

COMPETENCY, QUALITY OF WORK LIFE, AND PERFORMANCE IN SETTLING CASES AT THE CRIMINAL INVESTIGATION DEPARTMENT OF SOUTH JAKARTA METROPOLITAN POLICE RESORT

¹Alfred Sabungan Banjar Nahor, ²Basir, ³Anggi Aulina
^{1,2,3}Postgraduate Program, Police Studies, School of Global and Strategic Studies,
University of Indonesia, Jakarta, Indonesia
Email: alfredsbn@gmail.com

Citation: Alfred Sabungan Banjar Nahor, Basir, Anggi Aulina, Competency, *Quality of Work Life, and Performance in Settling Cases at The Criminal Investigation Department of South Jakarta Metropolitan Police Resort*, Management Technology and Security International Journal, pages: 703-723, <http://doi.org/10.47490/mtsij.v3.i3.703723>

Received on 1 June 2021, Accepted on 6 December 2021, Published on 31 Agustus 2022

ABSTRACT

This research is conducted to examine the effect of quality of work life and competency on the performance of the members of the South Jakarta Metropolitan Police Resort Criminal Investigation Department. The purpose of this study is to examine and analyze the effect of competency and the quality of work life on the performance of South Jakarta Metropolitan Police Resort Criminal Investigation Department. The study employs a quantitative approach and a survey method. The number of respondents in the study consisted is 113 members of South Jakarta Metropolitan Police Resort Criminal Investigation Department. The study uses the saturated sample method in which the entire population becomes the sample of the study. Data of the study are collected through questionnaires distributed to respondents and for further analysis, the author uses the SEM AMOS 22 to determine the effect between the variables. Meanwhile, the Likert scale in measuring the questionnaire is a 1-5 scale. The results of the study prove that the overall hypothesis proposed is acceptable. The factors that have a significantly positive effect are competency on the quality of work life; competency on the performance of crime clearance; and quality of work life on the performance of crime clearance.

Keywords: *quality of work life, competency, performance, South Jakarta Metro Police*

1. INTRODUCTION

1.1 Background

The chief of Indonesian National Police, also known as Polri, General Sigit Listyo Sigit Prabowo has launched a new police transformation program, called *Presisi* (Predictiveness, Responsibility and

Transparency with Justice). One of the most important priority programs is Improving Law Enforcement Performance which reflects Polri's commitment to improving Polri's performance in law enforcement aspects because it is one of the most crucial

benchmarks of the performance of Polri which can be directly felt, assessed and brought to the attention of the public. The problem of the low performance of Polri in enforcing laws must be solved immediately by looking at various factors, especially the ones that are related to the issue of Polri's human resources.

As one of the technical/operational functions of Polri, Criminal Investigation Department has very important duties and roles due to the unique characteristics of the task and work environment so during the leadership of Polri Chief General Dibyو Widodo, the criminal investigation function was declared as the core business of Polri in realizing a sense of justice and legal certainty in society. Therefore, personnel who are reliable and capable of responding to task challenges are needed along with the dynamics of social change, developments in information and communication technology, and legal dynamics in the future. According to Djamin (2002), to answer the challenges ahead, Polri must prepare personnel who are firm, reliable, qualified, and competent in their respective fields.

Public demands for improving the performance of Polri, especially in the criminal investigation technical function are getting higher and facing greater challenges, namely accountability, transparency, and respect for human rights so that the conventional patterns of competency development no longer follow the development of the existing social dynamics (Sembiring et al., 2020). The law enforcement function carried out by the criminal investigation technical function is one of the benchmarks for the performance of Polri which can be directly felt, assessed, and brought to the attention of the public. At the implementation level, various irregularities and public complaints are still found as a form of response to the members' dissatisfaction in carrying out their work, namely in the form of neglect as stated by Robbins and Judge (2015). The evidence of the demands for the performance of Polri in the aspect of carrying out investigative duties can be seen at the level of public complaints regarding the implementation of members' duties in the criminal investigation function. From 2018 to 2020 there were a lot of public complaints about

the process of investigating criminal acts carried out by Polri's investigators. There are 2,567 complaints (83%) which are generally caused by some aspects, such as the length of time and the lack of follow-up to the process of handling the police reports, partiality, unprofessionalism and the investigator not

carrying out the proportionality of investigators in handling cases, manipulating cases, asking for compensation in handling cases and neglecting cases as well as the obligation to send SP2HP (notification on the progress of investigation results).

Table 1 Data CT-CC in 2019-2020

No.	Year	Crime Total (CT)	Crime Clearance (CC)	Percentage
1.	2019	1.581	710	44,91%
2.	2020	2.024	406	20,06%

Source: South Jakarta Metropolitan Police Resort

The current performance of South Jakarta Metropolitan Police Resort Criminal Investigation Department is related to the systems and methods that have been prepared for the implementation of law enforcement which can be illustrated in Table 1.

From the table, it can be seen that the task load of the investigators of the South Jakarta Metropolitan Police Resort Criminal Investigation Department tends to increase every year. Such conditions are getting worse when some investigators of the department cannot solve several cases in the previous years and they will be the burden of the next year as the number of cases grows every

year. The number of cases handled by the department almost reaches around two thousand cases every year, which is not balanced with the number of investigators of the South Jakarta Metro Police Criminal Investigation Department (113 personnel). Having the condition of the workload getting heavier every year coupled with a high level of public complaints on the implementation of tasks, it is necessary to have a quality working life condition so that every member is motivated to face the workload. Based on Table 1 above, it can be seen that there is a decrease in the number of case settlements. There is a decrease in the context of case settlement in

2020 (20.06%) from the previous year in 2019 (44.91%). The data on the performance of the investigators of the department, indeed, indicates a problem in the organization.

1.2 Problem Formulation and Research Questions

Based on the background, the problem of the study is the declined performance of the South Jakarta Metropolitan Police Resort Criminal Investigation Department Unit in resolving cases. Therefore, the questions of the study are as follows:

- a. Does competency affect the quality of work life of the South Jakarta Metropolitan Police Resort Criminal Investigation Department?
- b. Does competency affect the performance of the South Jakarta Metropolitan Police Resort Criminal Investigation Department?
- c. Does the quality of work life affect the performance of the South Jakarta Metropolitan Police Resort Criminal Investigation Department?

1.3 Research purposes

Based on the formulation of the problem, the objectives of this research are:

- a. To test and analyze the influence of competency

on the quality of work life of the South Jakarta Metropolitan Police Resort Criminal Investigation Department;

- b. To test and analyze the influence of competency on the performance of the South Jakarta Metropolitan Police Resort Criminal Investigation Department; and
- c. To test and analyze the effect of the quality of work life on the performance of the South Jakarta Metropolitan Police Resort Criminal Investigation Department.

2. LITERATURE REVIEW

2.1 Performance

According to Busro (2018: 89), performance is the result of work that can be achieved by employees both individually and in groups in an organization following the responsibilities and authorities given by the organization to achieve the vision, mission, and goals of the organization by involving ability, perseverance, independence, ability to solve problems according to the time limit given legally, does not violate the law and following moral ethics. Employee performance shows how much contribution is

given to the organization, such as:

- a. the quantity of output (the more the better the performance);
- b. quality of output (the higher the quality, the better the performance);
- c. the required period (the shorter the work time the better the performance);
- d. attendance at work (the fewer permits the better the performance); and
- e. cooperative attitude in the organization (the more you can work together the better the performance).

Payaman J. Simanjuntak (2011: 2) explains that performance is the level of achievement of results on the implementation of certain tasks. Organizational performance is the accumulation of performance of all individuals who work in it. In other words, efforts to improve organizational performance are through increasing the performance of each individual. The performance of an organization is strongly influenced by three main factors, namely: (1) organizational support, (2) management ability or effectiveness, and (3) the performance of everyone working in the organization. According to As'ad (2003: 48), performance is the result

achieved by a person according to the size applicable to the work in question.

Performance is the accumulation of the final results of all processes and activities achieved by a person in the organization under the given task (Robbins, 2015: 226). Some aspects that become the benchmarks in assessing performance are indicators or dimensions. The benchmarks or dimensions in performance are very necessary because they can be used to measure the level of performance so that they can be useful and utilized by many parties. There are four dimensions or benchmarks that can be used in assessing performance (Miner, 1988 in Sudarmanto, 2009). They are (i) quality, which can be seen from the level of error, accuracy, and damage; (ii) quantity, which can be seen from how many jobs can be produced; (iii) the use of time at work which can be seen from the level of attendance, punctuality of work or delays and lost working hours or the effective use of working time; and (iv) cooperation in the work environment with other people.

2.2 Competency

Competency is the ability and skill of human

resources in various specific fields and is shown by various characteristics, related to achievement and accomplishment at work (Wibowo, 2013: 269). Robbins (2015) defines competency as a person's ability to do various things related to his duties at work, which is determined by two factors, namely intellectual ability and physical ability.

According to Palan (2008), competency is defined as a basic characteristic that is visible and invisible such as motivation, traits, self-concept, values, knowledge, and skills that provide results in the form of performance following predetermined standards. The success of competency initiatives can be proven by the fact that there are successful performance initiatives; talent acquisition; the existence of an effective, timely and appropriate development and training program; and the company's capability in the process of effective human resources placement; and the expected result is the best match for a person's position/position, not only for now but also for the future.

2.3 Quality of Work Life

The quality of work life according to Nawawi (2006: 34-37) consists of six

elements, including good supervision, good wages and incentives, work perceived as rewards, challenging work, interesting work, and good working environment conditions. Diogo et al., (2014) define the quality of work life as a consideration of the importance of a worker's expectations of the working environment, wages and incentives, career development opportunities, work-family relationships, role balance, security, and social interactions in the workplace. The results of a research conducted by Thakur and Sharma (2019) explain that the performance of an organization is influenced by the quality of work life which is an important parameter in the implementation of an organization's functions. Quality of working life can be improved by improving the physical work environment, providing adequate and fair compensation (salary and additional benefits), providing opportunities for career development, enforcing rules within the organization, providing recreational facilities, and providing proper work and rest schedules. Other research findings show that a quality work life affects organizational commitment and can lead to lower turnover intentions among

professionals it will affect employee job satisfaction (Ong et al, 2019). Based on a research, conducted by Reddy et al., (2019), it is known that the quality of work life can be improved by creating a healthy work environment and encouraging a team work. The findings of Ellickson's (2002) research on the quality of work life in urban government environments in the United States show that factors such as promotion opportunities, satisfaction with salaries and rewards, satisfaction with performance measurement, availability of resources and equipment, training, workload, relationship satisfaction with superiors, and most importantly the existence of a spirit de corps among employees is positively related to job satisfaction.

The concept of quality of work life is becoming an important social issue throughout the world which so far has emphasized issues related to the quality of personal life. Currently, the

quality of work life is a multidimensional concept accompanied by concepts such as job security, reward systems, promotion opportunities, and involvement in the decision-making process. Quality of work life represents the organizational culture or management style where workers feel more responsible and valuable in an organization (Luthans, 1998 in Jofreh et. al., 2013).

2.4. Theoretical Framework and Research Hypotheses

The theoretical framework is a picture or a plan that contains an explanation of all the things that are used as research material based on the results of the research. The theoretical framework contains the relationship between a variable and other variables which usually has a causal relationship between two or more of these two variables. Thus, the theoretical framework in this study is described as follows:

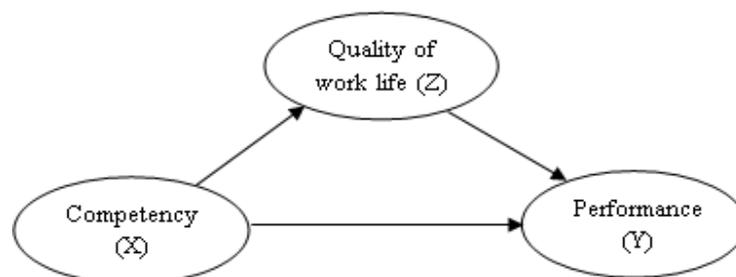


Figure 1 Theoretical Research Framework.

The results of Suryadana's research (2013) show that competency has a significant and positive effect on the quality of work life. The results of another study, conducted by Bagja and Telagawati (2016) explain that competency has a significant and positive influence on the quality of work life for the employees of the Manpower and Transmigration Office of Buleleng Regency. Therefore, Hypothesis 1 (H1) in this study is that "competency has a significant positive effect on the quality of work life of the South Jakarta Metropolitan Police Resort Criminal Investigation Department."

Competency is the main variable that must be owned by a worker in carrying out his work. Through the competencies that have been owned, it can assist workers in completing work in accordance with predetermined targets. The results of the research, conducted by Deddy Pandaleke (2016) show that competency has a significant and positive influence on performance. Therefore, Hypothesis 2 (H2) in this study is that "competency has a significant positive effect on the performance of the South Jakarta Metropolitan Police Resort Criminal Investigation Department."

High quality of work life is very important for organizations to achieve high performance and to continue to attract and retain employees (Morsy and Sabra, 2015; Jabeen et al., 2018). The results of the research conducted by Thakur and Sharma (2019) explain that the performance of an organization is influenced by the quality of work life which is an important parameter in the implementation of an organization's functions. Therefore, Hypothesis 3 (H3) in this study is that "the quality of work life has a significant positive effect on the performance of the South Jakarta Metropolitan Police Resort Criminal Investigation Department."

3. METHODS

3.1 Research Approach

The study employs the quantitative approach that aims to examine the influence of various variables, namely competency, quality of work life, and performance. The quantitative approach is chosen because this research is used to identify all the concepts that became the research objectives. The research method used in this study is a survey method. This research has a characteristic where data is collected from a large number

of respondents by using a tool in the form of a questionnaire.

3.2 Population and Sample

The population of the study is the personnel of the South Jakarta Metropolitan Police Resort Criminal Investigation Department. There are 113 people are posted in the department. The sampling technique is carried out using the census method in the sense that the entire population in this study will be the research sample, namely all members of the South Jakarta Metropolitan Police Resort Criminal Investigation Department (saturated sample).

3.3 Variable Operational Definitions

The study uses three variables, namely competency; quality of work life, and performance. This study uses a competency variable developed by Palan (2008) where competency is a basic characteristic that is not visible and visible such as motivation, nature, self-concept, values, knowledge, and skills that produce performance according to predetermined standards, which are described in indicators that include knowledge, skills, self-concept and values, personal characteristics, and motives. This study uses the

dimensions of the quality of work life developed by Nawawi (2006) and Easton (2013) where the quality of work life is the conditions and characteristics of work that contribute to motivation and job satisfaction as measured by using a questionnaire which is described in indicators which include: supervision, wages, and incentives, work as a reward, challenging work, interesting work, and good working environment conditions. Meanwhile, the performance variable in this study uses the theory developed by Miner (1988) with four dimensions or performance benchmarks which are then translated into indicators, namely quantity, quantity, working time, and cooperation.

3.4 Data Collection and Analysis Techniques

The data collection technique carried out by the author in this study uses a questionnaire containing sixty-six statements with a Likert scale model. The questionnaires then are distributed to 113 members of the South Jakarta Metropolitan Police Region Criminal Investigation Department. This study uses the Structural-Equation-Model (SEM) analysis tool from the Analysis-of-Moment-Structure (AMOS) software. According to Tjahjono, et al., (2021),

SEM is a combination of two statistical concepts, namely the concept of factor analysis included in the measurement model and the concept of regression through a structural model.

4. RESULTS AND DISCUSSION

4.1 Full Equation Model Structural Equation Modeling

The Structural Equation Modeling analysis test on the overall model is presented in the following figure:

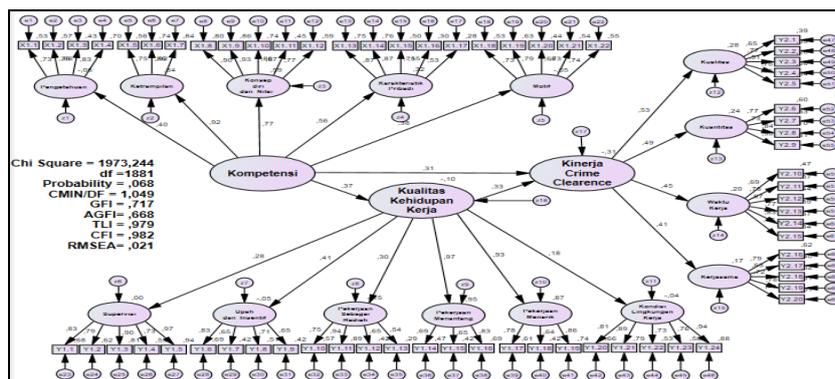


Figure 2 Full Model Test

The results of the goodness of fit test on the overall model that have been recapitulated can be seen in the following table:

Table 2
Feasibility Test on Full Model

No	Goodness of Fit	Cut off value	Results	Information
1.	Chi-Square	< (df:1881 α :0,05)	1973,244	Fit
2.	CMIN/DF	< 2,00	1,049	Fit
3.	Probability	> 0,05	0,068	Fit
4.	GFI	> 0,90	0,717	Marginal
5.	AGFI	> 0,90	0,668	Marginal
6.	TITLE	> 0,90	0,979	Fit
7.	CFI	> 0,95	0,982	Fit
8.	RMSEA	<0,08	0,021	Fit

Source: Primary data processed, 2022

In Table 2 above, it is known that the results for the full model feasibility test are good and it is concluded that they meet the goodness of fit criteria. There are only two marginal ones, namely the GFI and AGFI tests where this can be tolerated (good enough) and continued with further analysis. Furthermore, you can pay attention to the regression weight table to see the effect between research variables. If the p-value < 0.05 then it is concluded that the effect is significant (see Table 3).

Table 3 Regression Weight Full Model

		Estimate	S.E.	C.R.	P
Quality of Life Work	← - Competency	.464	.117	3.983	***
Performance	← - Competency	.323	.143	2.266	.023
Performance	← - Quality of Work Life	.277	.088	3.168	.002

Based on Table 3, it is known that the value of each research variable relationship has a p-value < 0.05, meaning that the overall influence between variables is significant, with the following explanation:

- a The influence of competency on the quality of work life is known to have a p-value marked *** which means it is close to zero and less than 0.05 (significant level) so that it can be concluded that the relationship between the two variables has a significant effect.
- b The influence of competency on performance is known to have a p-value of 0.002 < 0.05 (significant level) so it can be concluded that the relationship between the two variables has a significant influence.
- c The influence of the quality of work life on performance is known to have a p-value of 0.023 < 0.05 (significant level) so it can be concluded that the relationship between the two variables has a significant effect.

4.2 Hypothesis Tests

The results of the research show that the three hypotheses are accepted as follows:

4.2.1 Competency has a positive and significant effect on the quality of work life

The test results show the effect of the competency variable on the quality of work life with a CR value of 3,983 and a p-value marked *** or close to zero, which means it has a significant and positive effect because of the p-value < 0.05. Based on these results,

it can be concluded that competency has a positive and significant effect on the quality of work life so Hypothesis 1 in this study is accepted. This shows that when the competency of each member of the South Jakarta Metropolitan Police Resort Criminal Investigation Department increases, it will be followed by a significant increase in the quality of work life.

The results of this study are in line with several previous studies. According to Suryadana (2013) and

Bagja and Telagawati (2016) which show that competency has a significant and positive effect on the quality of work life. Competency is the ability and skill possessed by each individual. The competencies possessed by each individual in the organization will be the basis for the creation of superior performance. This is important in the organization of the South Jakarta Metropolitan Police Resort Criminal Investigation Department to always emphasize the importance of the need for competency in the organization. Competency theory, proposed by Mc. Clelland (1997) in Renyut et al., (2017) states that competency is the ability to carry out work or tasks based on knowledge and skills that are supported by work attitudes needed in carrying out the work. Competency also shows the characteristics of knowledge and skills

needed or possessed by each individual to support him in carrying out his duties and responsibilities effectively and professionally. This explains that when competency is possessed by each member, it will be able to improve the quality of life in the workplace.

The motive dimension on the competency variable which has the lowest value in this study needs attention because the motive is the basis when members will do work so that it moves or directs members to carry out their duties well. The low motivation of members in carrying out their duties can lead to low quality of work life at the South Jakarta Metropolitan Police Resort Criminal Investigation Department.

According to Johnson (2012), the police work environment tends to be negative because it is often associated with violence, cruelty, and indifference to the

rights of others which can foster cynicism, low morale, and low levels of job satisfaction. Likewise, the conditions of the work environment in the Criminal Investigation Department of the South Jakarta Metropolitan Police Resort tend to be negative, so it is necessary to strengthen the motives from within each member in carrying out tasks, especially those related to service orientation to the community, the belief that the work done is beneficial to others, the desire to attend education/training, and a sense of pride in being a member of the criminal investigation. By strengthening the motives from within each member, it is hoped that a work environment that tends to be negative will move in a positive direction to create a good quality of work life.

4.2.2 Competency has a positive and

significant effect on performance

The test results show the effect of the competency variable on performance with a CR value of 2.266 and a p-value of 0.023 which means it has a significant positive effect because of the p-value < 0.05. Based on this value, it can be concluded that competency has a positive and significant effect on the performance of case resolution so Hypothesis 2 in this study is accepted. This shows that when the competency of each member of the Criminal Investigation Department of South Jakarta Metropolitan Police Resort increases, it will be followed by a significant increase in case settlement performance.

The results of this study are in line with the research findings stated by Deddy Pandaleke (2016) which show that competency has a significant positive effect on performance. Competency is a characteristic of an

individual that is not visible, for example, the knowledge and skills possessed by each member of the South Jakarta Metropolitan Police Resort Criminal Investigation Department which gives results in the form of performance following predetermined standards. The success of competency initiatives can be proven by the fact that there are successful performance initiatives (Palan, 2008). Therefore, competency is a must possessed by a worker in carrying out short-term and long-term work. The results of this study prove that competency has a significant and positive effect on increasing the performance of case resolution for the members of the Criminal Investigation Department of the South Jakarta Metropolitan Police Resort. Competencies that need to be considered by each member which can then be improved

include the highest value of the loading factor of the competency variable, namely the member's knowledge of issues related to the main tasks and functions, excellent communication skills with the community, the ability to complete tasks even if they are tired, the ability to position oneself as a member of the community, part of the work system and the belief of members that the work done is beneficial to others.

Judging from the value of the competency dimension, it shows that those who have the highest value or make a major contribution to the competency variable are the dimensions of skills and self-concept and values, while the dimension that has the lowest value is the motive dimension. This means that the South Jakarta Metropolitan Police Resort Criminal Investigation Department must maintain and improve the skills possessed by

each member so that the creativity to work on and resolve any assigned cases will be carried out professionally and completed on time. The current dynamics of crime, which are not only conventional but increasingly complex, require the South Jakarta Metropolitan Police Resort Criminal Investigation Department to constantly improve and update its skills so that in carrying out its duties it can adapt to the development of crime. Based on the results of this study, the improvement of the members' skills, especially those related to the ability to communicate well with superiors and colleagues, communication skills with the community, and skills that are under the main tasks and functions of each. With the current condition where there are minimal opportunities for the members to take part in training or vocational education activities (both those

held at police resort, police region and police headquarters levels) due to the limited number of members who can participate while increasing and equitable distribution of competency for all members is needed, superiors need to take concrete steps, for example carrying out knowledge sharing sessions that must be carried out by members who have completed training or vocational education, thereby reducing the current competency gap in the South Jakarta Metropolitan Police Resort Criminal Investigation Department.

4.2.3 Quality of work life has a positive and significant effect on performance

The test results show the effect of the quality of work life on performance with a CR value of 3.168 and a p-value of 0.002, which means it has a significant positive effect because of the p-value <0.05. Based on this value, it can be concluded that the

quality of work life has a positive and significant effect on the performance of case resolution so Hypothesis 3 in this study is accepted. This shows that when the quality of work life in the Metro Police Criminal Investigation Unit is very good, it will be followed by a significant increase in case resolution performance.

The results of this study are in line with the findings of several studies according to Morsy and Sabra (2015), Jabeen et al, (2018), and Thakur and Sharma (2019) which explain that the quality of work life has a significant positive effect on performance. Quality of work life is the condition in which employees perform their duties at work. To achieve good performance for each member of the South Jakarta Metro Police Criminal Investigation Unit, the quality of work life is very important in an organization. This is considered important

because the quality of work life is a worker's expectations of working environmental conditions, wages and incentives, career development opportunities, work-family relationships, role balance, security, and social interaction in the workplace (Morsy and Sabra, 2015). The performance of case resolution at the South Jakarta Metro Police Criminal Investigation Unit is significantly affected by the quality of work life which is an important parameter in the implementation of the functions of an organization.

Based on the results of this study, it was found that the value of the quality of work life dimension that has the highest value or provides the greatest contribution to the variable of quality of work life is a challenging job (challenging job) and an interesting job (interesting job), while the dimension that has the lowest value is supervision. Thus, the

South Jakarta Metro Police Criminal Investigation Unit must improve and improve the dimensions of challenging jobs and interesting jobs. Easton et al (2013) explained that work pressure on the performance of police officers' duties, general satisfaction with their work, and the existence of career development opportunities are factors that can explain the quality of their work life. Research findings indicate that improving the performance of case resolution at the South Jakarta Metro Police Criminal Investigation Unit can be done by improving the quality of work life, especially concerning the dimensions of challenging work and interesting work. On the dimensions of challenging work; members feel the need to get a challenge in the form of freedom in doing work as long as it does not conflict with the rules, members need to be

required to achieve the organization's vision and mission; and members need to be challenged so that how the work done will be very useful for others. On the dimensions of interesting work; superiors must create an attractive working environment, such as clarity of duties and responsibilities at work, non-emotional support from colleagues, and the view that the work carried out by members of the South Jakarta Metro Police Criminal Investigation Unit is seen as important by others.

The dimension of supervision on the quality of work life variable which has the lowest value in this study indicates that there is a need to increase supervision at the South Jakarta Metro Police Criminal Investigation Unit because supervision is the basis for controlling the implementation, and suitability of tasks with their objectives. Supervision carried out by superiors must

provide an honest and objective assessment of the performance of each member of the South Jakarta Metro Police Criminal Investigation Unit. When members have confidence that the supervision and performance appraisal is carried out honestly and objectively, the performance of the workers receiving supervision is expected to increase and be better. Efforts that can be made include the ability of superiors in each unit to listen to complaints and obstacles experienced by their members, superiors able to provide direction to their members, and superiors able to check the suitability of the implementation of tasks and regulations (Perkap, Criminal Code, Criminal Procedure Code or the Act) as well as periodic supervision of each member.

5. CONCLUSIONS & IMPLICATIONS

5.1 Conclusion

Based on the discussion above, conclusions can be drawn from the research hypothesis as follows:

- a. The results of the analysis show that there is a significant and positive effect of competency on the quality of work life. The realization of superior competency from each member of the South Jakarta Metropolitan Police Resort Criminal Investigation Department can significantly improve the quality of work life.
- b. The results of the analysis show that there is a significant and positive effect of competency on the performance of case settlement. The realization of superior competency from each member of the South Jakarta Metropolitan Police Escort Criminal Investigation Department can also have a direct influence on significantly improving case settlement performance.
- c. The results of the analysis show that there is a significant and positive effect on the quality of work life on the performance of case settlement. A better quality of work life can significantly improve the performance of case

settlement of the South Jakarta Metropolitan Police Resort Criminal Investigation Department.

5.2 Implications

Based on the results of the research, several managerial implications need to be considered by the South Jakarta Metropolitan Police Resort and the theoretical implications for further research are as follows:

- a. Referring to the results of the study, stating that it has a significant and positive effect on the quality of work life of the members of the South Jakarta Metropolitan Police Resort Criminal Investigation Department, it is known that the lowest dimension value in forming competency is the motive dimension. This means that motive needs to be the main focus in increasing the competency of each member. As can be done in improving the motive itself, there is encouragement that comes from colleagues, as well as the head of the South Jakarta Metropolitan Police Resort Criminal Investigation Department to be more accomplished and to do a better job.
- b. Referring to the results of the study, stating that the quality of work life has a significant and positive effect on the performance of case settlement of the members of the South Jakarta Metropolitan Police Resort Criminal Investigation Department, it is known that the lowest dimension value in forming the quality of work life is the dimension of supervision. This means that the supervision dimension itself still needs to be improved and becomes the main focus to create a good quality of work life. Things that can be done to increase supervision are to improve monitoring and control of the implementation of each assigned task and monitoring the suitability of the task with the previously achieved goals.
- c. The object of this research is only the South Jakarta Metropolitan Police Resort Criminal Investigation Department so the research results cannot be generalized to other CIDs in the Jakarta Metropolitan Police Region. The author recommends other researchers add more research objects so that it can be a comparison of

research results in predicting factors that can improve performance.

Research Limitations

1. The object of the research is only the South Jakarta Metropolitan Police Resort CID so the research results cannot be generalized to the performance of other police resorts.
2. There are only two variables used in predicting case resolution performance, namely competency and quality of work life, so further research is needed by adding other organizational research variables.

REFERENCES

- As'ad, Moh. (2003). *Psikologi Industri*. Yogyakarta: Liberty Yogyakarta.
- Bagja dan Telagawati. (2016). Pengaruh Kualitas Kehidupan Kerja dan Kompetensi terhadap Kinerja Pegawai dalam *Jurnal Manajemen Indonesia Volume 4 No. 2*. Hal. 1-10.
- Busro, Muhammad. (2018). *Teori-Teori Manajemen Sumber Daya Manusia*. Jakarta: Prenadamedia Group.
- Diogo, J.H, Evandro E. Broday, R. Bondarick, LF. Serpe, LA. Pilatti. (2014). Quality of Working Life and Productivity: An Overview of the Conceptual Framework in *International Journal of Managerial Studies and Research (IJMSR) Volume 2, Issue 5, June 2014*. Hal. 87-98.
- Djamin, Awaloedin. (2002). Penyempurnaan Organisasi dan Tata Kerja Kepolisian Negara Republik Indonesia dalam *Jurnal Polisi Indonesia tahun IV/September 2002*. Hal. 1-10.
- Ellickson, M.C. (2002). Determinants of Job Satisfaction of Municipal Government Employees in *Public Personnel Management Volume 31 No. 3*. Hal. 343-358.
- Jabeen, et al., (2018). Quality of Work Life of Emirati Women and Its Influence on Job Satisfaction and Turnover Intention in *Journal of Organizational Change Management, 31(2)*. Hal. 352-370.
- Jofreh, M , Ali Yasini, dan HF Dehsorkhi. (2013). The Relationship Between EFL Teachers' Quality of Work Life and Job Motivation. *Middle-East Journal of Scientific Research 14 (10)*: 1382.
- Johnson, R. R. (2012). Police Officer Job Satisfaction: A Multidimensional Analysis in *Police Quarterly, 15(2)*. Hal. 157-176.
- Morsy, S. M. dan Sabra, H. E. (2015). Relation between Quality of Work Life and Nurses Job Satisfaction at Assiut University Hospitals in - *Azhar Assiut Medical Journal, 13(1)*. Hal. 163-171.
- Nawawi, H. (2006). *Evaluasi dan Manajemen Kinerja di Lingkungan Perusahaan dan Industri*. Yogyakarta: Gadjah Mada University Press.
- Ong, JFB, et al., (2019). Impact of Quality Work Life and Prosocial Motivation on the Organizational Commitment and Turnover Intent

- of Public Health Practitioners in *Review of Integrative Business and Economics Research*, Vol. 8, *Supplementary Issue 4*. Hal. 24-43.
- Palan, R. (2008). *Competency Management: Teknik Mengimplementasikan Manajemen SDM Berbasis Kompetensi untuk Meningkatkan Daya Saing Organisasi*. Terjemahan oleh Octa Melia Jalal. Jakarta: Penerbit PPM.
- Pandaleke, Deddy. (2016). The Influence of Competence, Job Satisfaction, and Organizational Commitment to Employee Performance (Study on Inspectorate of Southeast Minahasa Regency) in *Jurnal EMBA Vol.4 No.2*. Hal. 199-210.
- Reddy, Inthiyaz dan Subramanyachary. (2019). Investigating the Relationship between Quality of Work Life and Employee Commitment amongst Bank Employees in *International Journal of Advanced Science and Technology Vol. 28, No. 8, (2019)*. Hal. 190-196.
- Renyut, et al., (2017). The Effect of Organizational Commitment, Competence on Job Satisfaction and Employees Performance in Maluku Governor's Office in *Journal of Business and Management Volume 19, Issue 11. Ver.III (November. 2017)*. Hal. 18-29.
- Robbins, S.P & Judge, T.A. (2015). *Perilaku Organisasi*. Terjemahan dari Organizational Behavior 16th edition: Pearson Education oleh Ratna Saraswati dan Febriella Sirait. Jakarta: Salemba Empat.
- Sembiring, N., Umar Nimran, Endang Siti Astuti dan Hamidah Nayati Utami. (2020). The Effects of Emotional Intelligence and Organizational Justice on Job Satisfaction, Caring Climate, and Criminal Investigation Officers' Performance in *International Journal of Organizational Analysis Vol. 28 No. 5*. Hal. 1113-1130.
- Simanjuntak, P. J. (2011). *Manajemen dan Evaluasi Kinerja*. Jakarta: Lembaga Penerbit Fakultas Ekonomi Universitas Indonesia.
- Sudarmanto. (2009). *Kinerja dan Pengembangan Kompetensi SDM*. Yogyakarta: Pustaka Pelajar.
- Suryadana, M. L. (2013). Pengaruh Kompetensi dan Kualitas Kehidupan Kerja terhadap Kinerja Pegawai dalam *Majalah Bisnis dan Iptek Volume 6, No. 1, April 2013*. Hal. 1-10.
- Thakur dan Sharma. (2019). A Study of Impact of Quality of Work Life on Work Performance in *Management and Labour Studies 44(3)*. Hal. 326-344.
- Tjahjono, H. K., A. T. Basuki, dan Majang Palupi. (2021). *Aplikasi SEM dalam Studi Perilaku Organisasional*. Yogyakarta: UPP STIM YKPN.
- Wibowo. (2013). *Budaya Organisasi*. Jakarta: PT. Raja Grafindo Persada