bettis, 1986). The formation of managerial cognition is influenced by personal and professional experiences and the interactions that managers have within their internal and external networks (Adner & Helfat, 2003). The link between the three components of Dynamic Managerial Capabilities, namely human capital, social capital, and cognition, is evident.

The influence of leaders' managerial social capital on the strengthening of human capital's impact on human interactions within the realm of management competencies is evident. Social capital refers to the intricate web of social connections established among individuals or groups within an organizational or professional setting. Social capital is a significant determinant of both organizational success and innovation, as well as enhancing managerial competencies in fostering positive interpersonal connections. Leaders who possess robust social capital, characterized by an extensive and profound network of relationships within the firm, can effectively leverage this social capital to enhance the impact of human capital on interpersonal dynamics within the realm of management competencies. One potential approach is to leverage the ability to assemble individuals possessing pertinent expertise, knowledge, and experience in order to address challenges or attain mutually desired objectives. Furthermore, they have the capacity to foster collaboration across diverse persons or groups inside the organization, thereby promoting the establishment of peaceful and mutually advantageous connections (Alder and Kwon, 2002; Nahapiet and Ghoshal, 1998). Based on the discussion provided earlier, the proposed hypotheses are H1 and H2.

**H1:** Human capital has a positive effect on human relations.

**H2:** Managerial social capital will strengthen the influence of human capital on human relations.

#### 2.4. Human Capital and Performance

Performance measurement is a metric utilized to evaluate the efficiency and effectiveness of actions, as stated by Neely, Gregory, and Platts (2005). According to Melnyk, Long, and Overholt (2004), the concept of performance management encompasses a series of activities that involve the development of metrics, establishment of targets, collection, analysis, reporting, interpretation, and evaluation of performance variations. Performance measurement and management play a crucial role in the control system, encompassing activities such as measurement, benchmarking, analysis, and action, as outlined by Bititci, Garengo, Ates, and Nudurupati (2018). According to the research conducted by Treacy and Wiersema (1993), they propose the existence of three separate "value disciplines" or strategic performance skills. These capabilities serve as effective methods to attain a competitive advantage in the business context. Product leadership refers to a form of rivalry that is centered around the development and introduction of innovative products or services. client intimacy refers to a competitive approach that centers on comprehending, fulfilling, and maintaining client needs and preferences. Operational excellence refers to a form of competition that is centered around the optimization of internal operations for increased efficiency.

The impact of human capital on organizational performance is substantial, as it encompasses the knowledge, skills, and experience that individuals or groups possess (Brief, Aldag, Russell, & Rude, 1981; Sun et al., 2020). Extensive research has been conducted to examine the correlation between human capital and performance. Multiple studies have demonstrated that the allocation of resources towards the development of human capital has the potential to enhance the overall performance of organizations. According to a study conducted by Becker (1983), there is evidence to suggest that investing in education has the potential to enhance an individual's productivity and income. Furthermore, empirical studies conducted by Huselid (1995) and Irfan, Khurshid, Khurshid, and Khokhar (2023) have demonstrated that allocating resources towards staff training and development initiatives can yield enhancements in organizational performance. Additional studies have demonstrated that individuals possessing elevated levels of human capital exhibit greater levels of productivity and efficiency within their professional endeavors. The findings of Khan, Idris, and Amin (2021) and Krueger and Van Genugten (2019) indicate that individuals possessing enhanced talents are capable of generating higher levels of production within a reduced timeframe. In general, a substantial body of research exists that provides evidence for the beneficial impact of human capital on organizational performance. Hence, it is vital for companies to contemplate the allocation of resources towards the enhancement of their workforce's skills and abilities, with the aim of augmenting their overall performance and productivity (Pradana et al., 2020; Sun et al., 2020).

**H4:** Human capital has a positive effect on the performance of the security and social services sector of the Police.

### 2.5. Human Relation and Performance

The field of human relations focuses on the examination of human interactions and the subsequent consequences that arise from these interactions. The concept is rooted in the ongoing development of interpersonal connections and the capacity to derive value from such connections, regardless of their positive or negative nature (Hertig & Davenport, 2010; Neumann, 2020). Human relations refer to the interpersonal connections and interactions that exist among persons within an organizational context. These connections encompass many relationships, such as those between employees, supervisors and subordinates, as well as between different teams or departments. Human relations encompass several aspects of interpersonal dynamics inside an organization, encompassing social contact, effective communication, and mutual support among its members. Furthermore, it pertains to the collaborative efforts and synergistic interactions among individuals within the organizational framework, all aimed at attaining the shared objectives of the organization. Within the realm of business, the term "human relations" can encompass the capacity of an organization to establish and sustain favorable connections with consumers and other relevant parties (Cameron, 2011).

Human relations refer to the interpersonal connections and interactions that occur among persons within a professional setting and have the potential to impact the overall effectiveness and productivity of an organization. Positive interpersonal dynamics among employees have been found to have a positive impact on several organizational outcomes, such as collaboration, motivation, and job satisfaction (Chen & Zheng, 2022; Saleem, Tourigny, Raziq, Shaheen, & Goher, 2022). Robbins and Judge (2013) have conducted numerous studies examining the correlation between human relations and organizational performance. Their research demonstrates that fostering positive relationships among employees can enhance job satisfaction, hence positively impacting organizational performance. According to Eisenberger et al. (2002), the presence of positive interactions between superiors and subordinates has the potential to enhance individual performance. Research has shown that the presence of a happy work environment has the potential to enhance organizational performance. Specifically, businesses that foster a culture characterized by positivity and collaboration have been found to outperform those that prioritize competition and individualism (Cameron, 2011; Lim, Choe, Zhang, & Noh, 2020).

**H3:** Human relations have a positive influence on the performance of the security and social services sector police.

### 2.6. Human capital Relation mediates the relationship between Human Capital and Performance

Human Relations serves as an important mediator between the influence of Human Resources and organizational performance, establishing complex relationships between organizational policies, practices, and outcomes. Organizations can improve their performance by understanding and managing these aspects well (Crook et al., 2008; Crook et al., 2011). The relationship between human capital and performance can be mediated by human relations, which include interactions and relationships between individuals in an organization. Human relations are important in leveraging human resources to improve performance by facilitating effective communication, collaboration, and teamwork. Effective human relations can assist in developing and utilizing company-specific human capital, which is not easily traded in the labor market, leading to better performance outcomes (Chen & Zheng, 2022; Crook et al., 2008; Mitchell et al., 2013). Based on the aforementioned depiction, the hypothesis posited in this study is:

**H5:** Human Relation mediates the relationship between Human Capital and Performance

## 3. Research Methodology

The present study employs a quantitative research design, utilizing survey methodology. Survey research is a methodological approach employed to investigate various social and psychological phenomena, distributions, and interactions within a population. This type of study involves the collection and analysis of data obtained from samples extracted from the larger population under investigation (Glasow, 2005).

Table 1. Variable Measurement

Variable	Operational Definition	Variable Measurement	Resources
Human capital	Human capital is the opinion of the head of the sector police unit regarding the human resources possessed by the Sector Police Chief who can help build police management capabilities to adapt quickly to dynamic environmental changes	My leader 1. ...love contributing to innovative solutions. 2. ...prefers to look for creative solutions. 3. ...makes definite commitments and follows through carefully	Adner and Helfat, (2003) Widiyanto et al., (2011)

Managerial social capital	Managerial social capital is the opinion of the head of the sector police unit regarding managing social networks and relationships within the Police to create valuable resources for management capabilities in facing rapid environmental changes.	My leader 1. ...is a common goal among the members. 2. ...see themselves as partners when charting the direction of the organization. 3. ...fully agrees with the vision of the Indonesian Police.	Adner and Helfat, (2003) Widianto et al., (2011)
Human relations	Human relations is the opinion of the head of the sector police unit regarding positive interpersonal relationships between members of the organization and the head of the police sector and how this relationship can influence overall police performance.	My leader 1. ...provides access to complete members' work. 2. ...provides sources of information. 3. ...stimulates interaction between members by encouraging the exchange of information. 4. ...provides facilities to support each other in professional life. 5. ...provides an exchange of information, even when times are difficult. 6. ...encourages teamwork among members. 7. ...encourages problem solving to be done in groups	Nahapiet and Goshal, (2008)
Performance	Performance is the opinion of the sector police chief and head of the sector police unit on the performance of the sector police which is formed by combining three constructs - service leadership, organizational intimacy with the community in the jurisdiction of the sector police and operational excellence as presented by and then adapted to the.	1. Perceptions of the Community Policing Index 2. Perceptions of handling disturbances 3. Perception of the response time of police presence at the crime scene 4. Perception of crime rate 5. Perceptions of conventional crime clearance rates 6. Perception of the average score of SMK members of the National Police 7. Perception of giving rewards 8. Perception counters negative opinions 9. Perception of police service satisfaction 10. Perceived value of budget performance 11. Perception of handling public complaints	Zack, McKeen, and Singh (2009) National Police LKIP, 2021

### 3.1. Sampling Plan

Research with a quantitative approach has a sample frame, namely a group of individuals with several general characteristics that can be identified and researched (Creswell, 2009). The unit of analysis in this research is the Sector Police (Polsek), with a population of Sector Police within the Surabaya Resort Police (Polrestabes Surabaya). The sampling was based on the census method, where all police sectors in the jurisdiction of the Surabaya Police were studied. This study relied on self-reported data and may be susceptible to response method bias and common method bias (Podsakoff et al., 2003) and data was collected using online methods. The data used for the analysis in this study is from multiple sources. The analysis unit consists of the Sector Police Chief and the Head of the Sector Police Unit, with 82 respondents. The participation rate of the sector police was 91.7%. Surabaya Polrestabes was chosen as the sample

because it is the largest police station in the East Java Regional Police and faces various challenges in service, accessibility, and data availability. The findings of this study, excluding the sample from the Surabaya police sector, may apply to other urban regions in East Java or similar urban areas throughout Indonesia. This is because the challenges and dynamics faced by the police sector in Surabaya may be similar to those faced by police sectors in other urban regions.

Table 2. Description of respondent's characteristics

Training		Age (years old)				
		Man	31-40	41-50	>50	Total
<1 years	Gender	Man	31-40	41-50	>50	Total
	Total		0	6	10	16
1-2 years	Gender	Man	0	6	10	16
		Women	0	7	3	10
	Total		0	7	3	10
>2 years	Gender	Man	2	21	29	52
		Women	0	1	3	4
	Total		2	22	32	56
Total	Gender	Man	2	34	42	78
		Women	0	1	3	4
	Total		2	35	45	82

## 4. Results

### 4.1. Description of respondent's characteristics

This research was conducted in the police sector organization, which is the lowest organizational level in the Police. The respondent data that was collected is as follows: Most of the members of the police sector organization are over 50 years old, 35 people, and even 45 people are over 50 years old (near retirement). Most of the respondents were men (80 people). In terms of training, it was found that the organization experienced a slowdown, because 56 people had received training for > 2 years, only 16 people had received training for the last 1 year and 10 people had received training for the last 1-2 years.

### 4.2. Scale Accuracy Analysis

The present study used the Partial Least Squares (SmartPLS 3.0) methodology to estimate the values of structural parameters within the framework of Structural Equation Modeling (SEM). The methodology employed in this study involves the utilization of reflective indicators for each research variable, followed by an analysis of the model to establish its validity and reliability. The measurement of validity pertains to the magnitude of the outer loading value. Based on the findings of Hair et al. (2010), it can be observed that the external load value exhibits a threshold of 0.500. Reliability measures employ reference values for composite reliability and average variance extracted (AVE) values. It is recommended that the composite reliability (CR) value falls within the range of 0.700, while the AVE value should be more than 0.500 (Chin, 1998; Fornell and Larcker, 1981). Tables 1 demonstrate that the overall external load value does not fall below the established threshold of 0.500, while the average variance extracted (AVE) value is above 0.5. Hence, the data utilized in this study adheres to the assumptions of validity. In addition to this, it is noteworthy that the composite reliability score exceeds 0.700, suggesting a high level of data reliability.

Table 3. Data Quality Test

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Human Relation	0.842	0.863	0.895	0.684
Performance	0.891	0.910	0.920	0.697
Human Performance	0.800	0.817	0.883	0.716
Managerial Social Capital	0.763	0.857	0.846	0.592

In addition, it can be observed from Table 2 that there exists a correlation between Human Capital and Human Relations. However, it exhibits a moderate link with the performance of the organization. Figure 1 also presents an analysis of the potential influence of control variables on Performance. There is no statistically significant difference in performance between male and female respondents ( $\beta=0.114$ ;  $p\text{-value}=0.308$ ). Similarly, age ( $\beta=-0.007$ ;  $p\text{-value}=0.949$ ), Length of Service ( $\beta=-0.021$ ;  $p\text{-value}=0.854$ ), Length of Service ( $\beta=-0.161$ ;  $p\text{-value}=0.148$ ), Last promotion ( $\beta=0.136$ ;  $p\text{-value}=0.223$ ), and Last Training ( $\beta=0.096$ ;  $p\text{-value}=0.392$ ) do not show a significant relationship with performance.

Nevertheless, it is worth noting that there are two control variables that exhibit a substantial impact on performance. These variables are Respondent Position ( $\beta=0.219$ ;  $p$ -value= 0.048) and Respondent Rank ( $\beta=0.247$ ;  $p$ -value= 0.026).

Table 4. Description and Correlation Between Variables

Variable	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12
1. Gender	1	0.155	###	.000	0.082	.002	.028	.038	.001	.011	.010	.010	.001	.013
2. Age	4	0.572	.003	###	.019	.488	.251	-.243	.033	-.040	-.081	-.118	-.001	-.007
3. Position	2	2.491	.287**	-.139	###	.024	.043	.417	.104	.007	.010	.001	.009	.048
4. Tenure	4	0.241	.040	.488**	-.154	###	0.052	0.007	0.009	0.000	0.003	0.003	0.000	0.000
5. Served	3	0.828	.166	.251*	.207	.227*	###	0.047	0.047	0.009	0.017	0.001	0.025	0.026
6. Rank	3	0.897	.195	-.243*	.646**	-.085	.217*	###	0.130	0.002	0.040	0.006	0.021	0.061
7.Promotion	3	0.859	.034	.033	.323**	.095	.217*	.361**	###	.009	.002	.003	.015	.019
8. Training	3	0.833	.107	-.040	.083	.012	.093	.041	.096	###	.000	.003	.029	.009
9. HC	4.703	0.480	.098	-.081	.098	-.052	.132	.199	.042	-.009	0.684	.353	.399	.043
10. SCM	4.634	0.490	-.099	-.118	-.024	.053	-.030	.076	.054	.055	.594**	0.687	.270	.036
11. HR	4.551	0.524	.029	-.001	.096	.017	.157	.145	.124	.171	.632**	.520**	0.716	.071
12. P	4.520	0.524	.114	-.007	.219*	-.021	-.161	.247*	.136	.096	.207	.191	.267*	0.592

Note: The values on the line are the average of the other values. Values below the line show how the factors are related to each other. \*\*Correlation values are important when  $p$  is less than 0.05, \*\*\*correlation values are important when  $p$  is less than 0.01.

#### 4.3. Common Method Bias

The Common Method Biases (CMB) test aims to avoid sources of error in measurement or testing data. This research has been designed to avoid systematic errors by disguising the variables' names so that respondents cannot script answers (Doty & Glick, 2016; Podsakoff et al., 2003). However, we also tested with Harman's Single Factor to ensure no common method bias, with a cut-off of 50% (MacKenzie & Podsakoff, 2012; Podsakoff et al., 2003). The test results produced a total Extraction Sum of Squared Loadings value of  $33.565 < 50$ , still in the no Common Method Biases category.

#### 4.4. Hypothesis Test

Before testing the hypothesis, the overall fit model will be presented with Smart PLS which is measured using the Average Path Coefficient (APC), Coefficient of Determination ( $R^2$ ) and Cross-validated Redundancy ( $Q^2$ ). The Average Path Coefficient value obtained is 0.379, which means that the strength of the relationship between variables is moderate. The Coefficient of Determination value for human relations is 0.631 and performance is 0.352. Human relations can be explained well by human capital and managerial social capital variables, meanwhile the ability of the variables in the model to explain performance is moderate. The Cross-validated Redundancy value for human relations is 0.764 and for performance it is 0.606 with an average of 0.686. Based on these figures, it can be interpreted that the  $Q^2$  value indicates that the model has better predictive ability.

In the first hypothesis, it is posited that there exists a positive relationship between Human Capital and Human Relations. The data analysis provides support for Hypothesis 1, as evidenced by the statistically significant value of  $\beta=0.485$  ( $p$ -value=0.005). Therefore, the confirmation of Hypothesis 1 has been established. In the second hypothesis, it is posited that the presence of managerial social capital will enhance the impact of Human Capital on Human Relations, as indicated by a coefficient of 0.171 and a  $p$ -value of 0.018.

Figure 2 confirms Hypothesis 2 by showing that Social Managerial Capital strongly moderates the relationship between Human Capital and Human Relations. Management social capital strengthens the link between Human Capital and Human Relations, as seen in Figure 2. The HR score of 2.145 indicates that human relations are bad when human capital and management social capital are low. When Human Capital is low but managerial social capital is strong, Human Relations should be greater, with a coefficient of 2.915. With a score of 2.743, the Human Relations score is low when Human Capital is strong and management social capital is low.  $HR=4.197$  is the maximum Human Relations score when Human Capital and managerial social capital are high. Figure 2 shows that strong human capital is associated with low management social capital. Thus, human contacts have less value than when managerial social capital is strong (1.454, computed as  $4.197 - 2.743$ ).



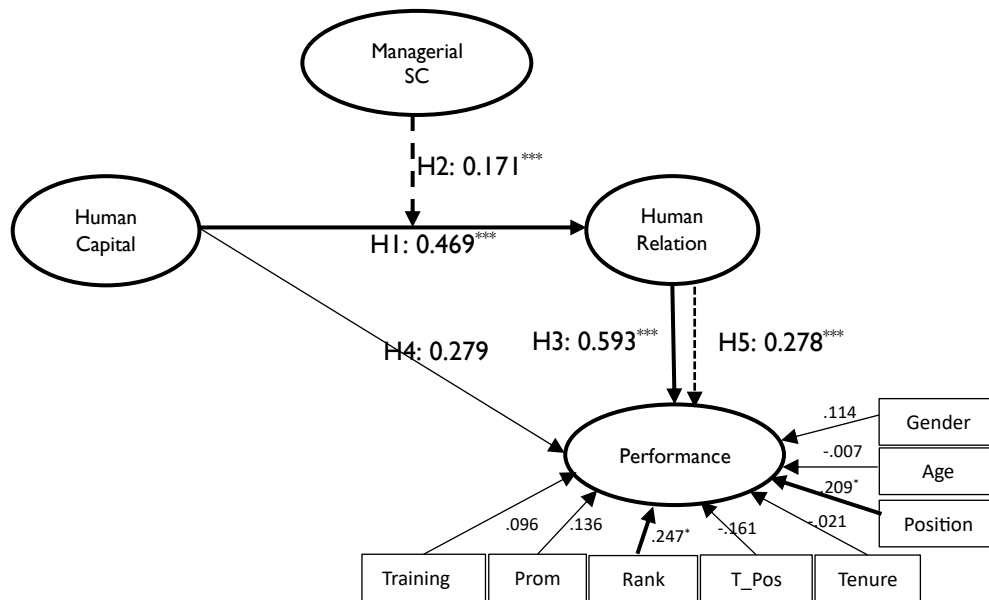


Figure 1. Model and Hypothesis Testing

Note(s): Values on the diagonal are AVE. Values below the diagonal are inter-factor correlation. \*\*Correlation values are important when p is less than 0.05; \*\*\*correlation values are important when p is less than 0.01.

Hypothesis 3 posits that there exists a positive relationship between Human Relations and Kamtibmas Performance. The results of the analysis provide support for Hypothesis 3, as indicated by the significant value of  $\beta$  ( $\beta=0.593$ ;  $p\text{-value}= 0.000$ ). Therefore, it can be concluded that Hypothesis 3 has been validated. The findings of this study do not support Hypothesis 4, which suggests a favorable influence of Human Relations on Kamtibmas Performance, as indicated by a beta coefficient of 0.279 and a p-value of 0.079. The analysis suggests that there is no statistically significant relationship between human capital and the performance of security and social services in the police sector, as evidenced by a P-value of 0.079, which above the commonly accepted threshold of 0.05. Indirectly, human capital can exert an influence on the performance of social security and order through the establishment and cultivation of interpersonal connections, yielding a direct effect value of 0.188.

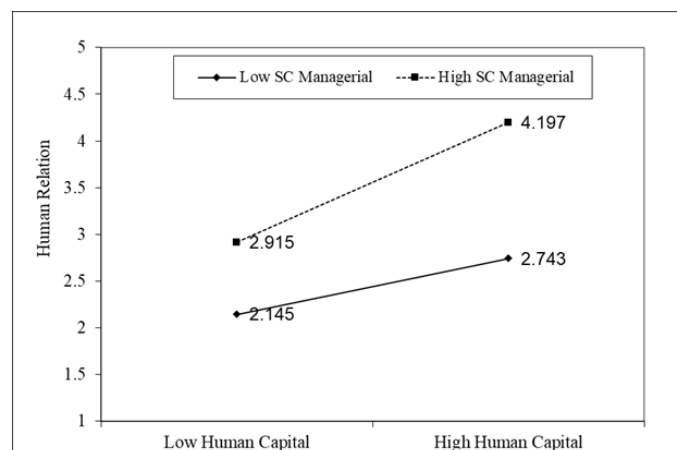


Figure 2. The Moderating Effect of Managerial Social Capital

The fifth hypothesis which suspects that Human Relations mediates the relationship between Human Capital and Performance, based on the test results obtained a Sobel test value of 2.597, with a p-value of 0.009, thus there is an indirect effect of human capital on performance through human relations. It can be said that there is a mediation effect in this research, so hypothesis five is supported. The test findings indicate full mediation since there is no direct impact of human capital on performance.

## 5. Discussion

The findings of this study indicate a substantial impact of human capital on human connections. The impact of human capital on human relations within the police sector environment is significant, as human capital pertains to the calibre of human resources possessed by the police organization. The findings of this study align with the research conducted by Sun et al. (2020). The significance of human resource quality within the police force is paramount in light of their role in upholding security and preserving public order. The effectiveness and efficiency of police operations can be enhanced by the presence of qualified and skilled personnel within their ranks. According to Patterson et al. (2005), this measure is expected to contribute to the enhancement of public confidence in law enforcement agencies. Human relations pertain to the interconnectedness and interactions among individuals that constitute the workforce of a company. In the realm of law enforcement, the interdependence among police personnel assumes paramount significance as they collaborate to uphold the principles of safety and societal harmony.

According to Cafferkey et al. (2018), the efficacy of police officers in performing their responsibilities may be compromised if there is a lack of positive relationships among them. Conversely, in the event of a positive rapport among police officers, their ability to collaborate and perform their duties with greater effectiveness and efficiency is enhanced, hence leading to an overall improvement in the caliber of services rendered to the community. The capacity of police officers to adapt to evolving work environments and handle progressively intricate task demands is also influenced by human capital. In an era characterized by rapid and constant change, it is imperative for law enforcement agencies to cultivate a workforce that possesses the capacity to be adaptable and flexible in response to evolving environmental circumstances (Patterson et al., 2005). This intervention is expected to facilitate individuals in meeting the challenges posed by progressively intricate assignments, enhance the efficacy and productivity of their endeavors, and bolster public confidence in law enforcement agencies. Therefore, the significance of human capital in the police domain is paramount as it directly impacts human interactions. The presence of competent personnel and positive interpersonal connections among police officers play a crucial role in enhancing the efficacy and productivity of their endeavors, while also fostering public confidence in law enforcement agencies.

The second hypothesis is supported that managerial social capital strengthens the influence of human capital on human relations. Leaders' managerial social capital includes the social relationships and networks possessed by police leaders in carrying out their duties and responsibilities (Coleman, 1988). By having strong social capital, police leaders can facilitate good relationships between police officers and between police officers and the community, as well as build effective collaboration in completing complex tasks (Pralhad and Bettis, 1986). Managerial Social capital leaders can also help in developing human capital within the Police. By leveraging their social networks, police leaders can provide access to quality human resource training and development, as well as facilitate the transfer of knowledge and experience between police officers.

Managerial Social capital of leaders can help build a positive organizational culture and strengthen human relations among police officers. By leveraging their social networks, police leaders can promote positive organizational values, such as integrity, trust, cooperation, and respect for diversity. This will help build an inclusive and trusting work environment, as well as increase the involvement and motivation of police officers in carrying out their duties (Alder and Kwon, 2002; Nahapiet and Ghoshal, 1998). Thus, leaders' managerial social capital can strengthen the influence of human capital on human relations in the police context by facilitating good relationships, developing human resources, and building a positive organizational culture.

The third hypothesis predicts that increasing public trust in the Police: When police officers build good relationships with the public, this can increase the public's trust and sense of security in the Police. The public will be more open to providing information and collaborating with the Police in handling crime cases, so that the performance of the Police in maintaining security and social order can improve. Increasing the effectiveness of crime monitoring and prevention: By building good relationships with the community, police officers can more easily obtain information regarding potential crime threats in their area. This will help the Police to monitor and prevent crime more effectively (Hertig and Davenport, 2010; Neumann, 2020).

Increasing community involvement in security programs, when police officers succeed in building good relationships with the community, the community will be more involved in security programs carried out by the Police. The public will be more active in monitoring the surrounding environment and providing reports when crimes occur. This will make it easier for the Police to deal with potential crime threats. Increases police officers' motivation: When police officers feel appreciated and accepted by the community, this can increase their motivation in carrying out their police duties. Police officers will feel called to give their best in maintaining security and order and serving the community. Thus, it can be concluded that the influence of good human relations in the police context can improve police performance in maintaining security and social order, namely by increasing public trust, the effectiveness of monitoring and preventing crime, community involvement in security programs, as well as the motivation of police officers in carrying out police duties (Chen and Zheng, 2022; Saleem et al., 2022).

The fourth hypothesis, positing a potential relationship between human capital and the performance of public security and order, lacks empirical confirmation. The performance of police security and order can be influenced by social environmental elements and economic situations in the area, as indicated by the findings of the observations. In addition to human capital, several organizational elements, including organizational culture, supervision systems, and

human resource management, have the potential to exert an influence on police performance. For instance, if the organizational culture within a police force does not foster a climate of collaboration and transparency, it can have an impact on the overall performance of the Police in their efforts to uphold security and maintain order. The utilization of contemporary technology has the potential to impact the efficacy of law enforcement agencies in upholding security and promoting societal harmony. For instance, the utilization of closed-circuit television (CCTV) cameras, facial recognition systems, and other technological advancements can potentially enhance the efficacy of monitoring and crime deterrence (Cameron, 2011; Lim et al., 2020).

The fifth hypothesis demonstrates that human interactions fully mediate the influence of human capital on performance. Human relations, a part of human resources, help to moderate the impact of human resources on performance outcomes, such as financial results, inside an organisation (Jiang, Hu, Wang, & Jiang, 2019). Strong interpersonal connections among individuals in a company may create a nurturing and cooperative atmosphere, resulting in higher levels of employee involvement, contentment, and efficiency (Chen & Zheng, 2022). Test results indicate that leadership's intelligence capabilities, especially in command organisations, are insufficient to fully optimise performance. Established leadership in human relations can serve as a catalyst for enhancing performance (Jiang et al., 2019).

## 6. Conclusions and Implications

### 6.1. Conclusion

After testing the proposed hypothesis, the conclusions that can be drawn are: first, the human capital of the sector police chief will be capable of human relations, and this influence will be strengthened by the managerial social capital possessed by the sector police chief. This indicates that the human capital of a sector police chief with the capacity he has will be able to build human relations; this will be more effective if he is able to optimize his social capital. The test results also show that human relations are able to influence the performance of security and social services in the police sector. The concept of social capital, which includes the goodwill generated by the social relationships between sector police chiefs and their members, can also have an impact on human relations. Social capital can influence the social structure and the social capital available to individuals, which can indirectly affect human relations (Adler & Kwon, 2002; Saleem et al., 2022). The test results indicate that there is no significant positive correlation between human capital and the performance of security and social services within the police sector. The findings from the analysis of this model indicate that the impact of human capital on the effectiveness of social security and order is enhanced when mediated through interpersonal relationships (Chen & Zheng, 2022; Saleem et al., 2022).

### 6.2. Managerial Implications

The cultivation of social capital within an organization can yield favorable outcomes in terms of enhancing human relationships and facilitating interactions. The cultivation of both exterior (bridging) and interior (bonding) social capital is of utmost significance in nurturing favorable interpersonal connections. The concept of human capital, denoting the intellectual, practical, and aptitudinal attributes possessed by an individual, assumes a pivotal significance in determining one's performance and achievements. The aforementioned factors have the potential to positively impact an individual's professional advancement, the process of seeking employment, and the overall efficacy of police organizations (Adler & Kwon, 2002; Chen & Zheng, 2022). The following managerial implications are suggested for the police sector: Firstly, leaders in the police sector can foster positive relationships with subordinates, colleagues, superiors, and other stakeholders to increase managerial social capital. This can be utilized as both exterior (bridging) and interior (bonding) social capital within organizations to maintain beneficial interpersonal connections. Secondly, police sector leaders can emphasize the importance of human relations by providing training and development programs to enhance interpersonal dynamics between employees and superiors. Thirdly, leaders can cultivate a positive work environment by promoting collaboration and motivation and creating platforms for information exchange, teamwork, and job satisfaction. This can help improve human relations and overall organizational performance.

Based on the findings of the study, we find Human relations, a part of human resources, help to moderate the impact of human resources on performance outcomes, such as financial results, inside an organisation. It is recommended that the management of Indonesian Police should prioritize the consideration of human capital factors throughout the recruiting and selection process of employees. The recruitment of human resources necessitates adherence to specific criteria, including intellectual capacity, technical proficiencies, and favorable character traits, in order to establish constructive interpersonal connections with society (Adler & Kwon, 2002; Saleem et al., 2022; Tumwine, Kamukama, & Ntay, 2012).

Furthermore, based on the significant influence of human relations mediators in building performance, as well as the absence of direct influence of human capital on performance, it is imperative for police officials within the sector to uphold interpersonal connections, since these ties have the potential to impact the efficacy of public security and maintenance of order. The establishment of positive relationships between law enforcement agencies and the community can foster a robust sense of trust and collaboration in upholding public safety and sustaining societal order (Al-Dhaafri & Al-Swidi, 2016; Homberg, Vogel, & Weiherl, 2017). In this particular scenario, it is imperative for management to acknowledge the significance of training and cultivating interpersonal skills as a means to enhance the relationship

between law enforcement and the community. The enhancement of public security and order can be facilitated by sector police commanders through the reinforcement of the monitoring and control system, the enhancement of institutional coordination, and the promotion of community engagement in endeavors to uphold social security and order. By employing this methodology, organizational leadership has the potential to establish a more secure and cohesive societal milieu (Gilbert, Von Ah, & Broome, 2017; Göksel & Aydintan, 2017).

### 6.3. Theoretical Implications

This study serves as a valuable addition to the existing literature on the cultivation of human capital and social capital inside law enforcement agencies. The optimization of organizational performance is closely linked to the growth of human capital and social capital (Chen & Zheng, 2022). The concept of human capital pertains to the personnel assets possessed by a business, whereas social capital pertains to the interpersonal networks and connections among individuals within the firm (Pradana et al., 2020). In this instance, scholarly inquiry can elucidate the notion of cultivating human capital and social capital within the police sector. The significance of managerial social capital as a determinant impacting interpersonal dynamics within the police sector. Managerial social capital refers to the social capital that managers or leaders possess in establishing positive relationships with their subordinates, coworkers, and other stakeholders (Chen & Zheng, 2022; Pradana et al., 2020). In this scenario, the police chief's possession of managerial social capital has the potential to enhance the effect of human capital leaders in fostering positive human interactions within the police sector.

### 6.4. Limitation and Suggestions Future Research

The research is limited by the sample size, which can be expanded, and the quantitative methodologies utilised restrict researchers from investigating it thoroughly and in detail. To enhance the study, it is recommended to expand the sample size by investigating many police precincts simultaneously. Future researchers can utilise a qualitative methodology to get authentic information with substantial depth and precision. If a subordinate evaluates an organisation or superior, they may respond correctly without expressing their true feelings. Future researchers can use more natural methods in exploring primary data, such as depth interviews or participant observation.

### Author Contribution

Author 1: conceptualization, writing original draft, methodology, data collection, data curation, formal analysis, investigation.

Author 2: conceptualization, review and editing, writing review and editing, supervision, data analysis, visualisation,

Author 3: writing original draft, validation, visualisation, supervision.

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### Conflict of Interest

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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