

Full Range Leadership, Organizational Culture, and Job Satisfaction as Predictors of Job Performance for Police Investigators

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Abstract—Job performance is important for determining the success of an organization and for achieving their goals. This study focuses on the South Jakarta Metropolitan Police Criminal, which had problems with their investigators' performance. The purpose of this study was to examine the influence of leadership, organizational culture, job satisfaction, and job performance on Police Investigators of South Jakarta Metropolitan Police CID. A hypothetic model was self-modified on basis of some of previous studies and the initial hypothesis stated that there was a positive influence or correlation of the three variables on the investigator's job performance. This study used a mix-methods of questionnaire to collect data from overall population of 59 investigators from the South Jakarta Metropolitan Police CID, which was followed by interviews of eight related informants. More significantly, the data obtained were analyzed using structural equation modeling and partial least square software to focused on multi-variant variables. The study results showed that full range leadership, organizational culture, and job satisfaction had a positive and significant influence on investigators' performance, and full range leadership was the most influencing factor.

Keywords—full range leadership, job performance, job satisfaction, organizational culture

I. INTRODUCTION

To achieve strong governance, the South Jakarta Metropolitan Police implemented a revamping movement. They created some policies to increase the performance of the public service sector, including the Criminal Investigation Division (CID). Unfortunately, the performance for police investigators of the South Jakarta Metropolitan Police CID was not found to be optimal. This condition can be seen in table 1, which shows the crime clearance decreasing from 2015 to 2017.

The number of crimes cleared over a 3 year period of collected data dropped from 2387 to 1963. Furthermore, the comparison between the crime total and crime clearance also declined from 1.18:1 to 1.59:1. Consequently, an evaluation of the police investigation process had to be conducted.

Investigators play a crucial role in the investigation process because each level of the process is based on the rule of law. Whether the investigation is successful or not, it is the responsibility of the investigator. Therefore, an investigator should have strong job performance in order to increase crime clearance numbers.

TABLE I. CRIME CLEARANCE OF POLICE INVESTIGATORS OF THE SOUTH JAKARTA METROPOLITAN POLICE FROM 2015 TO 2017

Number	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

JP is an outcome or result of a process (Nurlaila, 2010). It has long been studied and is one of the most essential variables of a work organization. Thus, an organization should have an appropriate plan regarding JP and conceive everything that supports it as well. On the basis of previous studies, three variables are considered to be influencing factors on JP: leadership, organizational culture, and job satisfaction. These three variables represent both external and internal factors that will allow for a complete study of JP, especially for police investigators.

Leadership is one external factor that affects people's motivation in JP. Northouse (2013) defines leadership as an individual process used to influence a group of individuals to achieve common goals. Moreover, Gadot (2007) contends that there is a direct relationship between leadership and JP.

The power and role of a leader are very important, especially in a hierarchical organization. All the policies that the leader implements have a great effect on the organization, including the case of police organizations. However, the Indonesia National Police (INP), especially the South Jakarta Metropolitan Police, have a policy regarding tour of duty and tour of area. As an impact of this, an investigator's job may change, or they may get

promoted to another area. This policy is more likely to occur with investigators' leaders, rather than the investigators themselves. Changes in leadership will bring different leadership styles and characteristics alongside its advantages and disadvantages that impact the investigators' JP.

In this study, leadership will be further explained using Avolio's (1999) full range leadership theory. FRL divides leadership into three types: transformational leadership, transactional leadership, and laissez-faire. Transformational leadership is a process whereby the leader gives inspiration to a person, group, or organization to achieve a higher outcome based on the goals of the group or organization (Bass & Bass; Wang & Hotwell as cited in (Bagwell Jr., 2015: 18). Transactional leadership is a process whereby the leader approaches their members with an exchange of one thing for another (Burns as cited in (Wooten, 1997: 23) Laissez-faire is a leaderless model that indicates an abandonment of responsibility and decision making, less feedback, and little effort to fulfill employee satisfaction (Northouse, 2013).

Next, organizational culture is an external factor that affects JP. This is supported by Marbawi et al. (2018:91), who state that organizational culture has an influence on JP. Organizational culture is a pattern of common assumptions that is formed when an organization's members solve external adaptation and internal integration problems (Schein as cited in Ginevicius & Vaitkunaite, 2006: 203) An organization with a positive culture can motivate its members, generating strong competition and making it easier for an organization to achieve its goals.

In general, there are four types of organizations: clan, adhocracy, market, and hierarchical. The South Jakarta Metropolitan Police CID organization is a hierarchical organization. This can be seen by its unique culture, which uses the power of order, rule, and regulation. Hierarchical organizations' effectivity is measured using stability, approximation, and operational continuity.

Referring to the INP culture policy, the South Jakarta Metropolitan Police CID conducted an organizational culture campaign to create police that are more professional, modern, and trustworthy. Professional means working with better performance by understanding investigation techniques and practices. Meanwhile, modern and trustworthy involve cultural change both personally and for the organization to operate as expected by the community.

Lastly, job satisfaction is an internal factor that is crucial in organizational behavior and in work organizations. Job satisfaction is the general behavior of a person toward their job, which can include a gap between the reward they achieve and the reward they expect (Luthans as cited in Marbawi et al., 2018: 87). Different people will also have different levels of satisfaction. In general, higher job satisfaction will lead to a more positive attitude toward JP.

II. LITERATURE REVIEW

A. Job Performance

JP is the outcome of a process (Nurlaila, 2010). Campbell, as cited in Siengthai and Pila-Ngarm (2016), describes JP as a behavior or employee action at the individual level. Motowidlo, as cited in Kristianto et al. (2010), states that JP is an act, behavior, and measurable outcome of the employee or an employee act that is related to an organization's goals and contributes to them. According to

Waldman, as cited in Sawitri, Suswati, and Huda (2016), performance is a combination of behavior and achievement in terms of what is expected and determined or the requirements of individual tasks within an organization.

Borman and Motowidlo, as cited in Jankingthong and Rurkkhum (2012), divide JP into task performance and contextual performance. Task performance is the level of employee effectivity to complete activities that are directly related to an organization. This performance is also known as in-role performance or performance related to one's job description (Bagwell, 2015). Meanwhile, contextual performance is not formally required in the work but forms a social and psychological context within an organization. Contextual performance will be avoided in this study, which will focus more on task performance.

JP is influenced by several factors, including leadership, organizational culture, and job satisfaction. The results of Gadot's study (2007) state that there was a direct relationship between leadership and performance. Marbawi et al. (2018) state that organizational culture influences performance. The results of other studies conducted by Meyer in Masood et al. (2014) state that low job satisfaction has a negative impact on commitment and affects organizational achievement and performance. The satisfaction of group members or employees can affect performance (Kong, Konczak, & Bottom, 2015).

This study uses Soedjono's JP dimensions to measure JP. These dimensions include work quality (KIN1), quantity (KIN2), punctuality (KIN3), effectiveness (KIN4), independence (KIN5), work commitment (KIN6), and responsibility (KIN7) (Soedjono as cited in Sawitri, Suswati, & Huda, 2016:27).

B. Full Range Leadership

Robert Schuller, as cited in Sahu (2005), defines leadership as the power to move people or instigate actions resulting in success. Leadership is also an interactive relationship between followers and leaders to achieve common goals (Matondang as cited in Rondonuwu, 2011:12).

Avolio's FRL theory, as cited in Northouse (2013), divides leadership into three models: transformational leadership, transactional leadership, and laissez-faire.

Transformational leadership is defined by four dimensions, known as the "Fours I's." The first is intellectual stimulation. A good leader should be able to stimulate followers' innovation and creativity by questioning their assumptions, restricting the problem, and undertaking a modern approach using intelligence, rationality, and problem-solving accuracy (Guay, 2011). The second is individual consideration. It is a leader's responsibility to be a mentor or an advisor and give special attention to followers' individual needs and their growth expectations. Next is inspirational motivation. The leader should describe a future vision based on values, ideal conditions, and high expectations (Guay, 2011). The last is idealized influence. Leaders must present their beliefs, values, morals, ethics, and sensitivity toward followers' emotions. On the basis of the results of some previous studies, transformational leadership produced a higher level of performance over other leadership styles (Fuller, Judge, & Piccolo; Lowe as cited in Guay, 2011).

For transactional leadership, Bass, as cited in Wooten (1997), lists two characteristics. The first is a contingent reward or a reward that followers can obtain from an agreement about goals and rewards. The second is management by exception (MBE) or a leader's role of controlling their followers' poor performance and providing correction of it. MBE is divided into MBE Active and MBE Passive. Leaders using MBE Active actively search for the followers' faults, whereas for MBE Passive, the leader waits until the problem reveals itself.

The last leadership model is *laissez-faire*. This model is also known as the leaderless model. The leader in this model abandons their responsibility, postpones decision making, never gives feedback, and only makes little effort to fulfill followers' satisfaction.

FRL will be measured using all types of the three leadership models above. Transformational leadership has four dimensions: idealized influence (KP1); inspirational motivation (KP2); intellectual stimulation (KP3); and individual consideration (KP4). Transactional leadership will be measured using three dimensions: contingent reward (KP5); MBE Active (KP6); and MBE Passive (KP7). The *laissez-fair* leadership model will only have one dimension (KP8). These dimensions were tested to score the leadership of the Chief of South Jakarta Metropolitan Police CID.

C. Organizational Culture

Organizational culture is a set of common norms and values shared by individuals in an organization (Deshpande & Webster as cited in Asree, Zain, & Razalli, 2010:7). Robbins (2006) says that organizational culture is a common system that has unique characteristics that make it different from other organizations. Teravainen, Junnonen, and Ali (2018: 50) mention that organizational culture focuses on two main aspects of culture, namely, content (type of value and behavior of group members) and strength (how strong the behavior is in group members). Both elements are important for achieving good performance (Kotter, Heskett, & Sorensen as cited in Teravainen, Junnonen, & Ali, 2018: 50). Robbins divides organizational culture into seven characteristics: innovation and risk taking (BO1), detailed concern (BO2), goal orientation (BO3), personal orientation (BO4), team orientation (BO5), aggressivity (BO6), and constancy (BO7).

The seven characteristics or dimensions above will be described as follows. Innovation and risk taking has to do with the nature of employees who support better advancement and dare to take risks to be pursued. Detailed concern is the level to which employees are expected to be able to work thoroughly. Goal orientation is attention paid to the results of a job. Personal orientation is the attention paid and the impact made on people within the organization. Team orientation is the attention paid to a team, group, or party. Aggressivity is the level of seriousness of someone in terms of how aggressive and competitive the person is. Constancy is the trait of maintaining things that have already existed.

Organizational culture, according to Ott as cited in Teravainen, Junnonen, and Ali (2018), has a strong influence on employee performance and organizational effectiveness. Emotional feelings are related to involvement and commitment to organizational values, and ethical codes play a role in this.

D. Job Satisfaction

Job satisfaction is the degree of happiness or the positive emotional situation of someone's job and experience (Locke as cited in Givens, 2008:12). Purnomosidhi, as cited in Rondonuwu (2011), states that job satisfaction can refer to the level of pleasure of employees' work and the level of employee satisfaction toward their work. This level of satisfaction can be shown by things like the attitudes of the employees, employee turnover, absenteeism or absences, delays, and other complaints that are common in an organization. The more the aspects of work are in line with individual expectations, the higher the value of satisfaction (Moh As'ad as cited in Sawitri, Suswandi, & Huda, 2016:25).

Robbins (2006) says that there are five important factors of job satisfaction: mental challenge (KEP1), fair reward (KEP2), supportive work conditions (KEP3), partner support (KEP4), and conformity between job and behavior (KEP5).

The mental challenge job factor has to do with the state of work that is in accordance with the skills and abilities a person has. This factor is considered important because unchallenging work tends to be boring, and work that is too difficult can cause stress and failure.

The factor of fair reward has to do with the suitability of a reward from the work that is expected by someone. This reward can be in the form of salary, promotion, and so on. In the case of payroll, as an example, payroll in accordance with general standards that is fair and is in accordance with needs will lead to job satisfaction. In other instances, employees may be expecting another reward besides their salary. This is natural because the rewards that are expected by someone are subjective.

Supportive work conditions give more attention to an employee's work environment, such as work facilities and work safety and comfort.

Partner support evaluates the rate of partner support in someone's job. A supportive partner can give more motivation and increase performance as well.

Conformity between job and behavior has to do with whether or not an employee's innate personality is compatible with the work itself. The work and personality of someone who is suitable will make them like the job better and allow for better performance.

Several studies discuss job satisfaction and performance. Falkenburg and Schyns, as cited in Siengthai and Pila-Ngarm (2015), support the statement that job satisfaction has a positive effect on performance. Another study conducted by Perera, as cited in Siengthai and Pila-Ngarm (2015), uses structural equation modeling (SEM) to analyze and prove that job satisfaction has a positive effect on performance.

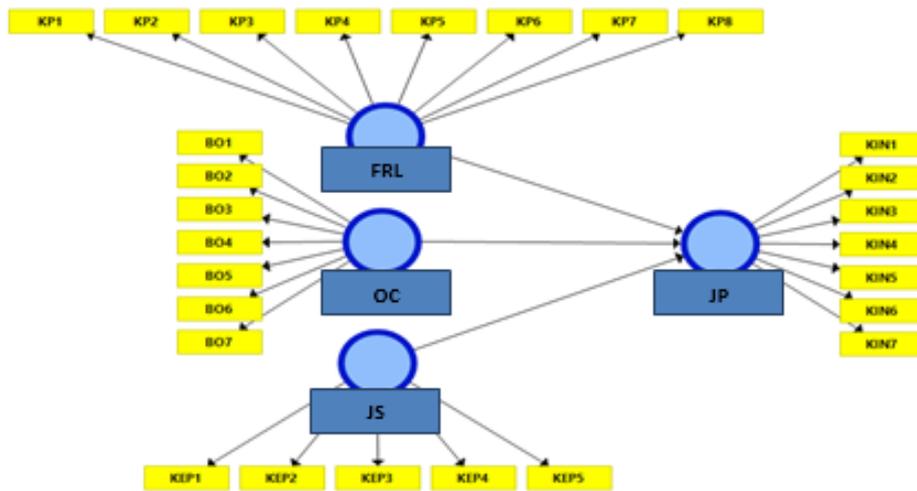


Fig. 1. Partial Least Square Model

E. Hypothetical Model

The hypothetical model of this study was made using previous studies and refers to some theories above. Fig. 1 shows the hypothetical model of this study

F. Hypotheses

The hypotheses of this study can be described as follows:

- H1. There is a significant relationship between FRL and JP for South Jakarta Metropolitan Police CID investigators.
- H2. There is a significant relationship between organizational culture and JP for South Jakarta Metropolitan Police CID investigators.
- H3. There is a significant relationship between job satisfaction and JP for South Jakarta Metropolitan Police CID investigators.

III. METHODS

A. Sample and Procedure of Data Collection

This study applied a mix-method approach that was both quantitative and qualitative. Quantitative research was conducted first using a questionnaire survey that was given to the total population of 59 police investigators of the South Jakarta Metropolitan Police CID. Once it was answered, the data were analyzed using SEM provided by the smart-partial least square (PLS) program. To complete the research in a qualitative way, interviews were also conducted with eight related informants. Those informants were three senior investigators, three junior investigators, a chief of a CID investigation unit, and an officer of a CID administration unit. In the interview, some important points on the questionnaire results were asked again to gain a deep explanation about causes and reasons.

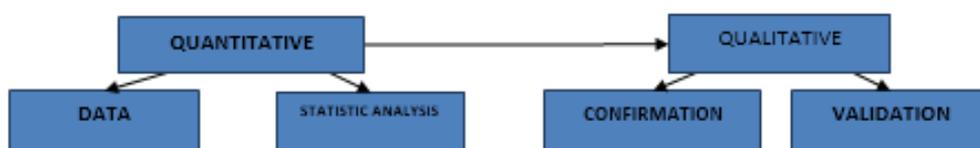


Fig. 2. Research Design

B. Instrument and Scale Measurement of Variables

The questionnaire was based on each variable dimension and was self-modified on the basis of some previous studies. It comprised eight questions relating to the biographical information of respondents and a list of statements that had different numbers for each variable. Leadership consisted of 40 questions, organizational culture included 25 questions, job satisfaction had 25 questions, and JP included 25 questions. A total of 165 questions were included, with some confirmatory and negative questions. To measure the variables quantitatively, the answers were counted using a 5-point Likert scale, with 1 = never, 2 = seldom, 3 = sometimes, 4 = often, and 5 = always. The questionnaire was

pretested with 30 respondents, and the result stated that the questionnaire was valid and reliable.

C. Data Analysis

The data collected for this study were analyzed using smart-PLS and Microsoft Excel. Using the smart-PLS, the data were evaluated by either an outer model or an inner model. The outer model consisted of various tests, for instance, convergent validity, discriminant validity, and composite reliability. As it was a confirmatory research, the limit on the convergent validity of the loading factor was below 0.7, and the value of average variance extracted (AVE) should be more than 0.5. Discriminant validity of the AVE root square should be more than the correlation value

between independent variables. The composite reliability and Cronbach's alpha values should be more than 0.7.

For the inner model, the data will have a weak predictive relevance if the Q2 value is more than 0.02, a moderate value if more than 0.15, and a strong value if more than 0.35. The hypotheses will be accepted if the P value < 0.05 and t > 1.696. The partial effect from the independent variables to the dependent variable will be counted weak if f2 is more than 0.02, moderate if f2 is more than 0.15, and strong if f2 is and more than 0.35.

IV. RESULTS

A. Instrument Age and Gender of Respondents

From a total of 59 respondents, 53 respondents were male, and 6 respondents were female. The respondents' age was divided into five groups: 23.7% were 17–26 years, 49.2% were 27–36 years, 23.7% were 37–46 years, and 3.4% were 47–58 years. It can be assumed that most of the police investigators were at the optimal age..

B. Level of Education of Respondents

The level of respondents' education differed. Thirty respondents had already graduated from university with a bachelor's degree. Twenty-six respondents graduated and only obtained a junior high school education level. Meanwhile, three respondents had master's degrees.

C. Length of Work of Respondents

The respondents' length of work was divided into three groups. The first group had a length of work of ≤5 years and included 17 respondents. The second had 5 – 10 years length of work and included 10 respondents. The last and largest group had a length of work more than 10 years, with a total of 32 respondents. It can be assumed that most of the South Jakarta Metropolitan Police CID investigators have high experience with crime investigation.

D. PLS Analysis

- a) *Measurement Model Analysis Results or Outer Model.* The outer model analysis result of this study met the requirements of (1) a Cronbach's alpha above 0.7; (2) composite reliability above 0.7; and (3) AVE above 0.5.
- b) *Structural Model Analysis Results of the Inner Model.* The results of the inner model show that the model has a strong predictive relevance, which is indicated by the value of Q² below that above 0.35.
- c) *Significance Test.* On the basis of the test results, if the P value < 0.05 and t stat > 1.696, then H1 will be rejected and the conclusion can be made that the independent variable has a significant correlation to the dependent variable. The results of the test can be seen in Table IV.

TABLE II. RESULTS OF TESTING COMPOSITE RELIABILITY (CR), AVERAGE VARIANCE EXTRACTED (AVE), AND CRONBACH'S ALPHA (CA)

Variable	Cronbach's Alpha		Composite Reliability		Average Variance Extracted (AVE)	
	Value earned	Cutoff Value	Value earned	Cutoff Value	Value earned	Cutoff 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	0.975	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)

TABLE III. Q² PREDICTIVE RELEVANCE

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

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

TABLE IV. 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
FLR→JP	0.390	0.384	0.125	3.134.	0.002

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

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

TABLE V. PARTIAL AND SIMULTAN INFLUENCE

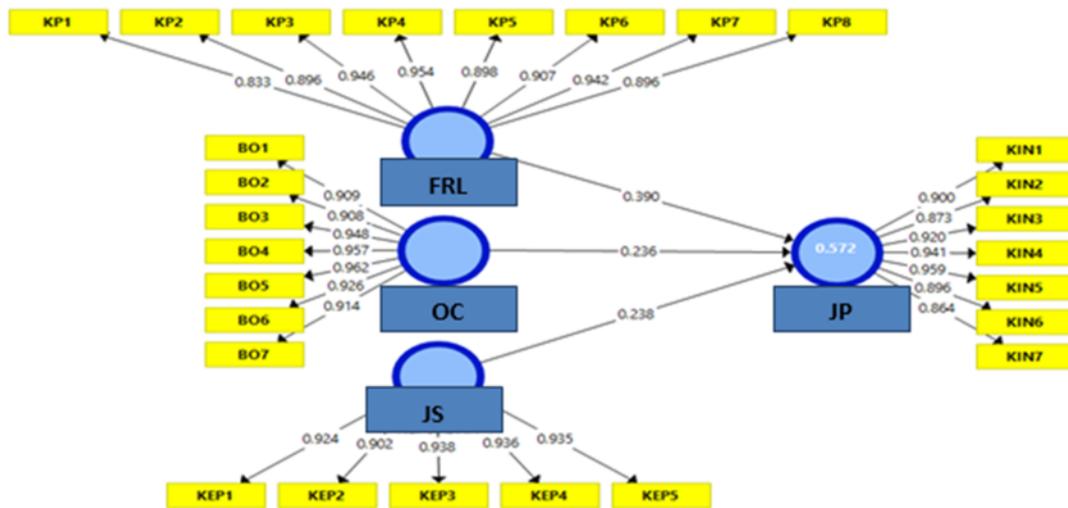
	Partial Influence (f^2)		Simultan Influence (R^2)	
	FRL	OC	JS	
JP	0.170	0.066	0.070	0.572

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

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

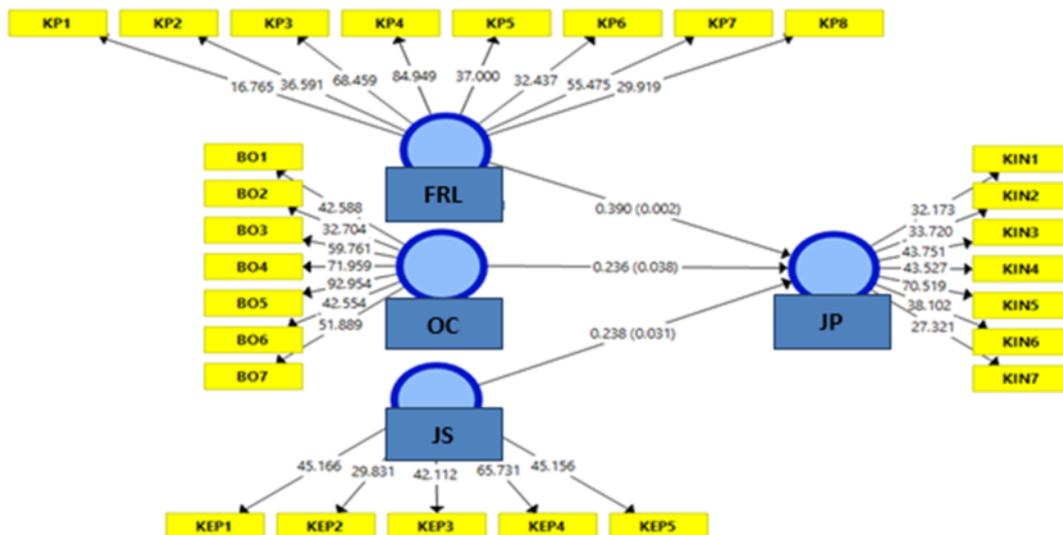
The FRL influence on JP was 17%. Meanwhile, the influence of organizational culture and job satisfaction on JP was 6.6% and 7%, respectively. Simultaneously, all three variables' influence on JP was 57.2%. From all of the three predictors, FRL had the highest influence on JP.

Fig. 4 shows the PLS bootstrapping model with the t statistic score. Table VI indicates that all of the correlations were significant.



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

Fig. 3. PLS Algorithm Estimation



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

Fig. 4. PLS Bootstrapping Model

TABLE VI. CROSS LOADING

	BO	KEP	KIND	KP
BO1	0.909	0.404	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	0.594	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)

e) Hypothesis Test:

TABLE VII. HYPOTHESIS TEST

Hypothesis	Statement	T Value	P Value	Conclusion
1	FRL influences JP	0.002	0.002	Accepted
2	OC influences JP	0.038	0.038	Accepted
3	JP influences JP	0.031	0.031	Accepted

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

Table VII shows that all of the independent variables influenced the dependent variable based on the following explanations:

- H1, There is a significant relationship between FRL and JP for South Jakarta Metropolitan Police CID investigators.
- H2, There is a significant relationship between organizational culture and JP for South Jakarta Metropolitan Police CID investigators.

With a P value (0.038) less than the significance level of 5% (0.05), H2, which indicated that there was a positive and significant relationship between organizational culture and JP for South Jakarta Metropolitan Police CID investigators, was accepted.

- H3, There is a significant relationship between job satisfaction and JP for South Jakarta Metropolitan Police CID investigators.

With a P value (0.031) less than the significance level of 5% (0.05), H3, which indicated that there was a positive and significant relationship between job satisfaction and JP for South Jakarta Metropolitan Police CID investigators, was accepted.

V. DISCUSSION

A. FLR and JP

Results showed that the score of the P value of the FRL variable and JP was less than 0.05 (0.002), and the original sample was positive. Therefore, FRL had a positive and significant influence on JP. This result also supported and had the same conclusion as the previous studies from Arlina (2018), Sunday (2016), and Gadot (2007). The FRL influence on JP was also the highest among the other two variables (0.17 or moderate influence).

From the PLS analysis results in Table VII, it can be seen that the dominant leadership style of the chief of South Jakarta Metropolitan Police CID was 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 investigators to work according to public expectations and appreciation of

investigator achievement. On the basis of Fig. 5, the highest dimension score was for KP2 or inspirational motivation, whereas the lowest was for KP8 or laissez-faire. Unfortunately, KP2 was only the third lowest FRL dimension that influenced JP.

The most influencing FRL dimension on JP was KP3 or intellectual stimulation as can be seen in Table VII. During the interviews, the investigators said that this one characteristic of transformational leadership is very important because the CID has a special task in law enforcement, and therefore they need good knowledge and intelligence for case solving.

Strong statements about intellectual stimulation were (1) rechecking important things and (2) giving advice about new ways to finish the job. In contrary, weak statements were (3) help investigator to solve the problem from a different point of view and (4) use another point of view for problem solving.

KP4 or individual consideration was the second most influencing FRL dimension on JP. Individual consideration included support giving, encouraging spirit, and training the investigator. To apply individual consideration, an investigation leader should have the ability to analyze the situation and understand behavior, motivation, and level of effectivity (Suwannapirom, 2005).

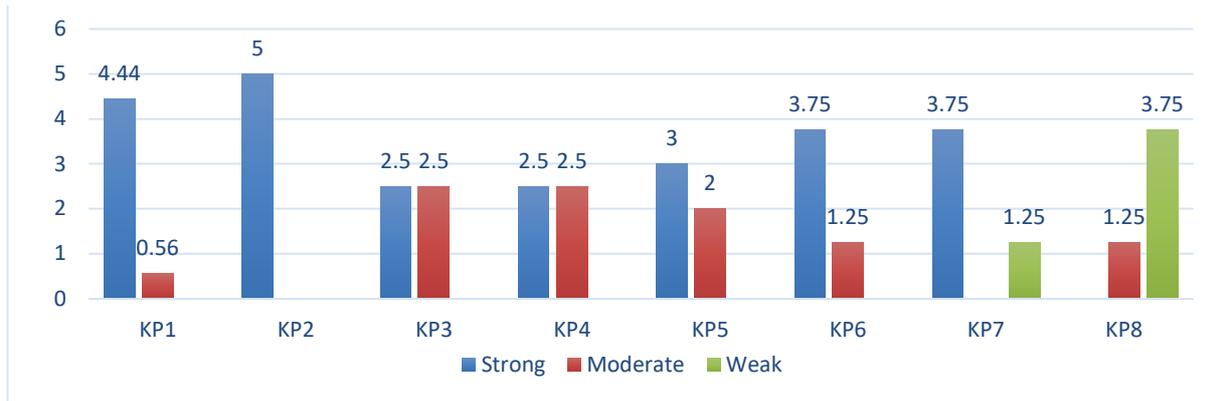
Strong statements about individual consideration were (1) know that every investigator has different needs, abilities, and aspirations and (2) help the investigator in skill development. On the other hand, weak statements were (3) treat investigator personally rather than just part of a group and (4)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

B. Organizational Culture and JP

Results showed that the score of the P value of the organizational culture variable and JP was less than 0.05 (0.038), and the original sample was positive. Therefore, organizational culture had a positive and significant influence on JP. Previous studies from Ott, as cited in Teravainen, Junnonen, and Ali (2018); Marbawi et al. (2018); and Toha (2018), also support the results of this study.

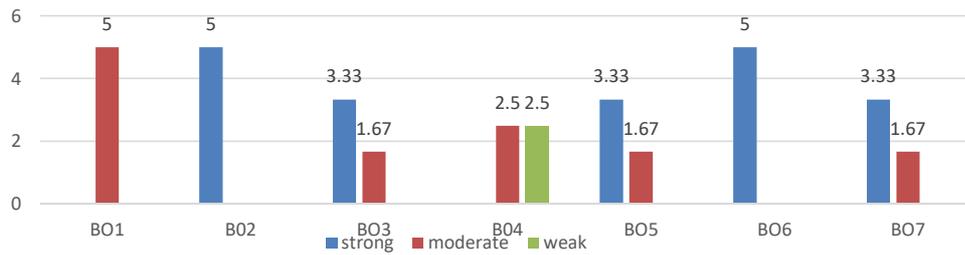
On the basis of the PLS results in Table VII, all dimensions of organizational culture had a strong influence. Moreover, the most influencing dimension was BO5 or team orientation, with a 0.962 correlation score. Thus, team orientation should be a dominant organizational culture in the South Jakarta Metropolitan Police CID.

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



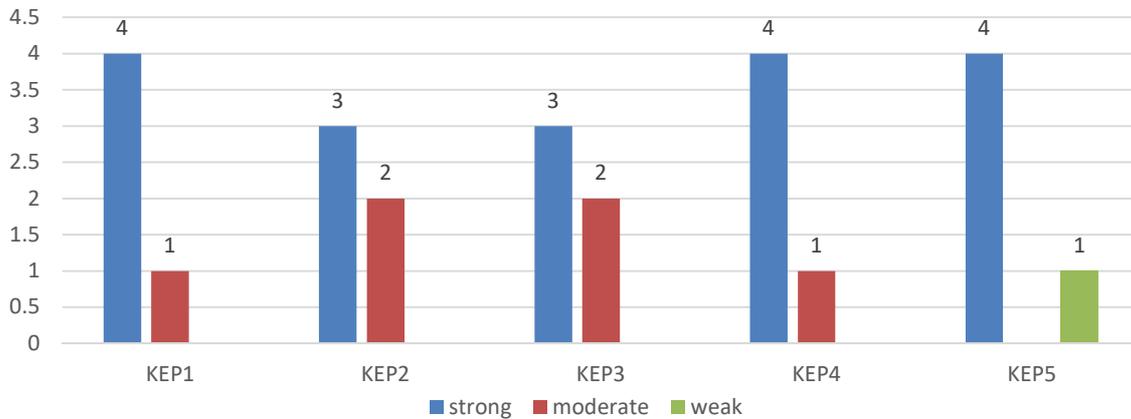
Source: South Jakarta Metropolitan Police CID

Fig. 5. Full Range Leadership Questionnaire Results (Score of 1–5)



Source: South Jakarta Metropolitan Police CID

Fig. 6. Organizational Culture Questionnaire Result (Score of 1–5)



Source: South Jakarta Metropolitan Police CID

Fig. 7. Job Satisfaction Questionnaire Result (Score of 1–5)

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

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

C. Job Satisfaction and JP

Results showed that the score of the P value of the job satisfaction variable and JP was less than 0.05 (0.031), and the original sample was positive. Therefore, job satisfaction had a positive and significant influence on JP. A better job satisfaction level will lead to better JP for investigators, and vice versa. This result is also supported by studies from Springer (2014), Davar and Rajunbala (2012), and Ayodele and Olorunsola (2012).

The PLS analysis results explained that all dimensions of job satisfaction had a very strong influence. The dimension with the highest influence was KEP3 or supportive work

conditions (0.938). This dimension was a factor that indicated the investigator's work environment, either conformity or work facility.

From 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 of the South Jakarta Metropolitan Police CID tend to tolerate investigators to work as comfortably as they are. Flexible working time was the most preferred by investigators based on interviews. The investigators' working hours, according to an interview with a South Jakarta Metropolitan Police CID officer, actually had been regulated, but it was not strictly enforced by the CID leaders.

Another strong indicator of the investigators' job satisfaction was partner support. On the basis of Table VII, it can be seen that KEP4 or partner support was also the most influencing job satisfaction dimension in JP. Investigators in the CID, especially in each unit, have high solidarity. The emotional connections of the investigators were long established and became a habit, even though they came from various backgrounds. In interviews with several investigators, it was also revealed that their relationship occurred not only in the office but also outside the office.

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

VI. CONCLUSION

A. Summary of Conclusions

From the results above, the conclusions of this study include the following:

- 1) There was a positive and significant relationship between FRL and JP for South Jakarta Metropolitan Police CID investigators. Therefore, CID investigators' JP was not optimal because of the lack of FRL. Indicators that determine the lack of FRL 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. Moreover, investigators need special attention from the chief of CID regarding knowledge and intellectual requirements. Thus, improvisation in intellectual stimulation will determine the increasing performance of investigators of the South Jakarta Metropolitan Police CID.
- 2) There was a positive and significant relationship between organizational culture and JP of South Jakarta Metropolitan Police CID Investigators. Therefore, the performance of CID investigators has not optimal caused by the lack of organizational

culture. Weaknesses occur in following 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 competitive culture for investigators to improve their performance.

- 3) There was a positive and significant relationship between job satisfaction and JP for South Jakarta Metropolitan Police CID investigators. This result indicates that the performance of investigators was not optimal because of the lack of job satisfaction of investigators. On the basis of the data found in this study, there was dissatisfaction among investigators in terms of 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.

B. Research Limitations and Direction for Future Research

This study of police investigators' performance used a strict limitation of organization which is the South Jakarta Metropolitan Police CID. We believe that all of the independent variables, namely, FRL, organizational culture, and job satisfaction, may vary in other CID organizations. Therefore, we suggest more organizations and a larger scale for future research for better generalizability of the study. Moreover, we suggest the use of other variables and a different variable hypothetical model for better explanation of investigators' JP.

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