

# **Competency Development on Investigation Performance through Work Creativity, Responsibilities, and HR Capacity**

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## **Abstract**

This research aims to discover and elaborate on new models in investigative performance that are influenced by development by creating work, responsibility, and human resources capacity of Police Members (POLRI) at the West Sulawesi Daerah Level Police (POLDA). This research was carried out at the West Sulawesi Regional Police, lasting for 2 (two) months, namely June to July 2021. The population of this study is West Sulawesi Police investigators, as many as 102 people, with saturated sampling techniques, so the study sample is 102 people. Data collection techniques are carried out through observation, interviews, questionnaires, and documentation, while data analysis uses path analysis. The results showed that the performance of the West Sulawesi Regional Police investigation could be positively and significantly affected by the development of competence, work creativity, responsibility, and human resources capacity. The variable of responsibility contributes the most to improving the performance of the investigation as an investigator. There is a value of integrity and responsibility in the self that can fairly provide evidence so that the parties do not feel aggrieved that they increasingly believe that the investigator is very professional in expanding his duties and responsibilities. In addition, work creativity is also able to affect the performance of the investigation with the critical thinking power of the investigator in facing diverse situations, as well as the capacity of human resources where investigators with appropriate educational qualifications contribute well to the performance of the investigation. Indirectly, the intervening variable HR capacity has the best mediation role in mediating competency development to investigative performance. Thus, it is important to consider the role of human resources responsibility and capacity to improve the performance of the West Sulawesi Regional Police investigation.

## **Keywords**

Investigative performance, work creativity, responsibility, and HR capacity

## **1. Introduction**

Human resource management is an important focus in organizational development to achieve competitive advantage. Development leads to learning opportunities designed for individual development. The development of employees is a process of systematically learning and practicing improving competence and performance in their current work and prepare themselves for their roles and responsibilities in the future.

The demands of the Police task in the current reform era are becoming more and more complex. A police institution is an institution that carries out public service function. This institution is required to provide the best service to the community by showing the performance of professional unity and reliability in its field. The services provided to the community are contained in the law enforcement tasks carried out by the Police. In this case, the Reserve function is an investigator / auxiliary investigator.

As in the formulation of Article 14 paragraph (1) g of Law No. 2 of 2002, it is stated that in the implementation of basic duties as in Article 13, the Police oversee investigating and investigating all criminal acts following the criminal procedure law and other regulations in the legislation. The criminal justice system is a large system in which several

subsystems include police subsystems (as investigators), prosecutors as public prosecutors, courts as judges, and correctional institutions as rehabilitation subsystems. These four subsystems work well if they interact to achieve one goal, namely seeking truth and material justice. As a law enforcement institution, it takes the development of competencies for its unity, helping to improve capabilities. Competency development can lead to increased work creativity (Cahaya et al. 2022). A creative person will always see things differently and usually not be seen by others (Yusriadi et al. 2019).

In addition, the development of competencies in an organization can shape the personality to assume responsibility. Responsibility must be taught and instilled. Being responsible for yourself is not easy, not even easy at all. The person in charge in life will get closer to success. In today's police institutions, the rise of criticism of the reality of law enforcement, especially against the performance of members of the Criminal Justice System, is natural. Such concerns should be seen as a desire from all parties to change the direction for a better one. This research explores the influence of competency development on investigation performance by creating work, responsibility, and human resources capacity of police members in the west Sulawesi regional police.

## **2. Literature Review**

As a police institution, competency development must be carried out to ensure conformity between personnel and work tasks that must be carried out. Competency development can encourage the improvement of members' knowledge and skills (Ilyas et al. 2022). Conceptually, that competency development also fosters the birth of creative people. The organization's effort in developing competencies is to give birth to high work creativity towards them, where the success and survival of the organization depend on the extent to which they can turn creative ideas into innovative products and services (Tamsan and Yusriadi 2022; Kembauw et al. 2021; Ivana et al. 2021; Kurniawan et al. 2021). It is supported by previous research (Rahawarin et al. 2020) which suggests the influence of competency development on work creativity.

As a police institution, the demands for work responsibilities are very high and full of a complexity of work that requires the accuracy of personnel in carrying it out. Competency development is a step to preparing personnel who can work following their responsibilities (Sultan et al. 2021). Competencies formed in the organization can encourage the awareness of members of responsibility, as carrying out responsibilities arises with the awareness within the self. The better the competence possessed by the organization, the better the responsibility of its members. This is supported by research Zam et al. (2021), which suggests the influence of competency development on increasing responsibility.

Human resource development is a planned activity that can contribute to increasing human resource capacity. This effort is carried out by an organization that wants to develop and produce high-quality employees (Tehubijuluw Zacharias, Rahawarin, and Yusriadi 2021; Nath et al. 2021; Agung Suharyanto et al. 2021). Everyone has different abilities according to their capacity and directing them to work tasks requires an appropriate level of competence. Capable human resource capacity will impact optimizing production with better working capabilities. The better the development of competencies carried out will increase its human resource capacity. It is supported by research (T Zacharias et al. 2021; Nath et al. 2021; A. Suharyanto et al. 2021; Kurniawan et al. 2022) which suggests the influence of competency development on the improvement of human resource capacity. The police force is an institution that has many complexities of tasks that must be handled, including investigation efforts. According to Mardhiah et al. (2021), one of the series of solving cases in criminal events is to conduct investigations, investigations, and prosecutions of criminal acts. The investigation stage is one of the important parts in the series of stages that a case must go through towards proven disclosure. As a policeman, the ability to complete a task must also be based on the creativity of the task that emphasizes the ability to think and find ideas in solving a problem. Thus, the better the creativity of the police work in the investigation can improve the performance of the investigation. It is supported by research Syamsyucri et al. (2021) which suggests the influence of work created on the performance of investigations.

As a police institution, responsibility for duties and work becomes fundamental. The principle of responsibility is an important matter in the organization. According to (Yusriadi et al. 2019), responsibility is human awareness of intentional or unintentional behavior or actions. Responsibility also means to act as a manifestation of the awareness of its obligations. One of the responsibilities of the Police in trying to find the facts of the case is the investigation. The responsibility of the Police regarding the investigation is the process of collecting facts and information, which certainly requires enthusiasm, firmness, and concern for the condition. The investigation is a stage of solving criminal cases after the investigation, which is the initial stage of finding the presence or absence of criminal acts in an event.

Well-managed responsibilities can improve the performance of investigations. It is supported by research Usman et al. (2020), who expressed the influence of responsibility on the performance of the investigation.

Human resource capacity is the quality of effort or potential ability given by a person in a certain time to produce integrated services and abilities to think power and physical power owned. In police institutions, especially in the investigation process, it takes the ability of personnel/investigators to reveal authentic facts. Investigations aim to make light of the criminal acts found and determine the perpetrators. Investigators are people who can decide on criminal acts through the evidence they find so that with the capacity of human resources, they can improve the performance of their investigations. It is supported by Wahyuni et al. (2021) which suggests the influence of HR capacity on the performance of investigations.

### 3. Methods

#### 3.1 Sample Criteria

The sample in this study was 102 people, with sample criteria: male respondents as many as 95 people and women as many as seven people. The age of respondents is 26-35 years, as many as 32 people, 36-45 years, 46 people, > 46 years 24 people. While the working period of 1-5 years, as many as 51 people, 6-10 years, 43 people, and >10 years, eight people. The magister level is 16 people, bachelor, 65 people, Diploma 15 people, and high school as many as six people.

#### 3.2 Measurement

This study uses a quantitative approach. The measurement of these research variables is shown in the following Table 1:

Table 1. Measurement of variable

Variable	Indicator	Statement
Competency Development (X)	Recruitment	Recruitment is a strategy used in creating new competencies in the organization.
	Personnel education and training	I am very interested when there is an opportunity to participate in education and training.
	Task changes	The level of organizational unity makes changes in duties to see the capabilities of its personnel
	Work organization changes	I am very interested but challenged when there is a rotation of work done by the leadership.
Work Creativity (Y1)	Critical thinking	I can think critically when faced with a complex problem to solve.
	Full of ideas/ideas	I can give ideas to the organization.
	Able to combine various perceptions	I can make decisions from a variety of perceptions.
	Able to solve problems	I was able to find the cause and solve a problem.
Responsibility (Y2)	Proving	I was able to prove what I was doing.
	Have a serving soul	I have a deep concern for the functioning of the organization
	Determining the choice	I can choose the best of the various options available
	Concern for the condition	I feel that as a member, there is a responsibility that must be resolved under any circumstances.
	Be assertive	I am firm with what I do if it aligns with the work procedures.
HR Capacity (Y3)	Good experience	I have an experience that can encourage my ability to carry out current work.
	Education according to work	I have educational qualifications that are in line with the needs of the organization
	Task-appropriate skills	I am very skilled in every task given
	Fact-finding	I can do professional fact-finding or conjecture

Investigative Performance (Z)	Collection of authentic evidence	I believe that authentic evidence is very important in making the final decision of the investigation.
	Determination of perpetrators responsibly	I determined the perpetrator in the belief that the final evidence was clear.

## 4. Results

### 4.1 Competency Development (X) to Work Creativity (Y1)

Table 2. Effect X on Y1

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.965	1.267		7.866	.000
	Competency Development (X)	.416	.075	.485	5.539	.000

Source. Processed data results, 2021

The path coefficient value ( $\alpha_1$ ) is 0.485 with a significance level of 0.000 which means positive and significant (Sig < 0.05), which means that every increase in one point of Competency Development (X) will increase Work Creativity (Y1) by 0.485 points (Table 2).

### 4.2 Competency Development (X) to Responsibility (Y2)

Table 3. Effect X on Y2

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.836	1.587		6.829	.000
	Competency Development (X)	.598	.094	.537	6.363	.000

Source. Processed data results, 2021

The path coefficient value ( $\alpha_2$ ) is 0.537 with a significance level of 0.000 which means positive and significant (Sig < 0.05), which means that each increase in one point of Competency Development (X) will increase Responsibility (Y2) by 0.537 points (Table 3).

### 4.3 Competency Development (X) to HR Capacity (Y2)

Table 4. Effect X on Y3

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.055	.768		5.283	.000
	Competency Development (X)	.509	.045	.746	11.189	.000

Source. Processed data results, 2021

The path coefficient value ( $\alpha_3$ ) is 0.746 with a significance level of 0.000 which means positive and significant (Sig < 0.05), which means that every increase in one point of Competency Development (X) will increase HR Capacity (Y3) by 0.746 points (Table 4).

### 4.4 Analysis of path 4. Work Creativity (Y1), Responsibility (Y2) and HR Capacity (Y3) to Investigative Performance (Z)

Table 5. Effect of Y1, Y2, and Y3 on Z

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.875	.753		1.162	.248
	Work Creativity (Y1)	.215	.058	.282	3.694	.000
	Responsibility (Y2)	.223	.054	.381	4.145	.000
	HR Capacity (Y3)	.285	.073	.299	3.909	.000

**Source.** Processed data results, 2021

The track coefficient value ( $\beta_1$ ) is 0.282 with a significance level of 0.000 which means positive and significant ( $\text{Sig} < 0.05$ ), which means that every increase in one point of Work Creativity (Y1) will improve The Performance of Investigation (Z) by 0.282 points (Table 5).

The trace coefficient value ( $\beta_2$ ) = 0.381 with a significance level of 0.000 which means positive and significant ( $\text{Sig} < 0.05$ ), means that each increase in one point of Responsibility (Y2) will increase the Investigative Performance (Z) by 0.381 points.

The path coefficient value ( $\beta_3$ ) is 0.299 with a significance level of 0.000 which means positive and significant ( $\text{Sig} < 0.05$ ), which means that every one-point increase in HR Capacity (Y3) will increase the Investigation Performance (Z) by 0.299 points.

The R-Square ( $R^2$ ) value indicates 0.727 or 72.7%, meaning that 72.7% variation in the rise and fall of the Investigative Performance variable (Z) can be explained by the Variables of Work Creativity (Y1), Responsibility (Y2), and HR Capacity (Y3), while the rest is 27. Other variables explained 3% outside of the study.

Table 6. Determination test result ( $R^2$ )

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.852 <sup>a</sup>	.727	.718	.825
a. Predictors: (Constant), HR Capacity (Y3), Work Creativity (Y1), Responsibility (Y2)				
b. Dependent Variable: Investigative Performance (Z)				

**Source.** Processed data results, 2021

Calculate the magnitude of indirect influence can be calculated as follow (Table 6). s: The Effect of Competency Development on Investigative Performance Through Work Creativity X Y1 Z =  $0.485 \times 0.282 = 0.137 \rightarrow \rightarrow$ points; Effect of Competency Development on Investigative Performance Through Responsibility X Y2 Z =  $0.537 \times 0.381 = 0.205 \rightarrow \rightarrow$ points; Effect of Competency Development on Investigation Performance Through HR Capacity X Y3 Z =  $0.746 \times 0.299 = 0.223 \rightarrow \rightarrow$ points

Based on the results of path analysis of all independent, intervening, and dependent variables, the full path analysis model can be shown as follows (Figure 1):

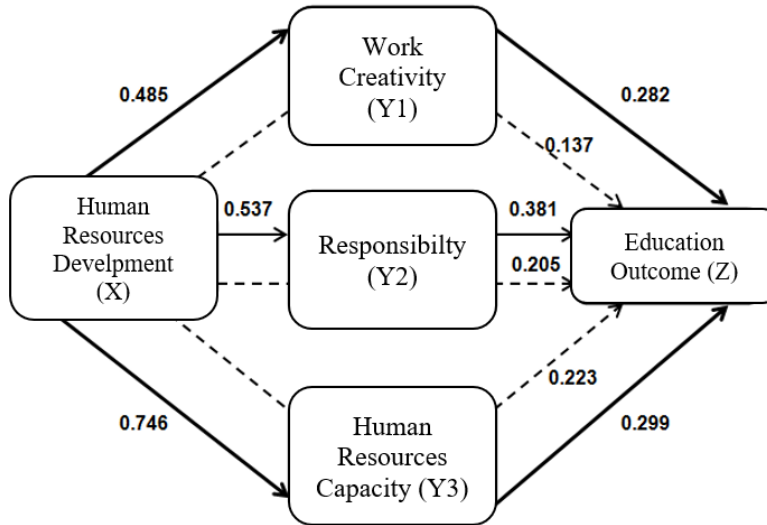


Figure 1. Full model path analysis

## 5. Discussion

The variables of competency development towards work creativity are positive and significant. The findings of this study are supported by Arfan et al. (2021). The West Sulawesi Regional Police actively supports competency development programs to improve its services. As an organization or institution / unitary, competency development must ensure conformity between personnel and work tasks. There is an increase in the creativity of investigators in terms of developing perceptions and being able to solve problems.

The variable influence of competency development on responsibility is positive and significant. The findings of this study are supported by Harma et al. (2021). The development of competence by the West Sulawesi Regional Police is carried out more openly and provides opportunities to anyone, but also based on their abilities. Respondents consider changes in work structure as an important strategy for developing their competencies. It means the investigators are better able to gain experience with changes in structure or the distribution of different workloads so that they are better at maximizing their responsibilities as professional investigators.

The variable influence of competency development on HR capacity is positive and significant. The findings of this study show that education following the task is the most influenced indicator of competency development, meaning that investigators at the West Sulawesi Regional Police already have the characteristics of good police education and meet work standards as an investigator. The development efforts carried out by the West Sulawesi Regional Police put more emphasis on changing the work structure that provides opportunities for investigators to exchange locations in handling cases.

The influence of variable work creativity on investigative performance is positive and significant. The creativity of investigator work is needed to improve the investigation's performance. As in some cases of handling cases in the West Sulawesi Regional Police, while in the investigation process it is said that someone is reported after going through the process, there is sufficient evidence to be upgraded to the investigation will undoubtedly make the complainant satisfied. Still, suppose it cannot be upgraded to the research. In that case, it certainly disappoints the complainant but instead occurs when the event is said to be a criminal offense. It will satisfy the complainant and disappoint the complainant of the reported party. It certainly began the beginning of the level of satisfaction, trust, and public trust in the Police Investigator.

The influence of variable responsibility on the performance of the investigation is positive and significant. This research is supported by research (Naim, 2018; Ramadini et al., 2015; Wibowo, 2017). The findings of this study show that the responsibility variable is the most influential on the performance of the investigation in the West Sulawesi Regional Police, meaning that responsibility is a mandate whose authority is not only for oneself but also

for the institution and society. Responsibility is closely related to obligations; obligations are imposed on a person. One of the responsibilities of the Police in trying to find the facts of the case is the investigation. The responsibility of the Police regarding the investigation is the process of collecting facts and information, which certainly requires enthusiasm, firmness, and concern for the condition. The West Sulawesi Regional Police showed that investigators had paid attention to the principles used in the criminal law to ensure human rights in improving the performance of the investigation.

The variable influence of HR capacity on investigative performance is positive and significant. This research is supported by research (Fauzi & Akbar, 2020; Kadarusman, 2019; Taona et al., 2018). The educational background of investigators on the hr capacity variable plays an important role in improving the performance of investigations in the West Sulawesi Regional Police. In the investigation process, the west Sulawesi Regional Police investigators have been equipped with standard operating procedures (SOP) and Regulation No. 6 of 2019 concerning Criminal Investigation. It becomes a more professional and proportionate police investigator in criminal investigations.

Competency development is a remarkable trend because competence is one of the instruments used in performance assessment. The influence of competency development variables on the performance of investigations through work creativity is positive and significant. The findings of this study are supported by the research of Shafira, D. (2020) in his research showing that the performance of investigators is more optimal with the involvement of institutions in developing investigator competence. Also, competence is a basic tool for competing. For this reason, competence must be owned as a provision in competing.

The influence of competency development variables on the performance of investigations through responsibility is positive and significant. The findings of this study are reinforced by Ahral et al. (2021) research, which concluded that competence affects the commitment and responsibility of police investigators. The West Sulawesi Regional Police Institution, through the development of competencies carried out, has encouraged the understanding of investigators of the importance of responsibility in working. The performance of the investigation is achieved because there is a series of investigators' work following the investigation procedures, among others, carried out following their competence and the existence of responsibilities as evidence of integrity in the task. The place on the act of searching and locating an event that is suspected to be a criminal act. While on the investigation, a heavy point the emphasis is placed on the act of finding and collecting evidence. The investigation aims to make light of the criminal acts found and determine the culprit.

The influence of competency development variables on investigative performance through HR capacity is positive and significant. The findings of this study are reinforced by Debby et al. (2021) which concluded that the better the competence of the investigator, the better his integrity in conducting investigations. The suitability of the investigator's educational qualifications is an important indicator that contributes to the improvement of the performance of investigators in the West Sulawesi Regional Police. It is also following the provision that police officials who can be appointed as full investigator officials must meet the conditions of rank and appointment. Namely, at least the rank of assistant second lieutenant of the Police; or who is an officer ranked subordinate to the second lieutenant if in a police sector there is no investigating officer with the rank of second lieutenant's assistant; appointed and appointed by the police chief of the Republic of Indonesia.

## **6. Conclusion**

Based on this research, it can be concluded that the performance of investigations at the West Sulawesi Regional Police can be positively and significantly affected by the development of competence, work creativity, responsibility, and human resources capacity. The responsibility variable is the most contributing to improving the performance of the investigation. It proves that there is a value of integrity and responsibility in themselves, institutions, and society as an investigator. The ability of investigators to provide evidence so that the parties do not feel aggrieved believe that the investigator is very professional in expanding his duties and responsibilities. In addition, work creativity is also able to affect the performance of the investigation with the critical thinking power of the investigator in facing diverse situations, as well as the capacity of human resources where investigators with appropriate educational qualifications contribute well to the performance of the investigation. Indirectly, the intervening variable hr capacity has the best mediation role in mediating competency development to investigative performance. Thus, it is important to consider the part of human resources' responsibility and capacity to improve the performance of the West Sulawesi Regional Police investigation.

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