

Determinants Factors Affecting Performance of Police Officers in Tangerang City, Indonesia: Role of Work Experience and Domicile as Moderating Variables

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ABSTRACT

This research was conducted to explore the influence of Organizational Culture, Employee Engagement and Work-Life Balance with Work Experience and Domicile Distance as moderating variables on the work performance of police officers at the Tangerang City Police. The contribution of this research is expected to enrich scientific studies, especially in the field of human resource management and managerial impact on efforts to improve the work performance of police personnel in Tangerang City. This research examines and analyzes the effect of each independent variable on the dependent variable using work experience and domicile distance as moderating variables. Respondents of this study were selected using purposive sampling method. This research is a quantitative study using the Structural Equation Model (SEM) method. The data was processed using SmartPLS software. The number of indicators in the questionnaire is 33 indicators and involves 165 respondents. The conclusion of this study is the partial positive influence of organizational culture and Employee Engagement on the work performance of police officers in Tangerang city. While the work-life balance variable is proven to have no effect on the work performance of police officers, the results of hypothesis testing on the influence of the moderating variable on the relationship between the independent and dependent variables also conclude that the moderating variable does not affect the relationship between each independent variable on the work

performance of police personnel in Tangerang city.

Keywords: organizational culture, employee engagement, work-life balance, work experience, domicile distance, work performance

INTRODUCTION

The main key to the success of a business is the ability to maintain and improve organizational performance (Adam et al., 2020). Human resource performance is an important element in achieving organizational performance (Munir et al., 2019). In its development, the organization encounters various changes from the environment and is demanded to always meet the expectations of customers, therefore performance support is needed in the form of expertise from employees (Rahayu et al., 2018). Various factors have been shown to improve individual work performance in organizations. Research conducted by Uddin et al. (2012) who examined the impact of organizational culture on employee performance in the telecommunications industry concluded that organizational culture has an effect in determining employee performance. Various other studies were conducted and concluded similar things that organizational culture affects the work performance of individuals in organizations (Maswani et al.,

2019; Vernadeth et al., 2020). Employees who are involved and feel that they are included in a series of tasks given by their superiors or the organization where they work can actually improve their work performance (Motyka, 2018). The results of the study concluded that with employee involvement it will stimulate work productivity which ultimately has an impact on work performance. Other studies that discuss the relationship between the two variables also support that there is a positive effect of employee engagement on work performance (Akhtar et al., 2016; Erwin et al., 2019). Apart from organizational culture and employee engagement, another variable that can influence and improve work performance is work life balance. Work life balance is a balance between aspects related to work and life of a person outside the workplace (Wardana et al., 2020; Pranindhita & Wibowo, 2020). In addition to the three independent variables, a moderating variable is needed, work experience and domicile distance to influence work performance. Work experience is a reference for an employee to be able to position himself appropriately, causes the birth of the courage to take risks, gives birth to the ability to continue to be responsible in the midst of any job risks and influences an employee to communicate while maintaining work performance (Octavianus & Adolfina, 2018). According to (Gibson et al., 2011) every individual who has work experience will be smarter in responding to various things in work than those who do not have work experience. Various studies have proven that work experience can improve work performance (Octavianus & Adolfina, 2018; Wulandari, 2017). Another variable as a moderator is domicile distance, various studies have proven there is a link between domicile distance and work performance (Pribudi, 2017; Talli et al., 2019).

The research was conducted by taking objects on the performance or work performance of the Tangerang City Police. Every year the Tangerang City Police are

faced with various criminal cases. Based on data from the Tangerang City Police, the number of criminal acts in 2019 increased by 6%. The number of criminal acts that occur in provinces or cities cannot be separated from how education is provided by the police, another thing is that the firmness of the police in taking action and processing every criminal case will certainly have a deterrent effect and become a kind of warning system for every citizen who attempted or intended to commit a criminal act. Another indicator of the decline in the performance of the Tangerang City Police is based on the disclosure and settlement of criminal acts until the case file is declared complete by the prosecutor's office (P21) and completed on time. Based on data on the number of acts of action, there was a decrease in the percentage of prosecution, in 2018 the percentage of action was 91,952%, while in 2019 the percentage of prosecution decreased to 87,632%. Based on the predicate of community satisfaction with the service performance of the Tangerang City Police from 2018 to 2019. In the last two years the predicate of citizen satisfaction with the services provided by the Tangerang City Police is still in the B predicate. This predicate places the Tangerang City Police still outside the Integrity Zone. From the disciplinary factor, in 2019 there was an increase in the number of disciplines by 41 actions, compared to 24 cases in 2018. This study aims to examine and analyze the influence of organizational culture variables, employee engagement and work-life balance partially and see the influence of moderating variables. on the relationship between the three independent variables on the work performance or performance of police officers in the city of Tangerang.

LITERATURE REVIEW

Culture can be defined as a system that contains general values that serve as a reference for a group of people to have the same perception of a value in the community, even though they come from diverse backgrounds (Robbins & Sanghi,

2007). According to Singh et al. (2012) organizational norms and values have a strong influence on everyone in the organization. He also added that organizational culture is something that is not visible, but it can improve performance and profitability if it is managed properly. Nidhi et al. (2012) added that organizational culture consists of a set of beliefs, assumptions, norms and values that have been accepted or distributed to all employees in the organization. Companies with an effective organizational culture will be able to increase productivity, employee engagement and ultimately have an impact on company profitability (Block, 2005). Organizational culture is measured using nine dimensions, namely innovation and risk taking, leadership, integrity, management support, control, identity, rewards system, compromise with conflict, and communication patterns (Robbins, 2015).

Employee engagement is a condition in which an employee is involved and committed to the job and where he / she works in return for the benefits given fairly (Schaufeli, 2013). Robinson et al. (2004) define employee engagement as a positive attitude that employees have towards the organization and the values held by the organization. An employee who has a spirit of involvement will be fully aware of the business context and will work both personally and with colleagues as well as possible to improve performance for the benefit of the organization (Dajani, 2015). Organizations must strive to build and foster engagement which of course requires interaction and participation from leaders and employees. According to Markos & Sridevi (2010) employee engagement is the desire and ability of employees to support all company work programs in order to successfully achieve predetermined targets. Employee engagement is measured using three dimensions, namely vigor, dedication and absorption (Schaufeli et al., 2002). The terminology of work-life balance was first known as work-family balance used in

England in the late 1970s which describes how a worker must maintain harmony between work life and family life, as scientific developments demand an expansion of the scope of life of workers outside offices that are not limited to families, then the term changes to work-life balance (Pradhan et al., 2016). Work-life balance is a condition where a person can balance the demands of work and family needs (Schermerhorn et al., 2005). Singh & Khanna (2011) describe work-life balance as a concept in maintaining priorities between work (career and ambition) and life (family, spiritual development, happiness and leisure). The work-life balance variable is measured by three dimensions, namely time balance, balance of involvement and balance of satisfaction (McDonald & Bradley, 2005).

Work experience is the mastery of knowledge and skills that is measured based on the duration or length of time a person has worked, the level of knowledge and skills and expertise a person has (Gunawan et al., 2020). Work experience is an accumulation of knowledge, skills, and abilities that a person has in relation to his job in carrying out a job and the responsibilities of work that has been done before. Work experience is also a person's guide in choosing the right profession for him, people who have work experience will be more selective in choosing the right profession and field of work for him (Kaengke et al., 2018).

According to Pribudi (2017) the position or distance from where he lives is closely related to economic and work factors. Several dimensions run parallel to the mobility of the residence, one of which is location. There are five elements that need to be considered in relation to domicile, including comfort, density, access to facilities, social compatibility and care (Heimstra & McFarlins, 1974). Previous research has proven that there is no effect of domicile distance on work performance (Talli et al., 2019). However, other research has shown that there is a positive effect of

domicile distance on work performance (Pribudi, 2017). Work performance or performance is the value of a person's behavior in the workplace that affects organizational performance either negatively or positively (Colquitt et al., 2009). Performance is a measure of a person's success at the place he works (Hee & Kamaludin, 2016). Work performance shows how a person embodies what is his job description, through the work performance of an organization can make it a benchmark in providing rewards for employees who have a good contribution to support organizational work performance (Gunawan et al., 2020). Work performance is very important in realizing organizational goals, and must be done consistently and effectively (Mehmet, 2013). In an organizational context, a series of procedures can make work behavior more controllable and have an impact on individual performance (Janssen & Van Yperen, 2004). Work performance variables are measured using two dimensions, namely task performance and contextual performance (Aguinis, 2009).

METHODOLOGY

This study uses a survey method in obtaining data from respondents; the survey instrument used is a questionnaire and is distributed online. Each answer to the statement indicator is measured using an interval degree on a scale from 1 to 5 (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree). Measurement of the Organizational Culture (X1) variable was adopted from Robbins (2015) consisting of 9 dimensions and produced 9 statement indicators. The Employee Engagement variable was adopted from Schaufeli et al. (2002) consists of 3 dimensions and 8 statement indicators. The Work-Life Balance variable adopted from McDonald & Bradley (2005) consists of 3 dimensions and 8 statement indicators. The work performance variable adopted from Aguinis (2009) consists of 2 dimensions and 8 statement indicators. The

total measurement indicators are 33 statements, all indicators can be seen in the operationalization of the variables in attachment 2 and the questionnaire in attachment 3. Respondents were selected using purposive sampling method at the Tangerang City Police with the sample criteria were members of the police who had worked for at least three years. The minimum duration of 3 years is considered sufficient to see an understanding of the organizational culture of the institution.

The study began by distributing questionnaires to 30 respondents to test the quality of the data. The data quality test includes validity and reliability tests. The validity test was carried out with Kaiser-Meyer-Olkin (KMO) and Measure of Sampling Adequacy (MSA), the KMO and MSA values were more than 0.5, which means that the factor analysis was appropriate. Reliability test uses Cronbach's Alpha, the more Cronbach's Alpha value is close to 1, the better (Hair et al., 2018). This type of research is quantitative with the analysis method of Structural Equation Model (SEM), and data processing and analysis using the software SPSS 26 and SmartPLS. The determination of the number of research samples is a minimum of 5 times the number of statement indicators (Hair et al., 2018), so that the minimum sample size in this study is 165 people.

RESULT

Respondents in the study were 165 members of the Tangerang City Police. The results of the descriptive analysis show that based on the gender category, 32.12% female and 67.88% male, based on tenure, 0.61% of respondents have worked for less than 3 years, 3.64% of respondents have worked for more than 15 years, 22.42% of respondents have worked 10 to 15 years, 26.67% of respondents have worked 3 to less than 5 years and 46.67% of respondents have worked 5 to less than 10 years. Based on the domicile distance, 8.48% live less than 5 kilometers from the office, 0.61% live more than 20 kilometers, 47.27% live in

10 to less than 15 kilometers, 14.55% live in 15 to 20 kilometers and 29.09% live in 5 to less than 10 kilometers .

PLS analysis uses two measurement criteria, namely convergent validity and Reliability. The value of convergent validity is the value of the loading factor on the latent variable with its indicators. The value of convergent validity aims to determine the validity of a construct, the valid parameter is greater than 0.5. The results of the convergent validity test with SmartPLS show that all indicators have a loading factor value greater than 0.5. The smallest loading factor value in variable X1 is 0.633. The smallest loading factor value in the X2 variable is 0.700. The smallest loading factor value in the X3 variable is 0.735. The smallest loading factor value in variable Y is 0.732. The value of the reliability test uses three parameters, namely the Cronbach alpha coefficient, composite reliability and average variance extracted. Cronbach alpha reliability criteria and composite reliability is greater than 0.7. The reliable criterion for the average variance extracted is greater than 0.5. The results of the reliability test on the SmartPLS application show that all variables meet the reliability requirements. Cronbach alpha values for variable X1 are

0.894, X2 (0.889), X3 (0.906) and Y (0.921). The values of composite reliability (CR) are as follows: X1 (0.914), X2 (0.911), X3 (0.924) and Y (0.935). The average variance extracted (AVE) values are as follows X1 (0.544), X2 (0.563), X3 (0.602) and Y (0.645).

Based on the analysis of the hypothesis test with the path coefficient, it is found that the organizational culture and employee engagement have a significant effect on the work performance of police officers in Tangerang City, while the work-life balance variable has no effect on work performance. The two moderating variables, namely work experience and domicile distance, also have no effect on the relationship between the independent variable and the dependent variable. Based on the results of hypothesis testing, it is known that organizational culture and employee engagement are proven to have an effect on work performance, while work-life balance has no effect on the work performance of members of the Tangerang City Police. The results also showed that the two moderating variables of work experience and domicile distance did not affect the relationship between the independent and dependent variables.

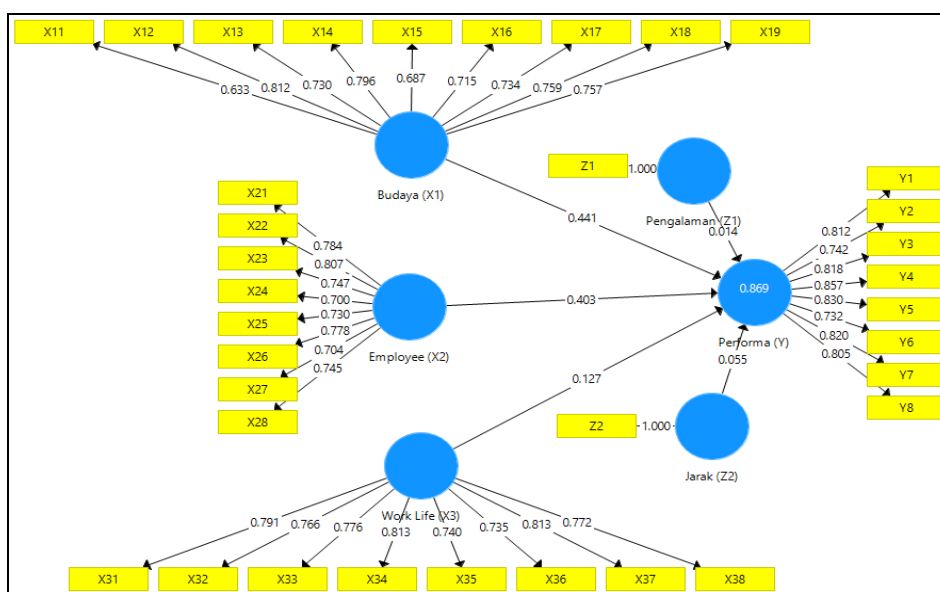


Figure 1. Full Model (PLS Algorithm)

Figure 1 shows the estimation coefficient which is depicted by the intact

model (PLS Algorithm). The estimated coefficient of organizational culture on

work performance is 0.441, this indicates that organizational culture has a positive effect on work performance. The estimation coefficient of the employee engagement variable on work performance is 0.403, this indicates that employee engagement has a positive effect on work performance.

DISCUSSION

The results of empirical research find that organizational culture has a positive and significant effect on work performance, this indicates that the H1a hypothesis which states that organizational culture has a positive effect on work performance is acceptable. A leader must be diligent in implementing an organizational culture, an effective organizational culture will have an impact on employee motivation and work performance. In the event that the police are a state institution that is tasked with enforcing the law and being a community player, a good organizational culture will shape the values and image of the police in the eyes of the community. The results of this study are in line with various previous studies that show organizational culture affects job performance (Awadh & Saad, 2013; Sevaliaa et al., 2013; Sinha et al., 2010). The results of the study concluded that the high organizational culture of a police officer will greatly support their work performance. Thus it can be concluded that there is a positive and significant influence between organizational culture on the work performance of the members of the Tangerang City Police.

The results of empirical research found that employee engagement has a positive and significant effect on work performance, this indicates that the H1b hypothesis which states that employee engagement has a positive effect on work performance is acceptable. A member of the organization who is already engaged with the organization will give the best for the organization. Employees who have attachments will always be able to respond or respond to both the values and culture applied by the organization. The results of

this study are in line with previous studies which concluded that employee engagement has an effect on work performance (Amoako-Asiedu & Obuobisa-Darko, 2017; Bedarkar & Pandita, 2014). The results of the study concluded that the high employee engagement of a police officer would greatly support their work performance. Thus it can be concluded that there is a positive and significant influence between employee engagement on the work performance of members of the Tangerang City Police.

The results of empirical research found that work-life balance has no effect on work performance, this indicates that the H1c hypothesis which states that work-life balance has a positive effect on work performance can be rejected. The results of the study contradict various previous studies that have been previously described (Bataineh, 2019). The results of this study are an indication that the workload that requires a member of the police to work far from family or not to meet family causes the need for a balance between work-related matters and things outside of work is not a primary or primary need of a member. police. The results of the study concluded that the high work-life balance of a police officer does not necessarily support their work performance. Thus, it can be concluded that there is no influence between work-life balance on the work performance of the members of the Tangerang City Police.

The results of empirical research found that all moderating variables did not affect the relationship between the independent and dependent variables. Work experience and domicile distance variables are not related to how the three variables, namely organizational culture, employee engagement and work-life balance affect performance. This shows that all hypotheses related to moderation variables can be rejected. The results of the study conclude contradictory findings with previous studies discussed previously. In the object of the Tangerang City Police members, an

interesting fact was found that work experience and domicile distance did not partially affect the relationship between organizational culture, employee engagement and work-life balance on work performance. It is suspected that each level of rank within the police force has a workload that corresponds to its rank, and rank is closely related to work experience, so that the workload carried out by members of the police is generally in accordance with work experience, so that every given task can always be completed. well. Regarding domicile distance, it is assumed that generally every individual who wants and is accepted to join the police corps must have strong physical and mental criteria because the police serve as a community bomber, so that fatigue due to domicile distance is not experienced by members of the Tangerang City Police. Another thing is the potential that work experience and domicile distance have an effect on work performance if they are placed as independent variables. The results of research related to the influence of work experience variables contradict various previous studies that have been previously described (Wulandari, 2017; Riyadi, 2015). The results of research related to the influence of the domicile distance variable are contrary to previous research conducted by Pribudi (2017) but are in line with the research of Talli et al. (2019) which states that domicile distance is not related to work performance. The results of the study concluded that work experience and domicile distance from a police officer had no effect on the relationship between organizational culture, employee engagement and work-life balance on work performance.

CONCLUSION

The results of the study proved that organizational culture and employee engagement had a positive and significant effect on the work performance of police officers at the Tangerang City Police. The research also proves that the work-life balance independent variable has no effect

on the work performance of police officers at the Tangerang City Police. The two moderating variables studied, namely work experience and domicile distance, had no effect on the relationship between organizational culture, employee engagement and work-life balance on the work performance of police officers at the Tangerang City Police. The limitation in the research process is that the research is limited to the use of six variables, consisting of three independent variables, two moderating variables and one dependent variable. Another limitation is that the object under study is still limited to law enforcement officers, in this case the police, and specifically to members of the police on duty at the Tangerang City Police. In terms of research time, particularly data collection and surveys, data collection is limited from August to October 2020. Another limitation is that respondents were taken using a sampling of 165 police officers.

Suggestions for further research are to use other variables that have not been studied in this study to estimate an increase in work performance, such as organizational citizenship behavior Sevi (2010), work discipline (Elqadri et al., 2015), interpersonal communication (Nazari et al., 2012) and the work environment (Al-Omari & Okasheh, 2017) as well as various other factors for further investigation, because it is possible that other factors besides those in this study have a dominant influence in improving the work performance of the members of the Tangerang City Police. Future studies can use the variables studied in this study but are used on different human resource objects or institutions, so that later new studies will be found regarding the consistency of the variables studied in predicting the performance of human resources on different objects. Objects in the next research can use members of the police in other work units or can develop objects up to the provincial level of Banten.

The managerial implication of the research is that the work performance of police officers still needs to be continuously

improved to support the growth and development of the police institution to ensure excellent service to the community. Through the results of this study, there are several findings that can be used as a reference and managerial implications, including improving organizational culture, the results show that if organizational culture and employee engagement can be improved and synergized it will be able to have a positive and significant impact on increasing the work performance of members Tangerang City Police. However, considering that organizational culture is the most dominant variable in influencing work performance, the priority for improvement is more focused on organizational culture variables, namely in particular on the indicators of leaders explaining work targets clearly and superiors can always be relied upon when they encounter problems or obstacles in their work.

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