

FULL RANGE LEADERSHIP, ORGANIZATIONAL CULTURE, JOB SATISFACTION, AND JOB PERFORMANCE OF POLICE INVESTIGATOR

Rio Adhikara

Indonesian National Police Science College-PTIK, Jakarta, Indonesia

Email - rioadhikara@gmail.com

Abstract: The purpose of this study was to examine the influence of full range leadership model from Avolio, Robbin's organizational culture, and job satisfaction from Robbins as an influencing factors of job performance on Police Investigators of South Jakarta Police CID. A hypothetic model was self modified based on some previous studies and the hypothesis stated that there is a positive influence or correlation of the three variables on the investigator's job performance. This study used a mix methods to get a comprehensive findings. The study results were showed that all variables above had a positive and significant influence on investigators' performance whereas full range leadership is the most influencing factor.

Key Words: Full Range Leadership (FRL); Job Performance; Job Satisfaction; Organizational Culture.

1. INTRODUCTION:

On most occasion, investigator's job performance is measured by simple way through the number of crime clearance or by the comparison between crime total and crime clearance. The result of this measurement method oftenly shows that the performance of police investigators are not optimal. For instance, from the table below, it can be seen that the number of crime clearance of South Jakarta Metropolitan Police Criminal Investigation Division (CID) were decreased from 2015 until 2017.

Table 1. Crime Clearance of Police Investigator on South Jakarta Metropolitan Police CID from 2015-2017

| No. | Year | Crime Total (CT) | Crime Clearance (CC) | Crime Total : Crime Clearance |
|-----|------|------------------|----------------------|-------------------------------|
| 1 | 2015 | 2822 | 2387 | 1.18 : 1 |
| 2 | 2016 | 2425 | 2016 | 1.20 : 1 |
| 3 | 2017 | 3125 | 1963 | 1.59 : 1 |

Source: South Jakarta Metropolitan Police CID

Investigators have a crucial role on investigation process since each level of its process are done by investigator based on rule of law. Whether the investigation succeeded or not, it is the responsibility of investigator. Therefore, an investigator should have a good job performance to be able to increase crime clearance numbers. Investigator job performance either as a form of public service or law enforcement needs to be upgraded to achieve its optimal level. Therefore, the problem formulation of this study is about how to increase job performance based on the factor of leadership, organizational culture, and job satisfaction. The purpose of this study is to know which factor that can influenced police investigator job performance in order as an effective police guidance to get higher job performance.

2. LITERATURE REVIEW:

Job performance is an outcome or results of a process (Nurlaila, 2010). It has already been studied for a long period. It is one of the most essential variable of work organization. Thus, an organization should have a good plan about job performance and conceive all of the things that support it as well. Based on previous studies, there are three variables that considered as an influencing factor on job performance. Those variables are leadership, organizational culture, and job satisfaction. These three variables represent both external and internal factors that will lead to a complete study about job performance especially for police investigator.

Leadership was one of the external factor that will affect people motivation in job performance. The power and role of a leader are very important especially in a hierarchical type of organization. All of the policy that the leader took has a great effect in organization including police organization. However, the Indonesia National Police (INP) especially South Jakarta Metropolitan Police has a policy about tour of duty and tour of area. As an impact of it,

an investigator may be changed by other or get promoted to another area in a certain moment. This policy was often and more likely to happened to investigator leaders rather than the investigator itself. The change of investigator leader will bring a different type or different leader’s character alongside with its advantages and disadvantages to investigator job performance.

Next, organizational culture was an external factor that affect job performance. In general, there were four type of organization for instance clan, adhocracy, market, and hierarchical. South Jakarta Metropolitan Police CID organization is a hierarchical type organization. This can be seen by its unique culture that used the power of order, rule, and regulation for police member to work. The hierarchical organization effectivity measured from stability, approximation, and operational continuity.

Lastly, job satisfaction was an internal factor that crucial in organizational behaviour and in work organizations. Job satisfaction was a general behaviour of a person towards their job which includes a gap between reward they achieved and reward they expected (Luthans as cited in Marbawi etc., 2018). Different people will also have a different satisfaction level. In general, a higher job satisfaction will lead to a higher positive attitude towards job performance. The hypothetical model of this study was made from previous studies and also prefers to some theories above, the figure of the hypothetical model of this study will described as follows:

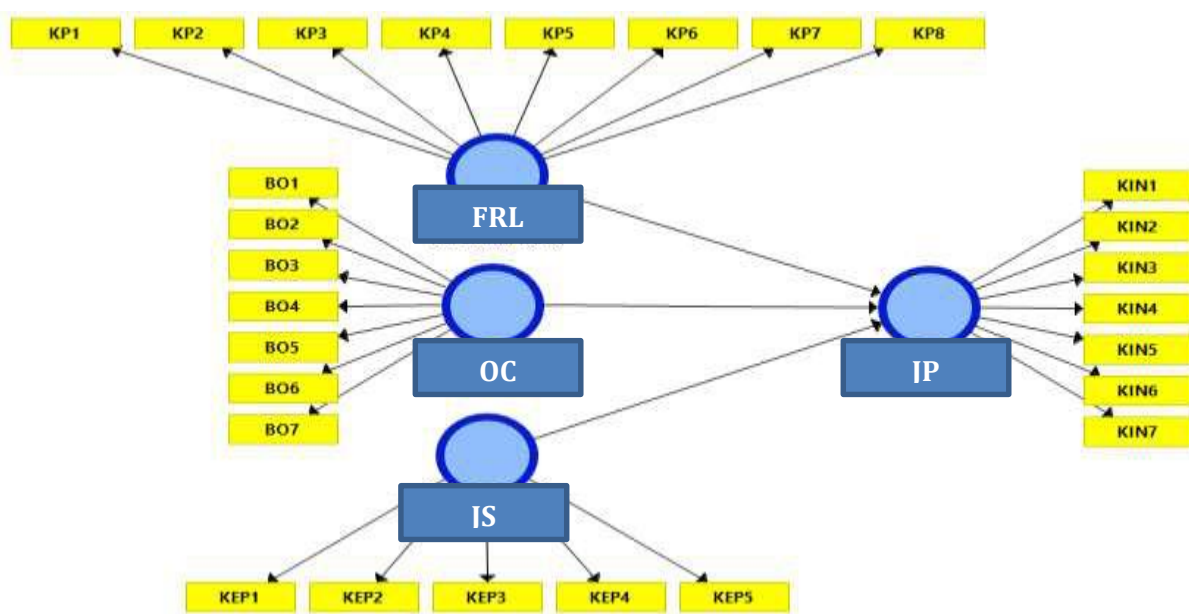


Figure 1: PLS Model

Hypothesis

The hypothesis of this study can be described as follows:

- H1.** There is a significant relationship between full range leadership and job performance of Investigator.
- H2.** There is a significant relationship between organizational culture and job performance of Investigator.
- H3.** There is a significant relationship between job satisfaction and job performance of Investigator.

3. METHODS:

This study applied a mix method approach that conducted with quantitavely and qualitatively. Research location is in South Jakarta Metropolitan Police CID. A quantitative research conducted first by doing a questionnaire survey to the total population of 59 police investigator on South Jakarta Metropolitan Police CID. Once it was answered, the data was analyzed by using Structural Equation Model (SEM) that provided by smart-PLS program.

Outer model consist of various tests for instance convergent validity, discriminant validity, and composite reliability. As it was a confirmatory research, the limit on convergent validity of loading factor is below 0.7 and the value of AVE should be more than 0.5. Discriminant validity of the AVE root square should be more than correlation value between independent variable. The composite reliability and cronbach alpha value should be more than 0.7. For inner model, the data will have a weak predictive relevance if Q2 value is more than 0.02, moderate value for more than 0.15, and strong value for more than 0.35. The hypothesis will be accepted if P value < 0.05 and t > 1.696. The partial effect from independent variables to dependent variable will be counted weak if f2 is and more than 0.02, moderate if f2 is more than 0.15, and strong if f2 is and more than 0.35.

4. RESEARCH RESULTS AND DISCUSSION:

4.1. Characteristic Respondent:

From a total of 59 respondents, 53 respondents were male and 6 respondents was female. Respondent’s age divided into 5 group, simultaneously they were 23.7% for 17-26 years old, 49.2% for 27-36 years old, 23.7% for 37-46 years old, and 3.4% for 47-58 years old. It can be assume that most of the police investigator was on the optimal age. The level of respondent’s education is different. Most of them had already graduated from university bachelor degree with 30 respondents. 26 Respondents graduated and only got level of education of junior high school. Meanwhile, the least level of education of respondents were the university-master degree with 3 respondents. The respondent’s length of work divided into 3 groups. The first was group with length of work 5 years and below with 17 respondents. The second was 5-10 years length of work with 10 respondents. The last and the largest group of length of work is a group of more than 10 years with a total of 32 respondents. It can be assumed that most of the South Jakarta Metropolitan Police CID investigators has a high experience on crime investigation.

4.2. PLS Analysis:

The outer model analysis result of this study meets the requirements of (1) cronbach’s alpha should be above 0.7, (2) composite reliability should be above 0.7; and (3) AVE should be above 0.5.

Table 2, Results of Testing Composite Reliability (CR), Average Variance Extracted (AVE), and Cronbach’s Alpha (CA)

| | Cronbach's Alpha | | Composite Reliability | | Average Variance Extracted (AVE) | |
|------------|------------------|---------------|-----------------------|---------------|----------------------------------|---------------|
| | Value earned | Cut-off Value | Value earned | Cut-off Value | Value earned | Cut-off Value |
| OC | 0.975 | 0.7 | 0.979 | 0.7 | 0.869 | 0.5 |
| JS | 0.959 | 0.7 | 0.968 | 0.7 | 0.859 | 0.5 |
| JP | 0.964 | 0.7 | 0.970 | 0.7 | 0.824 | 0.5 |
| FRL | 0.970 | 0.7 | 0.975 | 0.7 | 0.827 | 0.5 |

Source : South Jakarta Metropolitan Police CID (Data processed by Smart-PLS)

The results of inner model shows that the model has a strong predictive relevance which can be indicated from the value of Q² below that above 0.35

Table 3, Q² Predictive Relevance

| | SSO | SSE | Q ² (=1-SSE/SSO) |
|------------|---------|---------|-----------------------------|
| OC | 420.000 | 420.000 | |
| JS | 300.000 | 300.000 | |
| JP | 420.000 | 238.148 | 0.433 |
| FRL | 480.000 | 480.000 | |

Source : South Jakarta Metropolitan Police CID (Data processed by Smart-PLS)

Goodness of fit model test result shows that the model has a perfect fit type. The perfect fit can be obtained when the value of SRMR is below 0.08. A perfect fit model means that this model is decent to test the hypotheses.

Table 4, Goodness Of Fit Model Test Results

| | Saturated Model | Estimated Model |
|-------------|-----------------|-----------------|
| SRMR | 0.059 | 0.059 |

Source : South Jakarta Metropolitan Police CID (Data processed by Smart-PLS)

Based on significant test results, if P value<0.05 and t stat> 1.696 then Ho will be rejected and concluded that independent variable has a significant correlations to dependent variable. The results of the test can be seen in figure below:

Table 5, Significant Test Results.

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|-----------|---------------------|-----------------|----------------------------|--------------------------|----------|
| OC -> JP | 0.236 | 0.235 | 0.114 | 2.078 | 0.038 |
| JS -> JP | 0.238 | 0.242 | 0.110 | 2.165 | 0.031 |
| FRL -> JP | 0.390 | 0.384 | 0.125 | 3.134 | 0.002 |

Source : South Jakarta Metropolitan Police CID (Data processed by Smart-PLS)

Partial influence can be measured from the value of f^2 . The f^2 value has a weak influence if $f^2 > 0.02$, moderate influence if $f^2 > 0.15$, and strong influence if $f^2 > 0.35$. On another hand, simultan influence of all independent variables to dependent variable can be measured from R^2 value. The simultan influence has a weak influence if $R^2 > 0.25$, moderate influence if $R^2 > 0.50$, and strong influence if $R^2 > 0.75$. The partial and simultan influence can be seen in the table below:

Table 6, Partial and Simultan Influence

| | Partial Influence (f^2) | | | Simultan Influence (R^2) |
|----|-----------------------------|-------|-------|------------------------------|
| | FRL | OC | JS | |
| JP | 0.170 | 0.066 | 0.070 | 0.572 |

Source : South Jakarta Metropolitan Police CID (Data processed by Smart-PLS)

The full range leadership influence in job performance was 17%. Meanwhile organizational culture and job satisfaction influence on job performance were 6.6% and 7%. Simultaneously, all of the three variables influence on job performance was 57.2%. From all of the three predictors, the full range leadership has the highest influence on job performance.

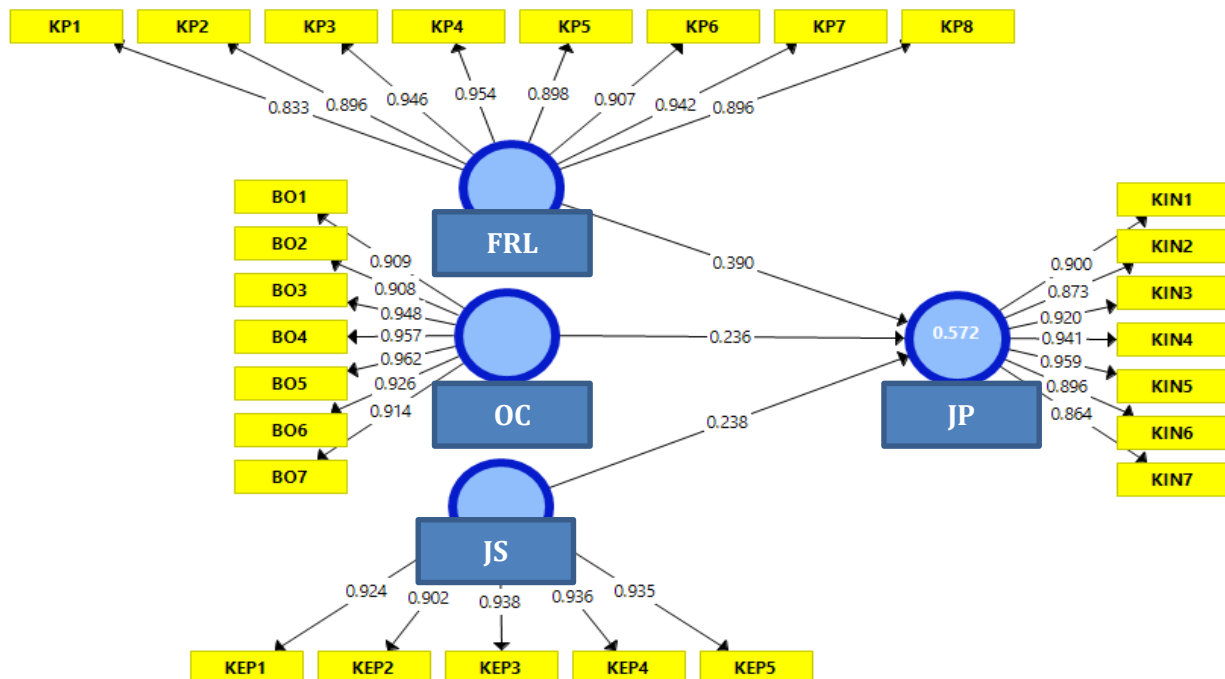


Figure 3: PLS Algorithm Estimation

Source : South Jakarta Metropolitan Police CID (Data processed by Smart-PLS)

Algorithm model of the PLS can be seen on Fig.3. All of the numbers represent the score of correlation in the model.

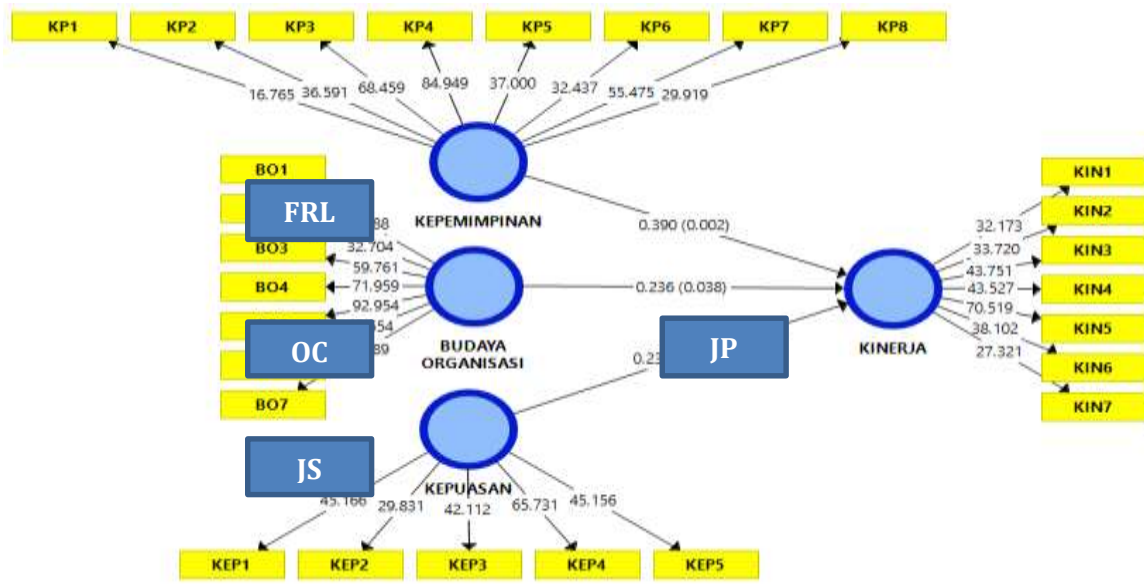


Figure 4: PLS Bootstrapping Model

Source : South Jakarta Metropolitan Police CID (Data processed by Smart-PLS)

Fig.4 shows PLS bootstrapping model consists of t statistic score. The Fig.4 above indicates that all of the correlations were significant.

Table 7, Cross Loading

| | BO | KEP | KIN | KP |
|------|-------|-------|-------|-------|
| BO1 | 0.909 | 0.494 | 0.637 | 0.582 |
| BO2 | 0.908 | 0.548 | 0.507 | 0.530 |
| BO3 | 0.948 | 0.627 | 0.650 | 0.683 |
| BO4 | 0.957 | 0.576 | 0.570 | 0.594 |
| BO5 | 0.962 | 0.541 | 0.587 | 0.583 |
| BO6 | 0.926 | 0.560 | 0.476 | 0.563 |
| BO7 | 0.914 | 0.614 | 0.676 | 0.719 |
| KEP1 | 0.520 | 0.924 | 0.614 | 0.593 |
| KEP2 | 0.506 | 0.902 | 0.511 | 0.618 |
| KEP3 | 0.515 | 0.938 | 0.540 | 0.559 |
| KEP4 | 0.642 | 0.936 | 0.629 | 0.598 |
| KEP5 | 0.622 | 0.935 | 0.609 | 0.585 |
| KIN1 | 0.555 | 0.602 | 0.900 | 0.544 |
| KIN2 | 0.577 | 0.491 | 0.873 | 0.577 |
| KIN3 | 0.646 | 0.630 | 0.920 | 0.682 |
| KIN4 | 0.566 | 0.628 | 0.941 | 0.714 |
| KIN5 | 0.585 | 0.598 | 0.959 | 0.616 |
| KIN6 | 0.575 | 0.504 | 0.896 | 0.637 |
| KIN7 | 0.545 | 0.534 | 0.864 | 0.643 |
| KP1 | 0.588 | 0.546 | 0.514 | 0.833 |
| KP2 | 0.586 | 0.513 | 0.604 | 0.896 |
| KP3 | 0.664 | 0.625 | 0.711 | 0.946 |
| KP4 | 0.613 | 0.643 | 0.689 | 0.954 |
| KP5 | 0.603 | 0.596 | 0.646 | 0.898 |
| KP6 | 0.618 | 0.598 | 0.655 | 0.907 |
| KP7 | 0.551 | 0.549 | 0.578 | 0.942 |
| KP8 | 0.561 | 0.547 | 0.641 | 0.896 |

Source : South Jakarta Metropolitan Police CID (Data processed by Smart-PLS)

The correlations between each dimension and all of the four variables can be seen on Table 7 above. The higher score means a higher rate of influence of dimension on variable.

a. Hypothesis Test

Table 8. Hypothesis Test

| Hypothesis | Statement | T Value | P Value | Conclusion |
|------------|-------------------------|---------|---------|------------|
| 1 | FRL has influence to JP | 0.002 | 0.002 | Accepted |
| 2 | OC has influence to JP | 0.038 | 0.038 | Accepted |
| 3 | JS has influence to JP | 0.031 | 0.031 | Accepted |

Source : South Jakarta Metropolitan Police CID (Data processed by Smart-PLS)

Table 8 shows that all of the independent variables has influence to dependent variable based on the following explanations:

- H1. :** There is a significant relationship between full range leadership and job performance of Investigator. With p value (0.002) was less than significance level of 5% (0.05), the **H1** which indicated that there was a positive and significant relationship between full range leadership and job performance of Investigator was accepted.
- H2. :** There is a significant relationship between organizational culture and job performance of Investigator. With p value (0.038) was less than significance level of 5% (0.05), the **H2** which indicated that there was a positive and significant relationship between organizational culture and job performance of Investigator was accepted.
- H3. :** There is a significant relationship between job satisfaction and job performance of Investigator. With p value (0.031) was less than significance level of 5% (0.05), the **H3** which indicated that there was a positive and significant relationship between job satisfaction and job performance of Investigator was accepted.

b. Full Range Leadership and Job Performance

Result shows that the score of p value of full range leadership variable and job performance was less than 0.05 (0.002) and the original sample was positive. Therefore, the full range leadership has positive and significant influence towards job performance. This result also supported and had the same conclusion as the previous study from Arlina (2018), Sunday (2016), and Gadot (2007). The full range leadership influence on job performance was also the highest among other two variables (0.17 or moderate influence)

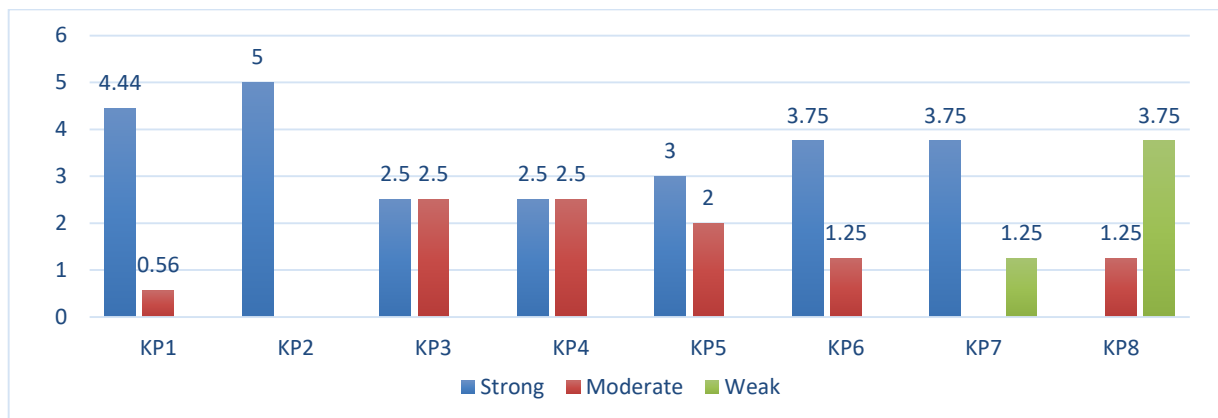


Figure 5: Full Range Leadership Questionnaire Result, scored in a range of 1-5
 Source : South Jakarta Metropolitan Police CID

From the PLS analyze result on Table 7, it can be seen that the dominant leadership style of the Chief of South Jakarta Metropolitan Police CID was a transformational leadership and the most influencing dimension of transformational leadership was KP4 or individual consideration (0.94). Transformational leadership was able to increase the pride and self confidence of investigator to work as public expectation and appreciation of investigator achievement. Based on the Fig.5, the highest dimensions score was on KP2 or inspirational motivation while the lowest was on KP8 or laissez-faire. Unfortunately, KP2 was only the third lowest FRL dimensions that influence job performance.

The most influencing full range leadership dimensions on job performance was KP3 or intellectual stimulation as it can be seen on Table 7. At the moment of interview, the investigators said that this one of characteristic of transformational leadership is very important because CID has a special task in law enforcement and therefore they need a good knowledge and intelligence for case solving. Strong statements on intellectual stimulation were (1) recheck important things and (2) giving advice about new way to finish the job. In contrary, weak statements were (3) help investigator to solve problem from different point of view and (4) use another point of view for problem solving.

KP4 or individual consideration was the second most influencing FRL dimensions on job performance. Individual consideration included support giving, encouraging spirit, and train the investigator. To apply individual consideration, an investigation leader should have ability to analyze the situation and understanding behaviour, motivation, and investigator level of effectivity (Suwannapirom, 2005).

Strong statements on individual consideration were (1) know that every investigator has different needs, ability, and aspiration and (2) help investigator in skill development. On the other hand, weak statements were (3) treat investigator personally rather than just a part of a group and (4) allocating time for teaching and mentoring.

c. Organizational Culture and Job Performance

Result shows that the score of p value of organizational culture variable and job performance was less than 0.05 (0.038) and the original sample was positive. Therefore, the organizational culture had a positive and significant influence towards job performance. Previous study from Ott as cited in Teravainen, Junnonen, and Ali (2018), Marbawi, etc. (2018), and Toha (2018) also support the result of this study.

Based on PLS results in Table 7, all dimensions in organizational culture has a high influence on it. Moreover, the most influencing dimension is BO5 or team orientation with 0.962 correlation score. Thus, team orientation should be a dominant organizational culture in South Jakarta Metropolitan Police CID.

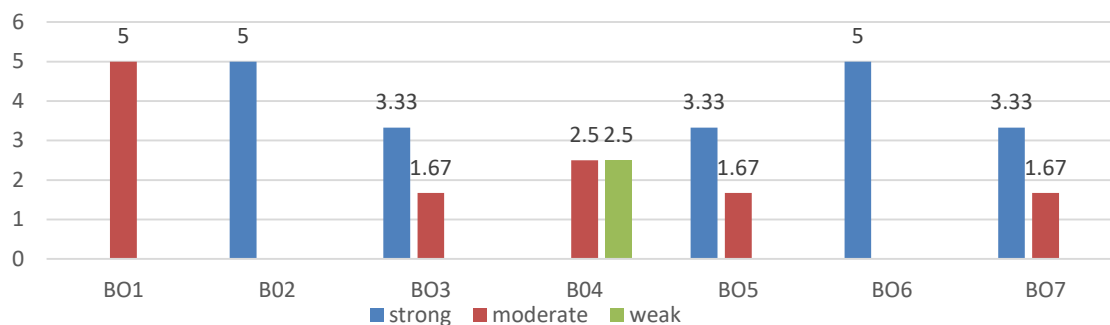


Figure 6: Organizational Culture Questionnaire Result, scored in a range of 1-5
 Source : South Jakarta Metropolitan Police CID

From questionnaire result, the highest dimension was BO2 or detail concern and BO6 or aggressivity. This result also supported by a South Jakarta Metropolitan Police CID officer who said that the investigator on CID of South Jakarta Metropolitan Police had a high integrity, exactitude, and a solid teamwork. A detail concern is very important in investigation and a little mistake on it can be a serious problem. To prevent those mistakes, CID organization conduct a strict and tiered investigation supervision. Aggressivity was an investigator's high intensity of knowledge sharing and a high motivation in developing the CID organization.

In contrary, the lowest dimension from questionnaire score was BO4 or personal orientation. The weaknesses in personal orientation was about the CID organization carry out policies that get many complaints from investigators and the CID officers does not pay attention to the personal needs of investigators.

BO7 or constancy was the most influencing organizational culture dimension on job performance. However, constancy only had an average score on questionnaire result. Therefore, the CID organization should increase a clear concept of the direction, vision and mission to investigator.

d. Job Satisfaction and Job Performance

Result shows that the score of p value of job satisfaction variable and job performance was less than 0.05 (0.031) and the original sample was positive. Therefore, the job satisfaction had a positive and significant influence towards job performance. A better job satisfaction level will lead to a better job performance of investigator and vice versa. This result also support the study from Springer (2014), Davar and Rajunbala (2012), and Ayodele and Olorunsola (2012).

PLS analyze results explained that all dimensions of job satisfaction had a very high influence. Dimension with highest influence was KEP3 or supportive work conditions (0.938). This dimension was a factor that indicated investigator’s work environment either conformity or work facility.

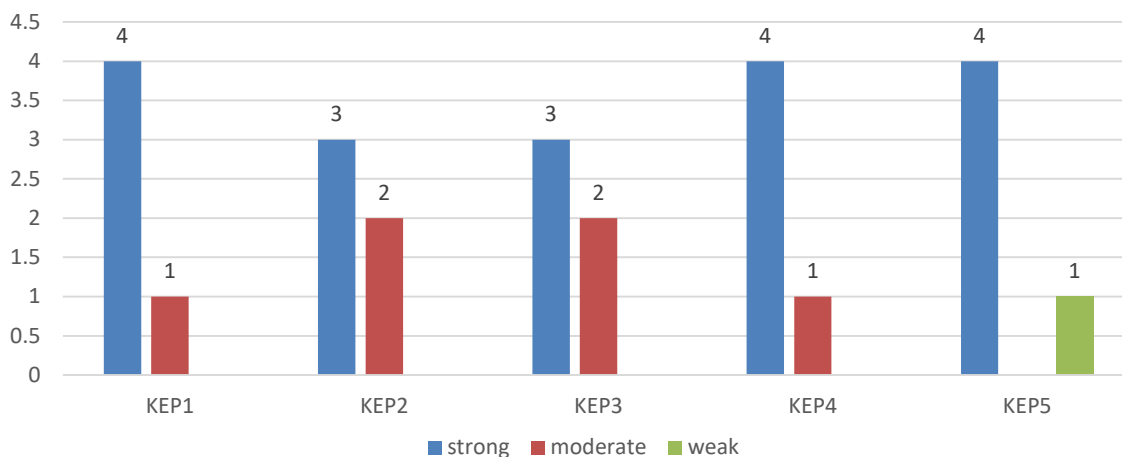


Figure 7: Job Satisfaction Questionnaire Result, scored in a range of 1-5
 Source : South Jakarta Metropolitan Police CID

From the Fig.7 above, KEP1 or challenging job and KEP4 or partner support are dimensions with the highest score among the others. A statement on KEP1 with a very high score was about the freedom of investigators to use work methods that were appropriate to their work. The rules in South Jakarta Metropolitan Police CID tend to tolerated investigators to work as comfortably as they were. Flexible working time was the most preferred by investigators based on interviews. The investigator's working hours according to an interview with the South Jakarta Metropolitan Police CID officer actually had been regulated but it was not strictly enforced by the CID leaders.

Another strong indicator in investigator’s job satisfaction is the partners support. Based on Table 7, it can be seen that KEP4 or partner support was also the most influencing job satisfaction dimension in job performance. Investigators in CID especially in each unit have high solidarity. The emotional connections of the investigators was long established and becomes a habit even though they came from various backgrounds. In interviews with several investigators it was also revealed that their relationship did not only occur in the office but also outside the office.

Nonetheless, a weak score was found on KEP2 or fair reward and KEP3 or supportive work conditions. Moreover, the lowest score statement was occurred in KEP5 or conformity between job and behaviour. It was found that most of the CID investigators did not have ability that were appropriate for the job. Herzberg (1959) gave solutions for this problem by increasing reward and respect for investigators that work well. At the interview, investigators stated that there were still lack of reward given from CID leaders. They were also suggested an objective assessment system that can give reward and promotion for investigator to motivated their performance.

5. CONCLUSION:

There was a positive and significant relationship between full range leadership and job performance of Investigators. Leadership is the most influencing factor compared to the other two. Indicators that determine the lack of full range leadership were in treating investigators personally rather than just as part of a group and providing time to teach and train to improve the performance of investigators. To increase the investigator job performance, transformational is the most effective leadership style with focus in intellectual stimulation dimention.

There was a positive and significant relationship between organizational culture and job performance of Investigator. Weaknesses occur in indicators organization carry out policies that get many complaints from investigators and the CID officers does not pay attention to the personal needs of investigators. The existence of a structured, comprehensive and subjective assessment of investigators will provide a transparent and a competitive culture for investigators to improve their performance. There was a positive and significant relationship between job satisfaction and job performance of Investigator. Based on the data found in this study, it shows that there was a dissatisfaction among investigators in fair rewards and supportive working conditions. Investigators also did not work according to their capabilities. This needs to be optimized through the reward and punishment system in order to increase investigator performance.

REFERENCES:

1. Anthony, L. V. L. (1994). The relationship between transformational and transactional leadership and organizational culture, employee performance, and employee attrition. Miami : University of Miami.
2. Aripin, Dkk (2013). Implications of Organizational Culture and Leadership Styles The Effects on Job Satisfaction and Organizational Performance Of Police Sector In Bandung, Cimahi, Garut- West Java. Indonesia. OSR Journal of Business and Management (IOSR-JBM).. Volume 7, Issue 5, 44-49. www.iosrjournals.org
3. Babalola, S. S. (2016). The Effect Of Leadership Style, Job Satisfaction And Employee-Supervisor Relationship On Job Performance And Organizational Commitment. The Journal of Applied Business Research, Vol. 32(3). 935-946.
4. Bagwell Jr. T. H. (2015). Effect of Transformational Leadership on Follower and Group Performance. Lawrence Technological University, College of Management.
5. Breevaart, K., Bakker, A. B., Demerouti, E., dan Derks, D. (2016). Who takes the lead? A multi-source diary study on leadership, work engagement, and job performance. Journal of Organizational Behavior, 37, 309–325.
6. Chen, T. Y., Hwang, S. N., dan Liu, Y. (2012). Antecedents of the Voluntary Performance of Employees: Clarifying the Roles of Employee Satisfaction and Trust. Public Personnel Management, Volume 41 No. 3. 407-420.
7. Creswell, J. W. 2009. Research Design : Qualitative, Quantitative, and Mixed Methods Approaches. Newbury Park: Sage Publication.
8. Geier, M. T. (2016). Leadership in Extreme Contexts: Transformational Leadership, Performance Beyond Expectations? Journal of Leadership & Organizational Studies, Vol. 23(3), 234–247.
9. Givens, R. J. (2008). Transformational Leadership: The Impact on Organizational and Personal Outcomes. Emerging Leadership Journeys, Vol. 1 Iss. 1 : 4-24.
10. Guay, R. P. (2011). Igniting The Fire Between Leaders and Followers: The Impact Of Having The Right Fit. Iowa : The University of Iowa.
11. Indrayanto, A., Burgess, J., Dayaram, K., dan Noermijati. (2013). A case study of transformational leadership and para-police performance in Indonesia. Policing: An International Journal of Police Strategies & Management. Vol. 37 No. 2, pp. 373-388.
12. Jankingthong, K. dan Suthinee R. (2012) Factors Affecting Job Performance: A Review of Literature. Thailand Silpakorn University Journal of Social Sciences, Humanities, and Arts. Vol.12 (2) : 115-127.
13. Kiehl, K. R. (2013). Examining Perceptions of Organizational Effectiveness of Police Departments and Leadership Styles of Police Supervisors. Arizona : Northcentral University.
14. Kristianto, Dian, S., & Ratnawati, I. (2010). Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan Dengan Komitmen Organisasional Sebagai Variabel Intervening (Studi Pada Rsud Tugurejo Semarang). Semarang :Universitas Diponegoro.
15. Kunarto, (1997). Perilaku Organisasi Polri. Jakarta : Cipta Manunggal.