

AGENCY COOPERATION MEDIATION THE EFFECT INTERPERSONAL COMMUNICATION ON THE PERFORMANCE TRAFFIC DIRECTORATE OF EAST JAVA REGIONAL POLICE

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Abstract: The purpose of the study was to analyze the mediation of agency cooperation in influence of interpersonal communication on performance of the East Java Regional Police Traffic Directorate. The sample of this research were 60 personnel was selected using a purposive sampling method. The results of this study were indicate that interpersonal communication and agency cooperation effect on the performance of the Traffic Directorate, and interpersonal communication influences agency cooperation. Furthermore, agency cooperation mediates the effect of interpersonal communication on Traffic Directorate performance (partial mediation). These results indicate that the highest improvement in Traffic Directorate performance can be achieved through the implementation of interpersonal communication practices. The results of this study strengthen the dynamic capabilities theory, which states that organizations can develop interpersonal communication to cope with changing environments.

Keywords: Traffic Directorate performance, interpersonal communication, agency cooperation

1. Introduction

Ditlantas Polda East Java (Ditlantas Polda Jawa Timur) is the abbreviation for the Traffic Directorate of the East Java Regional Police, a key implementing agency at the regional police level responsible for the security, safety, order, and smooth flow of traffic. Ditlantas carries out various traffic-related functions, such as law enforcement, public traffic education, vehicle and driver administration, and regulating traffic for the public.

The main functions of Ditlantas are: 1) Security, Safety, Order, and Smooth Flow of Traffic (Kamseltibcarlantas); maintaining and securing traffic flow within the Polda jurisdiction; 2) Traffic Law Enforcement; taking action against traffic violations; 3) Traffic Public Education (Dikmaslantas); providing education and outreach regarding traffic order to the public; 4) Regident Administration; managing the administration of registration and identification of motor vehicles and drivers; 5) Traffic Problem Assessment; conducting analysis and studies of traffic problems to find solutions; and 6) Information Services: Providing traffic-related information, for example through the Traffic Management Center (TMC).

Public mobility in East Java Province consists of people from within the province and those from outside the province, using various modes of transportation, including two-wheeled vehicles, four-wheeled vehicles with single and dual axles, trains, and airplanes. In this study, the modes of transportation observed were two-wheeled and four-wheeled vehicles of various types, brands, and models. During certain seasons, such as New Year's celebrations, Eid al-Fitr, and other holidays, transportation not only originates from East Java but also includes motorcycles and cars originating from Central Java, West Java, Jakarta, and connecting roads to Bali. The arrival of vehicles the influx of people from outside the region into Surabaya has

led to increasingly congested roads, necessitating security measures to minimize traffic accidents.

The East Java Regional Police Traffic Directorate (Ditlantas Polda Jatim) recorded that in 2024, motorcycles were the most involved in accidents, with 927 violations, followed by cargo vehicles (146), followed by passenger cars (108), and buses (15). This means that 99 percent of accidents are caused by human error, followed by vehicle and road factors.

According to research on the performance of the East Java Regional Police Traffic Directorate, the Traffic Directorate's ability to reduce traffic accidents is still not optimal, only around 80%, furthermore, this area is a hub for religious events and events, attracting visitors from West Java, Banten, Jakarta, and Central Java who return home for religious ceremonies/Eid al-Fitr, New Year's, and is also a main route to the tourist destination of Bali.

Based on the Regulation of the Chief of Police Number 14 of 2018 concerning the Organizational Structure and Work Procedures at the Regional Police level, the duties and functions of the organizational structure and work procedures of work units must be carried out in accordance with their respective duties and functions, which will then be asked for accountability in the form of performance analysis. The performance analysis of each work unit will be measured based on the main performance indicators (IKU) of the East Java Regional Police Traffic Directorate by measuring between plans and realizations that have been achieved. Table 1.1 informs the targets and realization of the performance of the East Java Regional Police traffic directorate.

Table 1.1
Targets and Realization of the Performance of the East Java Regional Police Traffic Directorate for 2020-2024

Indicator Performance	Performance Targets and Realization				
	2020	2021	2022	2023	2024
1. Road Safety Index	Not yet achieved				
Target					
Response time of officer presence at the scene	80%	82%	84%	86%	88%
Realization					
Response time of officer presence at the scene	85.09%	45.32%	77.9%	63.53%	62.97%
2. East Java Regional Police Law Enforcement Index	Has been achieved				
Target					
traffic accident cases	60%	70%	80%	82.60%	85.20%
Realization					
Traffic Accident Cases	90.94%	74%	90%	94.40%	90.40%
3. East Java Regional Police Service Satisfaction Index	Has been achieved				
Target					
index for the SIM, BPKB, STNK, and SKUKP service process in accordance with SOP	68.00%	70.00%	72.00%	74.00%	76.00%
Realization					
index for the SIM, BPKB, STNK, and SKUKP service process in accordance with SOP	82.50%	84.78%	86.96%	86.77%	86.13%

Source: LAKIP Dirlantas East Java Province 2020-2024

Table 1.1 reports the performance targets and realizations of the East Java Regional Police Traffic Directorate (Ditlantas Polda Jawa Timur) for 2020-2024. Data from 2023-2024 indicate that some performance indicators have been achieved and others have not. These include: 1) the percentage of officer response time at crime scenes has not been achieved, 3) the percentage of traffic accident case services has been achieved, and 3) the police service satisfaction index has been achieved.

Researchers suspect that many factors contribute to the failure of certain performance indicators at the Polda Traffic Directorate, including personnel professionalism, interpersonal communication, leadership, collaboration with related agencies (such as the Transportation Agency, BPJS Kesehatan (Social Security Agency), Jasa Raharja (Services for Raharja), and hospitals), public awareness of traffic laws, and others. Researchers attempted to link the research variables to the grand theory of dynamic capability, which is constantly evolving in line with scientific developments.

Diamantidis and Chatzoglou (2019) identified several factors influencing employee performance. These factors include those related to the company environment, such as: (1) management support, which refers to leadership activities that influence, guide, and maintain employee behavior; (2) training culture, which fosters an effective organizational culture; (3) organizational climate, which reflects employee perceptions of the quality of the internal environment; and (4) environmental dynamism, which relates to external conditions. Job-related factors include the work environment and job autonomy, while employee-related factors include proactivity (taking responsibility for tasks), adaptability to the environment, intrinsic motivation (motivation driven by internal factors), commitment, and skill level.

Interpersonal communication is a social process in which individuals influence each other and is the most effective communication for changing attitudes, opinions, or behavior, both directly and through media, to support the completion of tasks. Several research findings, such as those by Ghofar *et al.* (2018); Suhartini *et al.* (2020), and Fanpada (2020), indicate that interpersonal communication influences employee performance.

Cooperation is a joint effort between individuals or groups to achieve a specific goal. This means that cooperation involves interactions between multiple parties working together to achieve the desired outcome (Soekanto, 2006). Research findings that indicate that cooperation impacts performance are cited by Susanti, Widyani, and Utami (2021), Panggiki, Lumanauw, and Lumintang (2017), and Nainggolan *et al.* (2020).

2. Literature Review

Traffict Directorate Performance

Prawirosentono (2014:89) states that performance is the work results achieved by an individual or group of individuals within an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the organization's goals legally and ethically, and in accordance with morals and ethics. In this regard, there is a close relationship between individual performance and institutional or corporate performance. This statement suggests that if the individual performance of personnel at the East Java Regional Police Traffic Directorate is good, then corporate performance, in this case, the Traffic Directorate, will likely also be good.

Human Resources (HR) are a valuable asset for every company and serve as the primary pivot for action, goal setting, and sound decision-making to achieve organizational objectives. Obtaining reliable and qualified HR requires a rigorous process, including recruitment,

selection, qualification, and placement of employees aligned with their capabilities, to improve company performance (Fatikhin *et al.*, 2017). The role of reliable HR within the East Java Regional Police Traffic Directorate is crucial, as they can influence the smooth flow of traffic activities and reduce accident rates.

This aligns with the East Java Regional Police Traffic Directorate's vision: "Achieving security, safety, order, and smooth, conducive traffic flow in the East Java region." This vision is supported by the mission of "protecting, serving, and enforcing the law in East Java." This vision, mission, and objectives can be realized, of course, with the support of competent personnel in their respective fields of work, who are then able to communicate effectively interpersonally to achieve optimal performance.

Interpersonal Communication

DeVito (2011) explains that interpersonal communication is the process of sending and receiving messages between two or more people, occurring in a face-to-face situation, and characterized by immediate effects and feedback. Rogers (in Rakhmat, 2012) states that the better the interpersonal communication, the more openly a person expresses themselves and the more positive their perception of others is, beyond their own.

Bungin and Burhan (2008:32) explain that interpersonal communication is personal communication between individuals, whether it occurs directly (without a medium) or indirectly (through a medium). Examples include face-to-face conversations, telephone conversations, and personal correspondence. The focus of their observations is the forms and nature of relationships, discourse, interactions, and communicator characteristics. According to Rakhmat, (2012) interpersonal communication is influenced by interpersonal perception, self-concept, interpersonal attraction and interpersonal relationships. Thus, it can be concluded that interpersonal communication is the process of conveying messages between two people or small groups directly, both verbally and non-verbally, so as to receive direct feedback.

Cooperation

According to Thomas and Johnson (2014), cooperation is a grouping that occurs among living things we know. They each explain that cooperation involves mutual support and reliance on group members to achieve a common goal. Cooperation is a dynamic interaction between two or more parties aimed at achieving a common goal. Cooperation involves elements of interaction and a shared goal (Pamudji (1985)).

Cooperation is a form of social process, in which certain activities are demonstrated to achieve a common goal by mutually assisting and understanding each other's activities (Abdulsyani, 1994). According to Basrowi (2005), cooperation is a form of social process in which certain activities are aimed at achieving a common goal by mutually assisting and understanding each other's activities.

Conceptual Model and Hypothesis

The conceptual framework is needed to bridge the research variables done in process. The conceptual framework of this research can be seen in Figure 1.1

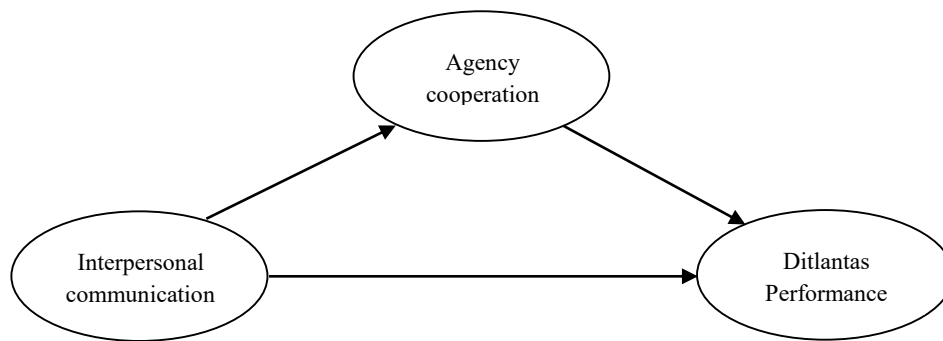


Figure 1.1
Conceptual Framework
 Source: Processed by researchers

Based on empirical and theoretical studies, the researcher proposes the following hypotheses:

- H1. Interpersonal communication has a positive and significant effect on the performance of the East Java Regional Police Traffic Directorate.
- H2. Interpersonal communication has a positive and significant effect on the agency cooperation within the East Java Regional Police Traffic Directorate.
- H3. Agency cooperation has a positive and significant effect on the performance of the East Java Regional Police Traffic Directorate.
- H4. Agency cooperation mediates the effect of interpersonal communication on the performance of the East Java Regional Police Traffic Directorate.

3. Method

This research uses a associative-causal, aiming to investigate the relationship, seek influence, and cause and effect between two or more variables, specifically personnel performance, interpersonal communication, and agency cooperation. This research seeks to develop a conceptual framework that explains, predicts, and potentially controls personnel performance as the primary outcome. This research was conducted at the East Java Regional Police Traffic Directorate. The population of this study were 60 permanent personnel working in the Traffic Directorate and the sample was determined by purposive sampling in the traffic, driving license, vehicle registration, and vehicle ownership certificate (BPKB) sectors. Employee performance is measured by indicators stipulated in government regulation number 30 of 2019 and adjusted to the conditions of the East Java Regional Police Traffic Directorate, which include: (1) service orientation, (2) integrity, (3) commitment, (4) discipline, and (5) leadership. Interpersonal communication is measured by five indicators developed from De Vito (2011:124) include these several indicators: openness, empathy, supportive attitude, positive attitude, and similarity. Cooperation is measured by indicators developed from McShane and Glinow (2018:152) and Davis (2015:89), include these several indicators: coordination, comfort, problem solving, mutual contribution, maximum direction of abilities, and responsibility.

4. Results and Discussion

The study, involving 60 East Java Regional Police Traffic Unit personnel, found that 73% were male, 42% were aged 36-45, 88% were married, 58% had a bachelor's degree, and 11-20 years of service experience. It concluded that personnel were experienced and mature enough to achieve work goals with high performance.

Personnel responses to traffic unit performance variables were very high for the service orientation indicator, which demonstrated politeness in providing service to the public. Furthermore, in carrying out their duties, personnel were always given direction by their superiors to achieve goals. Personnel responses that needed improvement were related to the commitment indicator, which required personnel to prioritize service interests over personal interests and to always be prepared to accept risks if the service provided was unsatisfactory.

Personnel responses to interpersonal communication were very high for the openness indicator, where personnel always communicated openly with colleagues. The empathy indicator was also rated very high, especially consistently demonstrating empathy toward members of the public in need. Respondent responses were still low for supportive attitudes, particularly the attitude of mutual assistance among colleagues to achieve goals.

Furthermore, personnel responses to the agency cooperation variable showed a very high level of achievement in the comfort of work indicator, indicating that the work facilities between personnel and members of related agencies are already supportive. Meanwhile, personnel responses remained low in the responsibility indicator, indicating that support between personnel and partnerships between related agencies needs to be improved. Personnel also rated the coordination indicator low, indicating that collaboration between personnel and members of related agencies is ineffective.

The analysis of measurement model or outer model was performed in determining the validity test due to the correlation between variables. It can be seen in Figure 1.2

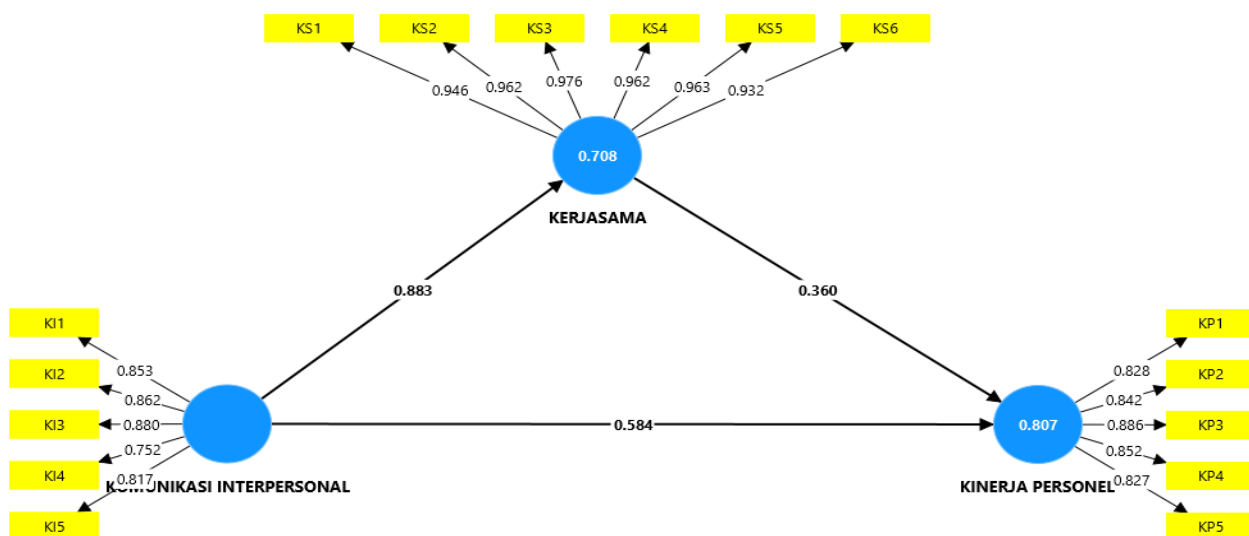


Figure 1.2

Outer Loading of Main Variables

Source : Results of PLS processing by researchers

Convergent Validity Test

Convergent validity test is assessed based on *outer loading* measurement with see mark *outer loading* ≥ 0.5 , then the model has validity good *convergent* (Chin, 1995) . Following this mark *outer loading* indicator every obtained variables from bootstrapping in Table 1.1

Table 1.1
Outer Loading Values

Variables Study	Outer loadings
KI1 <- INTERPERSONAL COMMUNICATION	0.853
KI2 <- INTERPERSONAL COMMUNICATION	0.862
KI3 <- INTERPERSONAL COMMUNICATION	0.880
KI4 <- INTERPERSONAL COMMUNICATION	0.752
KI5 <- INTERPERSONAL COMMUNICATION	0.817
KP1 <- PERSONNEL PERFORMANCE	0.828
KP2 <- PERSONNEL PERFORMANCE	0.842
KP3 <- PERSONNEL PERFORMANCE	0.886
KP4 <- PERSONNEL PERFORMANCE	0.852
KP5 <- PERSONNEL PERFORMANCE	0.827
KS1 <- COOPERATION	0.946
KS2 <- COOPERATION	0.962
KS3 <- COOPERATION	0.976
KS4 <- COOPERATION	0.962
KS5 <- COOPERATION	0.963
KS6 <- COOPERATION	0.932

Source : PLS Researcher Processed Results

Following Table 1.2 explains about average variance extracted (AVE) obtained from Algorithm:

Table 1.2
Average Variance Extracted (AVE)

Variables Study	Average variance extracted (AVE)
COOPERATION	0.916
PERSONNEL PERFORMANCE	0.717
INTERPERSONAL COMMUNICATION	0.695

Source : PLS Researcher Processed Results

Table 1.2 shows that mark *Average Variance Extracted* (AVE) above 0.5 so that can stated own good validity, meaning big variants that can contained by the latent construct already good.

Discriminant Validity Test

Validity test discriminant done For ensure between variables No each other correlate and measure different constructs . For measure validity discriminant done calculation with use mark *cross* loading obtained from Algorithm . Following This validity test results discriminant variables performance personnel , interpersonal communication , and work same as in table 1.3

Table 1.3
Cross Loading Value

	COOPERATION	PERSONNEL PERFORMANCE	COMMUNICATION INTERPERSONAL
KI1	0.604	0.713	0.859
KI2	0.989	0.863	0.850
KI3	0.688	0.758	0.880
KI4	0.520	0.595	0.755
KI5	0.552	0.656	0.824
KP1	0.924	0.828	0.789
KP2	0.615	0.841	0.734
KP3	0.650	0.886	0.752
KP4	0.641	0.852	0.670
KP5	0.682	0.827	0.719
KS1	0.946	0.765	0.749
KS2	0.962	0.822	0.810
KS3	0.976	0.822	0.810
KS4	0.962	0.822	0.810
KS5	0.963	0.845	0.810
KS6	0.931	0.765	0.769

Source : PLS processed results by researchers

Table 1.3 shows that all over mark correlation indicator variables have mark *cross loading* above 0.5 means every indicator no there is correlate and measure different constructs.

Composite Reliability Test

Reliability test in PLS can using two methods, namely Cronbach's alpha and composite reliability. Cronbach's alpha measures the lower limit mark reliability whereas composite reliability measure mark indeed reliability something construct (Chin, 1995). Composite reliability is assessed more Good in estimate internal consistency of a construct . Rule of thumb value Cronbach's alpha and composite reliability must be big of 0.70 (Hair *et al*, 2010). The following is results calculation Cronbach's alpha and composite reliability on variables research obtained from Algorithm can be seen in table 1.4

Table 1.4
Composite Reliability and Cronbach's Alpha Results

	Cronbach's <i>alpha</i>	Composite reliability (<i>rho_a</i>)	Composite reliability (<i>rho_c</i>)
Cooperation	0.982	0.982	0.985
Directorate Performance	0.902	0.906	0.927
Interpersonal Communication	0.891	0.916	0.919

Source : PLS Researcher Processed Results

Table 1.4 shows that mark *Cronbach's alpha* and *composite reliability* for all construct each variable has greater value big from 0.70, with thus research model construct consisting of from performance traffic, interpersonal communication and cooperation agency reliable.

Structural Model Evaluation Results

Analysis results Coefficient Determination (*R-Square*) of 0.67, 0.33 and 0.19 for endogenous variables in structural models indicates that the model is good , moderate and weak (Ghozali and Latan, 2015). Based on data processing with PLS, resulting in mark coefficient determination (*R-Square*) as following in table 1.5

Table 1.5
***R-Square* Value**

	<i>R-square</i>
COOPERATION PERSONNEL PERFORMANCE	0.708 0.807

Source : PLS Researcher Processed Results

Goodness of fit in the PLS model can known from R Square value , the more the height of R Square then the model can it is said increasingly fit. The results of the R square calculation of the variable performance traffic police show value of 0.807 more big from 0.67 means size diversity from research data can explained by the structural model and has mark good relevance because almost the same value approach one .

Testing Results Hypothesis

The effect or not effect between exogenous and endogenous variables in the research on interpersonal communication and traffic police performance, interpersonal communication and agency cooperation, agency cooperation and traffic police performance, and the mediation of cooperation in influencing interpersonal communication on performance can be determined from the t-statistic and p-value. If the t-statistic value obtained is greater than 1.96 (t statistic > 1.96), then the p value is smaller than 0.05, then the hypothesis has effect a significant. If the t-statistic value obtained is smaller than 1.96 (t statistic < 1.96), then the p value is greater than 0.05, then the hypothesis has effect does not significant. Table 1.6 shows the results of hypothesis testing in this study.

Table 1.6
Test Results Hypothesis

Hypothesis Study	Original sample (O)	Sample mean (M)	T statistics (O/STDEV)	P values
Cooperation -> Traffic Police Performance communication ->	0.360	0.359	3,359	0.001
Cooperation communication -> Traffic Police Performance communication- >	0.883	0.893	17,568	0.000
Cooperation-> performance traffic police	0.318	0.320	3,328	0.001

Source : PLS Researcher Processed Results

Table 1.6 shows results testing hypothesis that can be explained as following:

Hypothesis 1:

The effect of interpersonal communication on traffic police performance is 0.584 the t-statistic is 5.781, which is greater than 1.96 and has a significant p-value of 0.000, less than 0.05. Therefore, it can be concluded that interpersonal communication has a positive and significant effect on traffic police performance at the East Java Regional Police. These results align with research by Ghofar *et al.* (2018); Suhartini *et al.* (2020); and Fanpada (2020), which found that interpersonal communication effect on the employee performance. Interpersonal communication is a social process in which individuals effect each other and is the most effective way to change attitudes, opinions, or behavior, both directly and through media, to support the completion of assigned tasks.

Hypothesis 2

The effect of interpersonal communication on agency cooperation is 0.883, with a t-statistic of 17.568. This t-statistic is greater than 1.96, and a significance level of 0.000, less than 0.05. Therefore, it can be concluded that interpersonal communication has a positive and significant effect on the performance of the East Java Regional Police Traffic Directorate. This study's results align with research by Sugiyo and Rahayu (2024; Worang *et al.*, 2023; Wujayanti *et al.*, 2023), which states that interpersonal communication effect on the cooperation.

Hypothesis 3

The effect of agency cooperation on the Traffic Directorate performance variable is 0.360, with a t-statistic of 3.359. This t-statistic is greater than 1.96, with a significance value of 0.001, which is less than 0.05. Therefore, it can be concluded that agency cooperation has a positive and significant effect on the performance variable of the East Java Regional Police Traffic Directorate. This study's results align with those of Ibrahim *et al.*, 2021; Quraisy *et al.*, 2023; Rana *et al.*, 2024, which state that cooperation effect on the performance.

Hypothesis 4:

Agency cooperation mediates the effect of interpersonal communication on the East Java Regional Police Traffic Directorate performance variable by 0.318, with a t-statistic of 3.328. This t-statistic is greater than 1.96, with a significance value of 0.001, less than 0.05. Therefore, it can be concluded that agency cooperation plays a mediating role, further improving traffic directorate performance. To determine whether agency cooperation provides a full or partial mediation effect, the Variance Accounted For (VAF) formula can be calculated. The VAF value was 36.05%. With the criterion of $20\% \leq \text{VAF} \leq 80\%$, the agency cooperation variable is a partial mediator. This means that the exogenous variable (interpersonal communication) can effect on the endogenous variable (traffic directorate performance) directly or indirectly, through the involvement of the mediating variable (agency cooperation).

5. Conclusion

The purpose of this study was to develop a theory of dynamic capabilities through a conceptual model of traffic management performance, interpersonal communication, and agency cooperation. The results showed that all four proposed hypotheses were accepted. Among the four hypotheses, interpersonal communication was the most effective pathway for improving the performance of the East Java Regional Police Traffic Directorate, as it had the highest path coefficient. Agency cooperation was identified as a partial mediator, meaning it indirectly

effect on the traffic management performance. From the results of this study, it can be concluded that this model strengthens the dynamic capabilities theory and offers a strategic approach to improving traffic management performance.

From a managerial perspective, the East Java Regional Police Traffic Directorate should prioritize interpersonal communication variables in efforts to improve traffic management performance, as this variable directly plays a significant role in performance improvement. For further research, it is recommended to investigate the relationship between affective commitment and psychological empowerment on personnel performance at the East Java Regional Police as an integrated part of the development of the East Java Regional Police Traffic Directorate.

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