COMPETENCY, MOTIVATION, AND PERFORMANCE OF CRIMINAL INVESTIGATION DEPARTMENT INVESTIGATORS OF EAST JAKARTA METROPOLITAN POLICE RESORT

Bara Libra Sagita

Postgraduate Student, Police Studies, School of Strategic and Global Studies, University of Indonesia

E-mail:kacong1ak@gmail.com

ABSTRACT

The performance problem of the Criminal Investigation Department (CID) personnel of East Jakarta Metropolitan Police Resort in disclosing electronic media fraud crimes raised in this study is inspired by empirical experiences of the researcher as an investigator at East Jakarta Metropolitan Police. The research aims to find out whether competence and motivation affect the performance of the CID investigators of East Jakarta Metropolitan Police Resort. The study employs the quantitative approach. Data are collected through questioners. The study also uses a positivistic approach that views phenomena as objectives that can be quantified, measured and proven in an objective quantitative manner. There are 77 respondents that are determined by the saturated sampling technique. The results of the analysis reveal that there is a positive influence of competence and motivation on the performance of the investigators of CID of East Jakarta Metropolitan Police Resort. The higher the competence and motivation they have, the higher the performance they have. Competence and motivation have an influence by 55% on the performance of the investigators of CID of East Jakarta Metropolitan Police Resort.

Keywords: CID, competency, investigator, motivation, performance

1. INTRODUCTION
1.1 Background

East Jakarta Metropolitan Police Resort (EJMPR) is supervised by Jakarta Metropolitan Police Region. According to its website, it has ten police sectors and serves and protects almost three million people residing in East Jakarta municipality (http://www.polresjaktim.id). As usual, as part of Jakarta Metropolitan, there are various types of crimes occurring in East Jakarta, starting from minor to major or serious crimes. One of the crimes is electronic media fraud that decreases in terms of the number of incidents in the period of 2015-2017 but there is also a decrease in terms of the number of clearance in the same period (see Figure 1).

The study aims to find out what is going on related to the crime rate and crime clearance of the electronic media fraud handled by CID of EJMPR. The

author is eager to find out the influence of competence and motivation on the performance of CID investigators of EJMPR. The research focuses on the performance variable of CID investigators of EJMPR, particularly in uncovering electronic media fraud as a contemporary crime. Performance as dependent variable is conceptually and empirically influenced by competence and motivation variables as predictor variables.

Source: CID of EJMPR, 2017

Figure 1 Data on electronic media fraud in the jurisdiction of EJMPR (2015 – June 2017)

The performance problem of the EJMPR investigators in uncovering electronic media fraud cases raised in this study was inspired by the empirical experience of the author as an investigator of CID of EJMPR. Such problem can be seen from the number of police reports of electronic media fraud cases as shown by Figure 1. For example, there are 49 cases reported 2015. But, there are only twelve cases that can be uncovered or cleared by EJMPR investigators.

The graph shown by Figure 1 tells us about the tendency of a decrease of electronic media fraud cases occurring from 2015 to June 2017 as well as the clearance of the case. The graph also tells us that electronic media fraud cases are difficult to uncover by investigators in the field considering that this crime is not a conventional fraud mode. Based on police reports written by CID of EJMPR, it is also known that the media used by perpetrators of fraudulent through electronic media during 2015 to 2017, as follows:

Table 1 Types of electronic media used by perpetrators in committing frauds

No.	Year	Media				Total
		Social Media	Online Trading Media	Website	SMS / Telephone	
1.	2015	12	23	6	8	49
2.	2016	5	19	7	6	37
3.	2017	3	4	5	1	13

Source: CID of EJMPR, 2017

Frauds committed through electronic media are usually carried out by perpetrators whose real identities are not known, carried out jointly by several people, and carried out from a location that is far away from East Jakarta. Certainly, this contemporary crime demands the competence of more professional investigators, especially in the field of information technology. Furthermore, the motivation of investigators is needed to deal with frauds which are much more complex than conventional crimes.

1.2 Problem Formulation
   a. Does competence have a positive influence on the performance of investigators of EJMPR?
   b. Does motivation have a positive influence on the performance of investigators of EJMPR?
   c. Do competency and motivation have a positive influence on the performance of investigators of EJMPR?

1.3 Research Purposes
   a. Finding out the influence of competence on the performance of investigators of EJMPR.
   b. Finding out the influence of motivation on the performance of investigators of EJMPR.
   c. Finding out the influence of competence and motivation on the performance of investigators of EJMPR.

2. LITERATURE REVIEW
2.1 Human Resources Management
   Panggabean (2004: 15) states that human resource management is a management that is related to the management of human resource empowerment activities. Sutrisno (2009: 3) states that human resource management is a strategic area of an organization. Human resource management should be viewed as an extension of the traditional view of managing people effectiveness and for that requires knowledge of people and the ability to manage them. Furthermore, Mangkunegara (2013: 2) explains that human resource management is a management and utilization of resources that exist in individuals. Human resources management can also be an activity of planning, procurement, development, maintenance, and the use of human resources to achieve goals, both individually and organizationally.

2.2 Criminal Investigation Department (CID)
   Criminal Investigation Department (CID), referring to Article 10 letter c is an element of

organizer of main tasks. It is responsible to the chief of a police resort. Criminal Investigation Department is in-charged of carrying out inquiries, investigations, and supervisions of criminal investigations, including the function of identification and field forensic laboratories as well as coaching, coordinating and supervising the civil servants who can act as investigators (PPNS).

The department conducts the inquiry and investigation of general and special crimes, including economic crimes, corruption, and certain criminal acts within the jurisdiction of the police resort. The department is led by the chief of CID who is responsible to the chief of the police resort and in carrying out daily tasks under the control of the deputy of the chief of police resort.

2.3 Work Competence

Work competence is a characteristic that underlies a person and has something to do with the effectiveness of individual performance in his or her work according to Spenser and Spenser (in Sutrisno, 2009: 221). Gordon (in Sutrisno, 2009: 223-224) states that the aspects of work competence are:

a. Knowledge—the awareness in the cognitive field. For example an employee knows how to identify learning, and how to do good learning according to the needs that exist in the company.
b. Understanding—the cognitive and affective depth of an individual. For example, an employee in carrying out learning must have a good understanding of the

The head of CID, in carrying out his or her duties, is assisted by a deputy. The number of operational personnel of CID of EJMPR is 129 personnel: 77 police officers are investigators; 46 police officers are field personnel; and six police officers are identification personnel. In the context of vocational education of the police officers, there are still various problems related to the existence of investigators or assistant investigators who have not taken any vocational training. In addition, there are 36 personnel who have not got investigative certificates that are necessary in order to become an investigator. Such condition may have an impact on the quality of the investigations carried out by the investigators of CID of EJMPR.

characteristics and working conditions effectively and efficiently.
c. Skill—something the individual has to carry out tasks or work assigned to him or her. For example, the ability of an employee to choose work methods that are considered more effective and efficient.
d. Value—the standard of behaviour that is believed and psychologically has been integrated in a person. For example, the standard of behaviour of an employee in carrying out his or her duties (honesty, openness, democracy, etc.).
e. Attitude—the feelings (happy-not happy, like-dislike) or reactions to a stimulus that comes from outside. For example, the reaction to

economic crisis, the feelings towards salary increases, and so on.

2.4 Motivation

The word 'motivation' comes from the Latin word *movere'* meaning to move. One of well-known theories on motivation is the theory of two factors put forward by Frederick Herzberg. Herzberg (in Winardi (2002) states that motivation has a direct impact on job satisfaction. Job satisfaction and job dissatisfaction come from two factors: satisfaction or motivational factors and dissatisfiers or hygiene factors. The motivator factor relates to the nature of the work or content of the work and to the rewards that directly result from carrying out work-related tasks (intrinsic factor). Hygiene factors arise from an individual's relationship with the work environment or the work context which are carried out including work policies and administration, supervision, salary, status and working conditions (extrinsic factor). According to Herzberg, salary and benefits are relatively small in influencing work performance of members. But, the overall organizational policies are more likely to influence the motives of members to get high achievement or not. In his two-fact theory, Herzberg argues that hygiene (extrinsic) factors have an influence on avoiding dissatisfaction of members' work while motivators (intrinsic) are factors that ensure member job satisfaction in order to further enhance their performance and positive attitudes. Herzberg

f. Interest—the tendency of a person to do something. For example, the tendency to do a work activity.

suggests that it is better to use motivational factors.

Sobur (2003: 268) states that the term motivation is a more general term that refers to the entire process of a movement, including situations that encourage impulses that arise from within an individual, the behaviour it causes, and the goals or ends of the movement or action. Motivation can also be interpreted as generating motives, generating motion, or moving someone or oneself to do something in order to achieve a satisfaction or goal. Motivation is a state within an individual or organism that drives behaviour toward a goal (Walgito, 2004: 220).

Mangkunegara (2007: 68) suggests six characteristics of people who have high motivation, as follows:
a. having a high level of personal responsibility;
b. daring to take and take risks;
c. having goals and be realistic;
d. having a comprehensive work plan and strive to realize the goals;
e. utilizing a concrete feedback in all activities carried out; and
f. looking for opportunities to realize the plans that have been programmed

2.5 Performance

Performance is a comparison of the results achieved with the participation of labour per unit of time, usually per hour (Kusriyanto, in Mangkunegara,

2007: 9). Furthermore, Wijono (2012: 79) states that performance is a variety of employee efforts to achieve goals through work productivity which is shown in quantity and quality. This can be achieved by carrying out or perfecting tasks efficiently and effectively within the organization. Torang (2013: 74) states that performance is the quantity and or quality of the work of individuals or groups within the organization in carrying out main tasks and functions that are guided by norms, standard operating procedures, criteria and measures that have been determined or applicable in organization.

Robbins (2008) defines performance as a result achieved by members in their work according to certain criteria that apply to a job. Meanwhile, Mangkunegara (2013:67) explains that performance is the result of work both in quality and quantity achieved by a member in carrying out tasks in accordance with the responsibilities given to him. Based on the opinions above, it can be concluded that performance is the result of work both in terms of quality and quantity achieved by members, in carrying out their duties in accordance with the responsibilities given by their organizations, and the results of their work are adjusted to the work expected by the organizations, through the criteria or performance standards of members that apply in the organization.

Robbin (2008:78) states that the success or failure of a performance achieved by the organization is influenced by the level of performance made by its members individually or in groups.

It can be assumed that the better the performance of members, the better the performance of the organization. Thus, the organization needs to set members' police performance goals as follows:
a. The performance goal is to improve members' performance results, both in quality and quantity.
b. Provide new knowledge that will help members in solving complex problems, with a limited and regular set of activities, through tasks according to the responsibilities given by the organization.
c. Improve members' personal relationships in work activities in the organization.

Furthermore, members' performance of an organization is influenced by various factors, including:
a. Individual factors, namely abilities and skills (mental and physical), background (experience, family, etc.), and demographics (age, origin, etc.).
b. Organizational factors, namely resources, leadership, rewards (compensation), organizational structure, and job description.
c. Psychological factors, namely perceptions, attitudes, personality, learning patterns, and motivation. (Mangkunegara, 2014: 88)"

In an organization, performance appraisal is an important mechanism for management to be used in explaining goals, performance standards, and motivating

individual performance on an ongoing basis. In order to find out the good or bad performance of a member, it is necessary to do a performance appraisal, which is basically a key performance appraisal to develop an organization effectively and efficiently. Performance appraisal is the process by which the organization oversees the work of individual members (Robbin, 2008:79).

The indicators of members' performance, according to Mangkunegara (2014: 88), are as follows:

a. Quality—the degree to which the results of activities carried out are near perfect, in the sense of adjusting some ideal ways of performing activities or meeting the expected goals of an activity.

b. Quantity—the number generated in terms of the number of units, the number of activity cycles completed.

c. Punctuality—the level of an activity is completed at the desired initial time, viewed from the point of view of coordinating with the outputs and maximizing the time available for other activities.

d. Effectiveness—the level of using of the organization's human resources is maximized with the intention of increasing profits or reducing the loss of each unit in the use of resources.

e. Independence—the degree to which a member can carry out his work function without asking for guidance from the supervisor or requesting the intervention of the supervisor to avoid adverse results.

Based on the explanation above, it can be concluded that performance is the result of work both in quality and quantity achieved by a member in carrying out tasks in accordance with the responsibilities given to him, as indicated through quality, quantity, timeliness, effectiveness and independence.

According to Rivai in Mangkunegara (2007: 50) performance aspects can be grouped into:

a. technical skill—the ability to use knowledge, methods, techniques and equipment used to carry out tasks as well as the experience and training obtained;

b. conceptual skill—the ability to understand the complexity of the organization and the adjustment of each employee, staff and supervisor into the operational field of the organization as a whole, which in essence these individuals understand their duties, functions and responsibilities; and

c. interpersonal relationship skills—the ability to cooperate with others and motivate oneself.

Mangkunegara (2007: 15) states that performance is influenced by several factors as follows:

a. individual attributes—determining the capacity to do something. Individual attributes include individual factors (ability and expertise, background and demographics) and psychological factors include perception, attitude,

personality, learning, and motivation;

b. work effort—forming or establishing the desire to achieve something; and

c. organizational support—providing an opportunity to do something. Organizational support includes resources, leadership, work environment, organizational structure and job design.

3. METHODOLOGY
3.1 Methods

The research employs a positivistic approach that views phenomena as something objective that can be quantified, measured and proven quantitatively objective. Thus, all variables used in the study are constructed into quantified dimensions and using a questionnaire with a scale used for analysis. In accordance with this paradigm, this research uses quantitative approach in accordance with the nature of the research which aims to examine the influence of independent variables on the dependent variable.

A quantitative research is basically conducted to test the influence of variables or the relationship between independent variable and dependent variable according to the theoretical assumptions developed by the experts. Independent variables in this study are Competence (X_1) and Motivation (X_2), while dependent variable is Performance (Y).

3.2 Population and Samples

The population of the research are investigators of CID of EJMPR. There are 77 police officers working for the CID. The study employs a population study sampling technique or saturated sampling in which all members of the population are used as samples (Sugiyono, 2010: 85). The samples in this study are 77 police officers working as investigators of CID of EJMPR. Data are gathered through questionnaires. The author uses Likert scale to collect the data.

3.3 Data analysis technique

Validity and Reliability Test—Validity test is used to measure whether the questionnaire is valid or not. A questionnaire is considered valid if the statements on the questionnaire are able to reveal something that will be measured by the questionnaire (Ghozali, 2011: 52). The validity and reliability of the measuring instrument are tested on 30 respondents who are the members of Cakung and Matraman Police Sectors. The experiment is carried out by the researcher after the researcher got an official permit from the chief of EJMPR. The questionnaire contains several statements of the dimensions of each variable used as follows:

a. Competency—using indicators proposed by Gordon (in Sutrisno, 2009: 223-24): knowledge, understanding, skill, value, attitude, interest

b. Motivation—using indicators proposed by McClelland (in Santoso, 2010: 113-14) and Mangkunegara (2007: 68): having high personal responsibilities, bravely taking risks, having clear and realistic goals, having comprehensive work plans, struggling to realize goals, making use concrete feedbacks in all

activities, and looking for opportunities to realize plans that have been set.

c. Performance—using indicators proposed by Mangkunagera (2007: 15): individual attributives, work effort, organizational supports.

4. RESULTS

4.1 Overview of Research Objects

The jurisdiction of EJMPR is about 188, 19 kilometre squares. It is divided into sixty-five political districts and ten sub-districts. The number of people residing in East Jakarta Metropolitan is about 2,881,086 people with a density of 15,309 people per km square. The most populated jurisdiction of the EJMPR is the area of Cakung Police Sector, while the area with the least population is Matraman Police Sector. The population density greatly determines the performance of EJMPR personnel because the denser the population, the greater the occurrence of criminal acts. This is due to the increasingly diverse characteristics of the population in the region.

4.2 Description of Respondents Characteristics

The respondents of the study are 77 personnel of CID of EJMPR. The average rank of the investigators is non-commissioned officer (NCO). It is found out that 62 officers (80.52%) have the rank of NCO. There are 63 male respondents (81.82%) and 14 female respondents (18.18%). The majority gender of the CID personnel of EJMPR is male. Based on the results of the study, it is also known that respondents aged 25-30 years are 23 people

(29.87%); respondents aged 31-35 years are 34 people (44.16%); respondents aged 36-40 years are 14 people (18.18%); respondents aged > 40 years are 6 people (7.79%); and there were no respondents aged < 25 years. It is known that the average age of the respondent is 31-35 years. At that age, the individuals belong to the adult group and are still in a productive condition at work. These productive investigators are very supportive to carry out tasks and responsibilities of investigating criminal offences.

Based on the results of this study, it is known that there are no respondents who have served less than 1 year, 1-2 years or 2-3 years. Respondents who have a length of service of 4-5 years are 8 people (10.39%) and respondents who have a length of service > 5 years are 69 people (89.61%). Most of respondent have a service period of > 5 years. As an investigator, the length of service is very influential in completing the work, because of the experience is gotten while on duty.

4.3 Classic Assumption Tests
a. Normality Test

Normality test aims to test whether in the regression model the confounding or residual variables have a normal distribution (Ghozali, 2011: 160). The purpose of the normality test is to find out whether a variable is normal or not. Data that has a normal distribution means that it has a normal distribution as well. With this kind of data profile, the data is considered to be representative of the population. The results of the

normality test can be seen in Table 2.

The results of normality test in Table 2 show that:

1) The performance variable of CID investigators of EJMPR is normally distributed with the value of Kolmogorov-Smirnov $Z = 0.868$ $p = 0.438$ ($p > 0.05$).
2) The competence variable is normally distributed with the value of Kolmogorov-Smirnov $Z = 1.035$ $p = 0.235$ ($p > 0.05$).
3) The motivation variable is normally distributed with the value of Kolmogorov-Smirnov $Z = 0.852$ $p = 0.462$ ($p > 0.05$).

The results of normality test in Table 2 show that decision making regarding normality is in accordance with Priyatno (2008: 28), stating that data is declared normally distributed if p (significance) is greater than 5% or 0.05. Based on Table 2, it is known that the three variables: performance, competence, and motivation are normally distributed because their respective p (significance) is > 0.05.

Table 2 Normality Test using Kolmogorov-Smirnov

		Performance of CID investigators of East Jakarta Metro Police Resort	Compentency	Motivation
N		77	77	77
Normal Parameters[a,b]	Mean	25.87	60.86	64.09
	Std. Deviation	6.562	7.588	7.004
	Absolute	.099	.118	.097
Most Extreme	Positive	.099	.082	,046
Differences	Negative	.098	.118	.097
Kolmogorov-Smirnov Z		.868	1.035	.852
Asymp. Sig. (2-tailed)		.438	.235	.462

Source: Processed primary data, 2017

b. **Multicollinearity Test**

Multicollinearity test aims to test whether the regression model finds a correlation between independent variables. A good regression model should not have a correlation between independent variables. If independent variables are correlated with each other, then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation values between independent variables are equal to zero (Ghozali, 2011: 105). The results of the multicollinearity test can be seen in Table 3.

Table 3 Multikolinieritas Test Results

| Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Competency	.771	1.297
	Motivation	.771	1.297

Source: Processed Primary data,, 2017

The results of the calculation of tolerance value show that there is no independent variable whose tolerance value less than 0.10. It means that there is no correlation between the independent variables whose value is more than 95%. The results of the calculation of Variance Inflation Factor (VIF) value also show the same thing that there is no one independent variable whose VIF value more than 10. Thus, it can be concluded that there is no multicollinearity between independent variables in the regression model.

c. Heteroscedasticity Test

Heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residual of one observation to another observation. If the residual variance from one observation to another observation remains the same, it is called homoscedasticity. If it is different, it is called heteroscedasticity. A good regression model is one with homoscedasticity or no heteroscedasticity (Ghozali, 2011: 139). The results of the heteroscedasticity test can be seen in Figure 2.
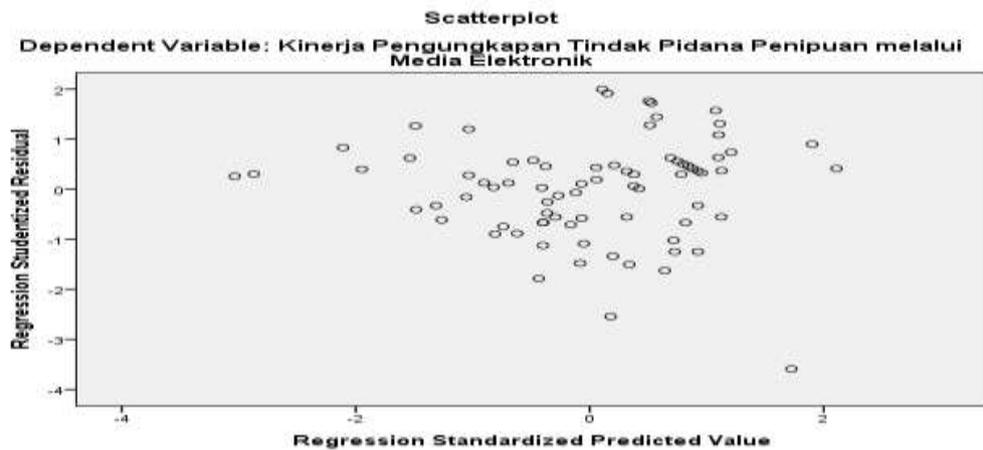
Source: Processed primary data, 2017

Figure 2 Heteroscedasticity Test Results

Based on the scatterplot graph, it can be seen that the points spread randomly and are spread both above and below number 0 on the Y axis. Therefore, it can be concluded that there is no heteroscedasticity in the regression model, meaning that the regression model is appropriate to predict the performance of CID investigators of EJMPR based on competence and motivation variables.

5. DISCUSSIONS

5.1 The Influence of competence (X_1) on the performance (Y) of EJMPR investigators

In accordance with the formulation of the problem number 1, this section will discuss about the influence of competence (X_1) on the performance (Y) of EJMPR investigators in a simple regression model in order to examine the influence of the competency variable (X_1) on the performance (Y) of EJMPR investigators. The results of the analysis on the influence of Competence (X_1) on the performance (Y) of EJMPR are presented in Table 4.

Tabel 4 Partial Test (t test) of Competence (X_1) on the Performance (Y) of EJMPR Investigators Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-11.914	4.263		-2.795	.007
	Competency	.621	.070	.718	8.931	.000

Source: Processed primary data, 2017

Table 4 shows that competency variable has a strong and significant influence on the performance of EJMPR investigators (r = 0.718); p (0.000). In accordance with the results of the research through the statistical test above, it can be interpreted that the higher the competence, the higher the performance of EJMPR investigators. The results of this study are in line with a theory stating that human resources competence will affect the quality of his or her performance in the organization. Such findings are in line with the previous research which proves that competence has a strong and significant influence on performance.

Table 5 Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.718[a]	.515	.509	4.599

Source: Processed Primary Data, 2017

Table 5 presents the results of statistical analysis on the coefficient of determination with the symbol R^2 (R Square). The meaning of the table is that the contribution of competence variable to the performance of the investigators of EJMPR is 50.9% and the rest is influenced by other variables that are not examined in this study. This means that the performance of the investigators of EJMPR is influenced by competence by 50.9%, so that competency variable is a research variable to improve the performance of EJMPR investigators.

The results of this study are in line with the ideas explained by Mangkunegara (2007: 15), stating that performance is the result of several factors, including competence factor. Work competence is a characteristic that underlies a person and is related to the effectiveness of individual performance in his or her work (Spenser and Spenser, in Sutrisno, 2009: 221).

Based on the results of descriptive calculations on the characteristics of respondents, it is known that the average respondent (EJMPR investigators) has a service period of > 5 years. In addition, investigators of EJMPR have had qualified vocational education that supports the implementation of their duties. The length of service and vocational education possessed by the investigators of EJMPR will be able to increase their work competencies so that they increasingly show active participation in carrying out their duties and achieving optimal performance.

The fulfilment of the competencies required in conducting the work of EJMPR investigators will further support the implementation of the duties. Each difficulty in disclosing frauds committed through electronic media will be uncovered using sufficient competence, so that the performance achievements of EJMPR investigators will improve.

Competencies concern the authority of each individual to perform his or her tasks or make decisions in accordance with his or her role in the organization that is relevant to his expertise, knowledge and skills. The competencies possessed by EJMPR investigators must individually be able to support the implementation of organizational strategies and be able to support any changes made by management. In other words, competence can support a team-based work system so as to improve the performance of EJMPR investigators.

The results of a previous research, conducted by Mulyadi

(2010) reveal that competence has an influence on work productivity by 48.71%. Human Resources are well-known as the central factor in an organization. Competence, as the basic characteristic possessed by a person in the form of basic knowledge, abilities, and experience, can affect a person's performance. This is because using the work competencies they have, the performance of EJMPR investigators will also increase. This can have a positive impact on organizational development.

The results of the study are also in line with a previous research conducted by Sanjaya and Indrawati (2014). The research reveals that there is a significant and partially positive influence of competency variable on employees' performance with a regression coefficient value by 0.853. This shows that competence has a direct influence on performance. The competence of good employees is very important for the benefit of the organization. The higher the level of competence of an employee has, the better the ability of the employee to complete the work. Employees who have high competence will have good confidence not to make mistakes at work and be able to complete their job well. Competence is needed to help organizations create a high performance culture. If individual competencies are in line with organizational competencies, then organizational goals can be effectively achieved. Work competencies that are in line with organizational goals will increasingly show high achievements in terms of the performance of EJMPR

investigators because they have a form of ability that can be used in completing their work.

Based on the results of descriptive statistical calculations of research respondents in terms of the length of service, it is found out that on average, the respondents have served more than five years. Length of service is the total number of lessons learned by a person from the events that have been passed through in the course of his life. Length of service is the period of time a person works in an agency, office and so on. Length of service or work experience greatly determines the expertise or ability possessed by a person in a field of work that is obtained by studying within a certain period of time. This, of course, can be seen from his or her intelligence abilities, both experience originating from outside the organization and from within the organization. The length of service of EJMPR investigators will determine their abilities or work competencies, so that they are able to support the completion of their tasks and responsibilities. The EJMPR investigators whose length of service more than five years will increasingly have good work competencies so they will not feel worried if they are not able to complete their work. In other words, the higher the work competence the investigators have, the higher the performance they have.

The results of a research conducted by Untari and Wahyuati (2014) also show that there is a positive and significant influence of competence on the performance of employees who work for CV. Buana Mas Jaya Surabaya.

437

Competence is the basic ability possessed by a person in the form of skills, expertise, and ability in doing his or her work in order to get good and maximum results. The ability or competence of a person included in high or good category will later be proven and shown if he has done the job. Conversely, if he has a low level of competence, he will tend to perform low as well. Work competence as a form of ability of EJMPR investigators in completing their work will determine the achievement of the organizational goals. The higher the work competence they possess, the higher the performance they have because they feel they are able to complete every task and responsibility in their work.

The results of the study are in line with a previous research conducted by Rantesalu, et al., (2016). The work of Rantesalu, et al., reveals that competence has a positive and significant influence on employees' performance. Work competence has an important role in achieving performance of an organization, including within police institution. Work competence will determine the quality of the performance of EJMPR investigators because

using work competence, investigators will be able to overcome their work and responsibility, including in handling online criminal cases.

The success of an organization in achieving its goals in carrying out management functions is highly dependent on the quality of its human resources. Thus, the strategic role of developing and improving the quality of human resources in an organization that continues to grow in line with the demands of times is crucial. The development and improvement of the quality of human resources is always and continuously carried out by police organizations, in this case EJMPR by providing opportunities for its personnel to take part in vocational educations or trainings. Boyatzis in Hutapea and Nurianna (2008: 4) defines competence as the capacity that exists in someone which can make the person fulfil what is required by his or her organization so that the organization is able to achieve its expected results. The development and improvement of the quality of EJMPR investigators can further improve their work competencies so as to support their performance.

5.2 The Influence of Motivation (X_2) on the Performance (Y) of Investigators of EJMPR

In accordance with problem formulation of number two, this section will discuss about the influence of motivation (X_2) on the performance (Y) of EJMPR investigator. The simple regression model aims to examine the influence of motivation variable

(X_2) on the performance (Y) of EJMPR investigator. The results of the analysis of the influence of motivation (X_2) on the performance (Y) of the investigators of EJMPR are presented in Table 6.

Table 6 shows that motivation variable has a strong and significant influence on the performance of EJMPR

investigators (r = 0.532); p (0.000). Based on the results of the research, it can be interpreted that the higher the motivation the investigators have, the higher the performance of the investigators of EJMPR have. The results of this study are in line with a theory stating that work motivation is very important for a company's high and low productivity. The lack of motivation of the members of an organization to work together for the benefit of the company will cause the goals that have been set not be achieved. Conversely, if there is a high motivation the employees have, then this is a guarantee for the company's success in achieving its goals (Gitosudarmo, in Sutrisno, 2009: 117).

Tabel 6 Partial Test (t test) Motivation (X_2) on the Performance (Y) of the Investigators of EJMPR

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-6.085	5.905		-1.030	.306
	Investigators' Motivation	.499	.092	.532	5.443	.000

Source: Processed Primary Data, 2017

Furthermore, Table 7 below presents the results of statistical analysis which is known to be the coefficient of determination (R2). Table 7 tells us that the contribution of motivational variable to the performance of the investigators of EJMPR is 27.4% and the rest is influenced by other variables not examined in this study. Thus, it can be said that motivation variable is a research variable to improve the performance of EJMPR investigators.

Table 7 Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.532[a]	.283	.274	5.593

Source: Processed primary data, 2017

The findings of this study are in line with several previous studies revealing that motivation has a strong and significant influence on performance. The results of this study support the ideas elaborated by Mangkunegara (2007: 67-68) that there are several factors affecting performance, including motivational factor. Motivation is formed from the attitude of organization members in dealing with work situations. Motivation is a condition that moves members of an organization to achieve the organizational goals

or work goals. Wibowo (2013: 111) states that motivation is an urge to act on a series of processes of human behaviour by considering the direction, intensity, and persistence in achieving goals. Motivation can support the implementation of tasks, so that investigators of EJMPR are able to achieve the work targets that have been set.

The results of this study are also in line with a previous research conducted by Patiran (2010: 39). The research, examining the factors affecting the performance of civil servant, indicates that employees' motivation has a positive and significant influence on their performance. Work motivation is very important for the performance of EJMPR investigators. The lack of motivation to work together for the benefit of the organization will make the goals that have been set cannot be achieved. Investigators of EJMPR will feel helpless with limited facilities and infrastructures or the long distance from the perpetrators which is not commensurate with the losses experienced by public if the case they report is uncovered.

Another research, conducted by Purwati (2012: 10) also shows that work motivation has an influence on employees' performance. Work motivation is a condition or energy that moves employees who are directed or focused on achieving their company's organizational goals (Mangkunegara, 2007: 61). Employees who have work motivation will be serious in their work and try to achieve every target set by the company. Motivation can encourage investigators of EJMPR to try to show their maximum performance as a form of their responsibility at work. Performance is the result of work achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities in an effort to achieve the goals of the organization concerned legally, not by violating laws and in accordance with morals or ethics. Working as a government employee is required to be able to show maximum performance because employees must always provide services to community. Mangkunegara (2007: 13-14) states that motivation is one of factors influencing the achievement of performance. Motivation is formed from the attitude of an employee in dealing with work situations. Motivation is a condition that moves employees who are directed to achieve organizational goals (work goals). Motivation can move every effort possessed by EJMPR investigators in order to be able to solve every case related to fraud committed through electronic media so that the performance of EJMPR investigators will increase.

Motivation is very important for the high and low productivity of a company. The lack of motivation of employees to work together for the benefit of their company will make the goals that have been set cannot be achieved. Conversely, if there is high motivation from employees, then this is a guarantee for the company's success to achieve its goals (Gitosudarmo, in Sutrisno, 2009: 117). The motivation of EJMPR investigators will make them be able to further improve

their performance because the motivation encourages the investigators mobilize every ability they have in order to achieve their goals of their duties and responsibilities at work.

Motivation is a desire of a person causing that person take actions. A person often takes actions for one thing: to achieve a goal. Thus, motivation is a driving force that leads to goals and it rarely appears in vain. The words need, want, desire, and drive are all the same as motive, which is the origin of the word 'motivation.' Robert and Heller (in Wibowo, 2013: 109-110) state that motivation is the desire to act. Everyone can be motivated by several different forces. Motivation is directed at achieving organizational goals. Individuals who are motivated will be able to show work-related efforts and consider his or her direction, intensity and persistence. Motivation will make the investigators of EJMPR more motivated to be able to work in accordance with the work

references and responsibilities given well. The strength and weakness of motivation will determine the achievement of the performance of EJMPR investigators.

5.3 The Influence of Competence (X_1) and Motivation (X_2) on the Performance (Y) of Investigators of EJMPR

This section discusses the influence of competence (X_1) and motivation (X_2) on the performance (Y) of the Investigators of EJMPR. It aims to analyse the influence of the two variables: competence (X_1) and motivation (X_2) on the performance (Y) of the investigators of EJMPR. In order to find out the joint influence of competence (X_1) and motivation (X_2) on the performance (Y) of the investigators of EJMPR, the author employs the multiple regression analysis. The results of the multiple regression analysis are presented in Table 8.

Table 8 Results of Multiple Regression Analysis of Competence and Motivation on the Performance of EJMPR Investigators

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-20.450	5.100		-4.010	.000
	Competency	.520	.076	.601	6.855	.000
	Investigators' Motivation	.229	.082	.245	2.793	.007

Source: Processed Primary Data, 2017

Table 8 shows that the influence of competence is much stronger (r = 0.601) (p = 0.000) than motivation variable (r = 0.245) (p =0.007) on the

performance of the investigators of EJMPR. Thus, it can be interpreted that competence is the most dominant and significant factor influencing the performance of

EJMPR investigators. The results of this analysis are consistent with the results of the simple regression analysis which shows a very strong influence (r = 0.718); (p = 0.000) on the performance of the investigators of EJMPR.

Table 9 Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.749[a]	.562	.550	4.403

Source: Processed primary data, 2017

Table 9 presents the results of statistical analysis which is known to be the coefficient of determination with the symbol of R2. The table tells us that the contribution of competence and motivation variables to the performance of the investigators of EJMPR is 55% and the rest is influenced by other variables not examined in this study. Thus, it can be said that the performance of EJMPR investigators is jointly influenced by competence and motivation by 55%, so that the competence and motivation variables are research variables to improve the performance of EJMPR investigators.

Tabel 10 F Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1686.637	1	1686.637	79.756	.000[b]
	Residual	1586.064	75	21.148		
	Total	3272.701	76			

Source: Processed Primary Data, 2016

In order to find out the joint influence of competence (X_1) and motivation (X_2) on the performance (Y) of the investigators of EJMPR, the author employs the simultaneous test (F-test). The results of the simultaneous test analysis (F-test) are presented in Table 10. Data presented on Table 10 shows that competence (X_1) and motivation (X_2) influence performance variable of the investigators of EJMPR as indicated by F_{count} (79,756) (p = 0.000). Therefore, it can be interpreted that competence and motivation are factors that influence the performance of the investigators of EJMPR. The results of this study are in line with the theory stating that performance is the result of several factors, including competence factors and motivational factors. The results of this study are also in line with a previous research conducted by Mohklas (2015), revealing that competence and motivation

simultaneously have a positive and significant influence on employees' performance. The higher the competence and motivation of EJMPR investigators have, the higher the performance they will achieve.

Work competence is a set of basic knowledge, skills, and values that are reflected in the habits of thinking and acting (Sudarwan, 2008: 171). Every form of knowledge and skills possessed by EJMPR investigators in their work will affect how EJMPR investigators complete each job. Work competence makes every job is completed in accordance with the standards of the organization. Work competence will reflect a form of mastery of EJMPR investigators on work, using the skills in completing every form of service to the community. Work competence will further improve the performance of EJMPR investigators, so that the problems of "garbage can" of police reports in fraud cases through electronic media can be further minimized.

The high level of difficulty in disclosing frauds through electronic media by CID investigators as explained by Ismoyo (2014: 11-18) comes from the difficulty of tracking down the perpetrators of online frauds, the difficulty of opening the perpetrator's account, the lack of maximum coordination between investigators and cellular operators or internet service providers, the lack of investigators who have the ability and experience in IT, as well as the limitations of special cybercrime equipment or tools. EJMPR CID should be able to overcome these difficulties by

improving the performance of its investigators. Competence and strong motivation will further strengthen the commitment within the investigators to be more serious in following up crime reports so that the performance of EJMPR investigators will increase.

Increased competence and motivation can have a big influence in improving the performance of the investigators of EJMPR. Increased competence can be realized by increasing the number of investigators from EJMPR who have the vocational training and education and investigation certificate. It is also found out in the research that there are still 36 investigators of EJMPR who do not have investigation certificates. If these conditions can be improved in the sense that more investigators have vocational training and education as well as investigation certificates, it will further support the implementation of police duties in investigations. Similarly, an increased motivation will further support the performance of EJMPR investigators. This increased motivation can be done with tangible organizational support, such as information related to work or awards given to outstanding investigator. Efforts to increase motivation will further improve the performance of EJMPR investigators. Higher competencies should also be supported by a strong motivation because in the absence of a strong motivation, these competencies will not be useful in improving the performance of EJMPR investigators.

6. CONCLUSIONS AND IMPLICATIONS

6.1 Conclusions

a. Based on the characteristics of each variable (performance, motivation and competence), it can be concluded that performance variable is generally classified as moderate, competence variable is generally high, and motivation variable is generally high. The highest dimension of the performance of EJMPR investigators is the interpersonal relationship ability, while the lowest dimension is the technical ability dimension. The highest dimension of competence is attitude, while the lowest dimension is the dimension of knowledge. In the motivation variable, the highest dimension is seeking opportunities to realize the plan, while the lowest dimension is having goals and being realistic.

b. There is a positive influence of competence on the performance of EJMPR investigators. The higher the competence they have, the higher the performance they do. Competence has an influence of 51.5% on the performance of the investigators of EJMPR.

c. There is a positive influence of motivation on the performance of the investigators of EJMPR. The higher the motivation they have, the higher the performance they do. Motivation has an influence of 28.3% on the performance of the investigators of EJMPR.

d. There is a positive influence of competence and motivation on the performance of the investigators of EJMPR. The higher the competence and motivation they have, the higher the performance they have. Competence and motivation together have an influence of 55% on the performance of the investigators of EJMPR.

6.2 Implications

a. Related to the low technical capacity dimension of the performance of the investigators of EJMPR, the ability of either investigators or assistant investigators in disclosing frauds through electronic media must be increased.

b. Related to the low dimension of having a goal and realistic motivation, EJMPR is recommended to increase the motivation of investigators as is the case with the provision of rewards for investigators who are able to disclose frauds through electronic media.

c. Related to the low technical capacity dimension of the competence of investigators, EJMPR is recommended to improve the work competence of investigators through the provision of education and vocational trainings that supports continuous work, such as vocational training regarding ITE Law so that the performance of disclosing frauds through electronic media can be improved.

d. Researchers are recommended to continue the similar research by looking at other factors that affect the performance of the investigators of EJMPR, such as factors of tenure, background, demographics, perception, attitude, personality, learning, work effort, organizational support, human resources, leadership, work environment, organizational culture and job design, technology, resource management, and the quality of the physical environment.

REFERENCES

Books:

Azwar, S. 2011. Penyusunan Skala Psikologi.Yogyakarta: Pustaka Pelajar.

————. 2011. Reliabilitas dan Validitas.Yogyakarta: Pustaka Pelajar.

Ghozali, I. 2011. Aplikasi Analisis Multivariate dengan Program IBM SPSS 19. Edisi 5. Semarang: Badan Penerbit Universitas Diponegoro.

Hutapea, P., dan Nurianna, T. 2008. Kompetensi Plus. Jakarta: PT. Gramedia.

Irwanto, E. H. 2002. Psikologi Umum. Jakarta: PT. Gramedia Pustaka Utama.

Mangkunegara, A.A. Anwar Prabu. 2007. Evaluasi Kinerja SDM. Bandung: PT. Refika Aditama.

————. 2013. Manajemen Sumber Daya Manusia Perusahaan. Bandung: PT Remaja Rosdakarya.

Muhammad, Farouk & Djaali. 2010. Metodologi Penelitian Sosial. Jakarta, PTIK.

Munandar, A. A. 2008. Psikologi Industri dan Organisasi. Jakarta: Penerbit Universitas Indonesia (UI-Press).

Panggabean, Mutiara, S. 2004. Manajemen Sumber Daya Manusia. Bogor: Ghalia Indonesia.

Priyatno, D. 2010. Mandiri Belajar SPSS Untuk Analisis Data dan Uji Statistik. Yogyakarta: Media Kom.

Robbins, S. P. 2003. Perilaku Organisasi. Alih Bahasa: Tim Indeks. Jakarta: PT. Indeks.

Robbins, S. P., dan Judge, T. A. 2008. Perilaku Organisasi. Alih Bahasa: Diana Angelica. Ria Cahyani, dan Abdul Rosyid. Jakarta: Salemba Empat.

Robbins, Stephen P. & Coulter, Mary. 2010. Manajemen, Edisi 10, Jilid 1 dan 2. Jakarta: Penerbit Erlangga.

Santoso, S. 2010. Teori-Teori Psikologi Sosial. Bandung: PT. Refika Aditama.

Sobur, A. 2003. Psikologi Umum. Bandung:

Pustaka Setia.

Sugiyono. 2010. Metode Penelitian Kuantitatif, Kualitatif dan R & D. Bandung: ALFABETA.

Suryabrata, Sumadi. 2005. Metodologi Penelitian. Jakarta: Rajawali Press.

Sutrisno, E. 2009. Manajemen Sumber Daya Manusia. Jakarta: Kencana.

Tangkilisan, H. N. S. 2007. Manajemen Publik. Jakarta: PT. Grafindo.

Torang, S. 2013. Organisasi dan Manajemen: Perilaku, Struktur, Budaya dan Perubahan Organisasi. Bandung: Alfabeta.

Walgito, B. 2004. Pengantar Psikologi Umum. Yogyakarta: Andi Offset.

Wexley, K. N., dan Yuki, G. A. 2005. Perilaku Organisasi dan Psikologi Personalia. Alih Bahasa: Drs. Muh. Shobaruddin. Jakarta: PT. Rineka Cipta.

Wibowo. 2013. Perilaku dalam Organisasi. Jakarta: Rajawali Press.

Wijono, S. 2012. Psikologi Industri dan Organisasi: Dalam Satuan Bidang Gerak Psikologi Sumber Daya Manusia. Jakarta: Prenada Media Group.

Winardi, J. (2002), "Motivasi & pemotivasian dalam manajemen Judul: Motivasi & pemotivasian." Jakarta: Raja Persada Grafindo

Journals/Thesis:

Fuad, Eko Nur. 2016. Pengaruh Kompetensi dan Motivasi Kerja terhadap Kinerja Manajer Koperasi di Kabupaten Jepara. The 3rd University Research Colloquium. Fakultas Ekonomi dan Bisnis UNISNU Jepara.

Ismoyo, Denni Wahyuning. 2014. Kendala Penyidik dalam Mengungkap Tindak Pidana Penipuan Online Melalui Media Elektronik Internet. Jurnal Ilmu Hukum. Fakultas Hukum Universitas Brawijaya.

Mohklas. 2015. Pengaruh Kompetensi dan Motivasi terhadap kinerja pegawai dengan Komunikasi sebagai Variabel Moderating (Studi pada Kecamatan Gayamsari Kota Semarang). Fokus Ekonomi. Vol. 10 No. 2: 99-119.

Patiran, A. 2010. Analisis Faktor-Faktor yang Mempengaruhi Kinerja Pegawai Negeri Sipil (PNS). Fokus Ekonomi. Vol. 5. No. 2. Hal. 32-43. Jayapura: Sekolah Tinggi Ilmu Ekonomi Ottow dan Geissler.

Rantesalu, Agustina, Mus, Abdul Rahman, Maparenta, dan Zaenal Arifin. 2016. The Effect of Competence, Motivation and Organizational Culture on Employee Performance: the Mediating Role of Organizational Commitment. Journal of Research in Business and Management. Volume 4. Issue, pp: 08-14. www.questjournals.org.

Legislations:

Undang-Undang Republik Indonesia Nomor 2 Tahun 2002 tentang Kepolisian Negara Republik Indonesia.

Undang-Undang Republik Indonesia Nomor 13 Tahun 2003 tentang Ketenagakerjaan.

Undang-Undang Republik Indonesia Nomor 11 Tahun 2008 tentang Informasi dan Transaksi Elektronik.

Keputusan Ketua Sekolah Tinggi Ilmu Kepolisian Nomor : KEP/65/IX/2012.