

THE EFFECT OF INDIVIDUAL CHARACTERISTICS AND ORGANIZATION CHARACTERISTICS ON CAREER DEVELOPMENT OF POLICE OFFICER AND ITS IMPACT ON WORK SATISFACTION IN REGIONAL POLICE OFFICE (POLDA) OF ACEH

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ABSTRACT

The objective of research is to investigate the influence of Individual Characteristics and Organizational Characteristics on Work Satisfaction of Regional Police Headquarter (Polda Aceh) of Aceh Province either directly or indirectly through Career Development of Police Officers as intervening variable. The research used Structural Equation Model (SEM) and Amos Software for analyzing and processing of research data and employed census as the unit of population; it is therefore selected the whole number of police officers working in Traffic Directorate of Regional Police Headquarter (Polda of Aceh Province) which consist of 184 officers) as research respondents. All 5 verificative hypotheses tested in this study have CR value above 1.96 or P value smaller than 0.05, then all hypotheses tested reject Ho and receive H1. It is therefore, the outcome of research indicated that Individual Characteristics and Organizational Characteristics have a simultaneously significant influence on job satisfaction either directly or indirectly through career development.

Keywords: Individual Characteristics, Organizational Characteristics, Career Development, Work Satisfaction

INTRODUCTION

Principally, the Implementation of Police Bureaucratic Reform conducted that currently implemented is is guided by Law number 17 of 2007 of which it is a part of long term national development plan of 2005 - 2025. Based on that provision, the Chief of Police of the Republic of Indonesia follow up it by issuing the decision of the Chief of Police of the Republic

of Indonesia no. Pol.: Kep / 37 / IX / 2008 dated October 27, 2008 on the acceleration program of transforming the Police into an independent Police, professional and trusted by the community. National Police (Polri), in this case the Chief of Police of the Republic of Indonesia decided to convert and integrate the Police Transformation program into the National Bureaucracy reform program (Pujianto, 2010). The Police Transformation Program that has been generated is the issuance of Law No. 2 of 2002 on the Police formulating a change of police paradigm in the hope of establishing the position, role and implementation of Police duties and stipulating that the Police are no longer under the Armed Forces of the Republic of Indonesia (ABRI). The performance of a certain police officers including traffic police officers is mainly reflected by his or her career development improvement and work satisfaction of which it derived from his or her personal characteristics and organization characteristics.

Work or Employee Satisfaction is a feeling of satisfaction and poses a positive attitude towards work related to the least complaints, employee relations and more harmonious company, reduce the level of saturation in work. In addition, the individual's experience in his workplace will color his attitude outside his work environment and his general happiness. An employee will feel satisfied in working when he is placed in the position and class according to his wish (Siagian, 2002: 295). When a person feels satisfaction in work of course he will do everything possible with all the ability to complete the job task.

Job satisfaction is also obtained if the workload is in accordance with its ability. But in reality in Directorate of Traffic Police of Aceh, personnel workload is relatively high. This work overload is reflected by its presently lower number of police officers handling high volume of work. The current figure shows that the ideal number of personnel of that Traffic Division in accordance with Rule number 22 in 2010 is as much as 206 people, while the actual number of 183 personnel to serve the jobs, consisting of 12 Medium Range Officers (Pamen), 20 Lower Range Officers (Pama), 135 Brigadiers and 16 civil servants. From comparison of List of Composition of Personnel (DSP) with real existing personnel newly fulfilled 89%. (Work Plan of Polda Aceh 2017). With the real number of personnel under the DSP, the workload becomes increasing of which it is in turn, will affect the decreasing of job satisfaction The cause of low job satisfaction can not be separated from the imperfect system of career development in this Aceh Regional Police. Ideally, promotions should be based on the performance of the personnel concerned. Based on the phenomena above, the aims of research are to find out firstly the descriptive figures regarding individual characteristics, organizational characteristics, career development and job satisfaction are happening today in the environment of Traffic Directorate of Polda Aceh (Ditlantas Polda Aceh). Secondly, investigating the influence of Individual Characteristics and organizational characteristics on the work satisfaction of

Regional Police headquarter of Aceh either directly or through career development of Police Officers.

LITERATURE REVIEW

Career Development

According to Osibanjo (2014), the career development process in a formal approach is taken by the organization to ensure that people with the right qualifications and experience are available when needed. Thus career development can be referred as a condition that indicates the improvement of one's status in the organization and career path that has been established in the organization concerned.

Job Satisfaction

Greenberg and Baron (2013) describe job satisfaction as a positive or negative attitude that individuals make toward their work. A similar view is expressed by Gibson (2011) which expresses job satisfaction as the attitude that workers have about their work. It is the result of their perception of work.

Individual Characteristics

Destia (2015) provides an understanding of individual characteristics as follows: "Individual characteristics is a psychological process that affects individuals in obtaining, consuming and receiving goods and services as well as experience. Individual characteristics are internal (interpersonal) factors that move and influence individual behavior ". According to Stephen P. Robbins (2013), individual characteristics include age, sex, education level, marital status, and length of service within the organization.

Characteristics of the Organization

It is an internal condition within an organization. How the relationship of superiors and colleagues, how the system of payroll and organizational habits. These are three factors influencing the motivation within the organization and divide the characteristics of work or organizational situation into organizational policies and cultures and work environment (Ahmad, 2012)

Based on critically reviewed of previous research and in line with phenomena at the Police headquarter above, it can be formulated the theoretical framework as shown on figure 1 as follows:

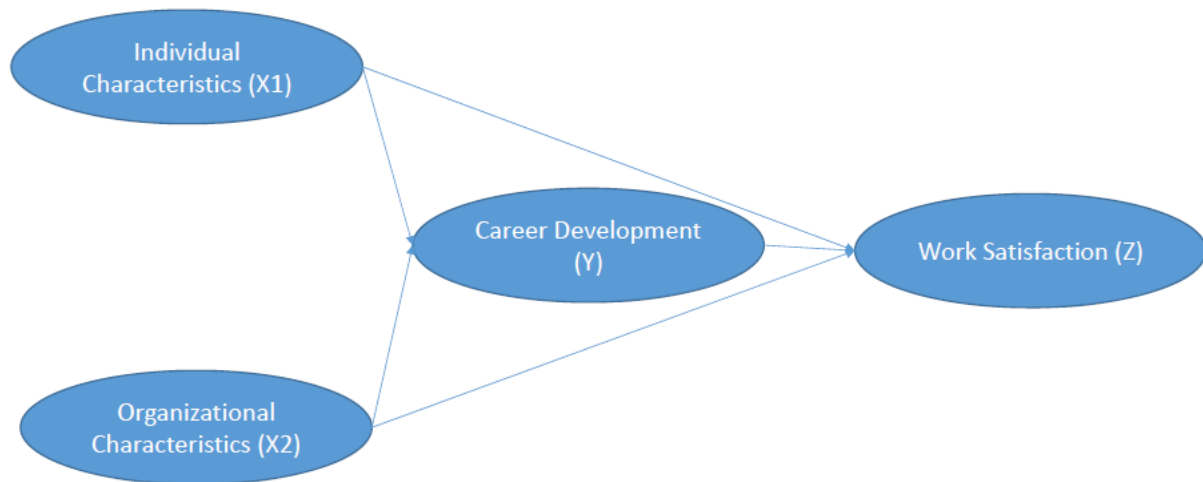


Figure 1: Theoretical Framework

The proposed hypotheses for this research can be developed as follows:

- H1: Individual Characteristics, Organizational Characteristics, career development of police officer, work satisfaction at Traffic Directorate of Police Headquarter of Aceh (Ditlantas Polda Aceh) are not good.
- H2: Individual Characteristics, Organizational Characteristics do not have an influence on work satisfaction at Traffic Directorate of Police Headquarter of Aceh (Ditlantas Polda Aceh) either directly or indirectly through career development of police officer.

RESEARCH METHOD

While the object of research is Individual Characteristics, Organizational Characteristics, Career Development and Job Satisfaction, the subjects in this study are Personnel of Traffic Directorate of Polda Aceh (Ditlantas Polda Aceh). The research that conducted employed census technique in determining of research respondents. This approach is selected considering that facts that the number of personnel are relatively small (Ditlantas of Polda Aceh: 2017). It is therefore, all personnel or police officers deployed in traffic directorate are selected as research respondents whose numbers are 184 officers. Data analysis technique used in this research for hypothesis testing is the Structural Equation Modeling (SEM) of which equipped with AMOS 22.0 software. The SEM equation model is a set of statistical techniques that enable the testing of a series of "complex" relationships simultaneously (Ferdinand, 2006; 181).

RESULTS AND DISCUSSION

Having analyzed the data processing using SEM-Amos tools, it produces the research output as follows:

Test of Measurement Model

One of SEM's output is Measurement Model with loading factor. The following figure 2 shows the relationship of indicators and unobserved variables (latent variables) in the Measurement Model.

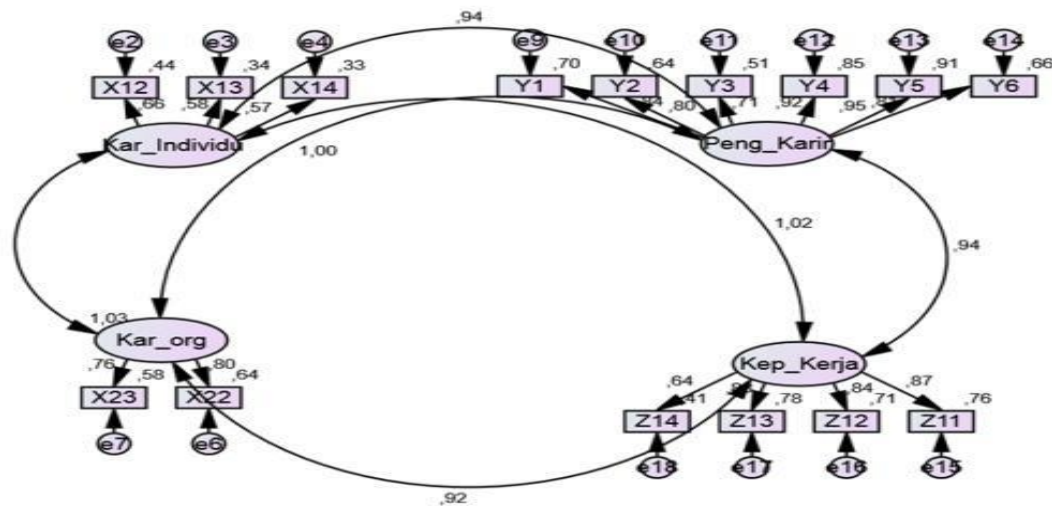


Figure 2: Measurement Model with Loading Factor

Remarks:

- Kar_Individu : Individual Career
- Kar_Org : Organizational Career
- Peng_Karir : Career Development
- Kep_Kerja : Work Satisfaction

The following tables elaborates the measurement model shown above. It explains how the indicator relationship with each construct. Loading factor used to measure the contribution of each indicator when the value is above 0.5 then it is said that the indicator is representative enough to explain the unobserved variable. This indicator should therefore be included in subsequent data processing. In figure 2 above, there are indicators that are eliminated, because the score is not up to 0.5 threshold valid or not an indicator. The following table I shows that the indicators and dimensions that are eliminated from the model in the form.

Table 1: Loading Factor Measurement Model

			Estimate
X12	<---	Individual Career	,660
X13	<---	Individual Career	,579
X14	<---	Individual Career	,574
X22	<---	Individual Career	,800
X23	<---	Organizational Career	,759
Y1	<---	Career Development	,839
Y2	<---	Career Development	,802
Y3	<---	Career Development	,714
Y4	<---	Career Development	,920
Y5	<---	Career Development	,954
Y6	<---	Career Development	,815
Z11	<---	Work Satisfaction	,872
Z12	<---	Work Satisfaction	,840
Z13	<---	Work Satisfaction	,881
Z14	<---	Work Satisfaction	,638

From the table 1 above indicated that all the indicators included in the model, then have been eligible to be included in the next data processing.

Structural Equation Modeling Analysis

The next output is the analysis of Structural Equation Model (SEM) in Full Model which is intended to test the model and hypothesis developed in this research. Testing model in Structural Equation Model done with two tests, that is conformity test model and significance test of causality through regression coefficient test. Results of data processing by using SEM analysis produced Structural Equation Model (SEM) or Full Model as shown in Figure 3 as follows:

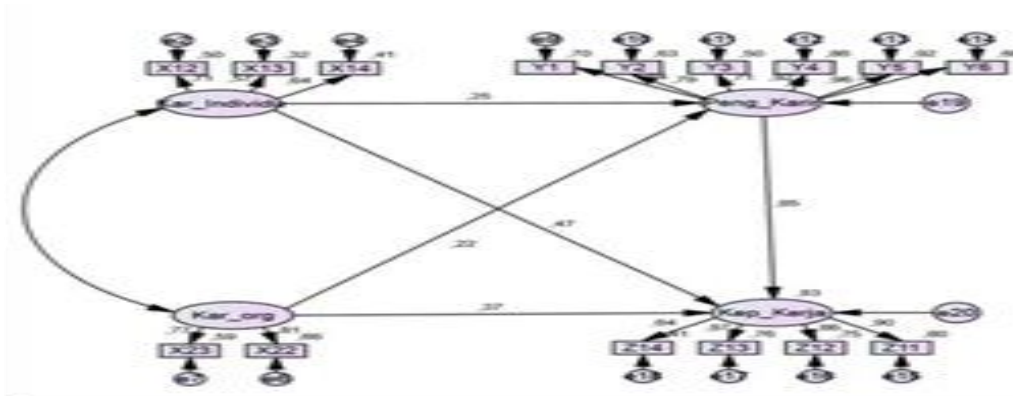


Figure 3: Structural Equation Model

Remarks:

- Kar_Individu : Individual Career
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Hypothesis testing

After the testing phases are done, the next step is to test the research hypothesis. Its testing is based on data processing research by using SEM analysis. The result of analyzing of the regression value (Regression Weights Analysis Structural Equation Modeling) and direct and indirect effect can be summarized on table 2 and table 3 as follows:

Table 2: Relationship Between Construction

			Estimate	S.E.	C.R	P	Remarks
Career Development	<---	Individual Characteristics	0,612	1,911	7,643	***	Hypothesis is accepted
Career Development	<---	Organizational Characteristics	0,635	1,739	6,436	***	Hypothesis is accepted
Work Satisfaction	<---	Individual Characteristics	1,071	2,068	9,741	***	Hypothesis is accepted
Work Satisfaction	<---	Organizational Characteristics	1,217	5,545	10,418	***	Hypothesis is accepted
Work Satisfaction	<---	Career Development	0,908	2,316	7,889	***	Hypothesis is accepted

Table 3: Direct and Indirect Effect

Variable		Variable	Estimate
Career Development	<---	Individual Characteristics	0,252
Career Development	<---	Organizational Characteristics	0,219
Work Satisfaction	<---	Individual Characteristics	0,471
Work Satisfaction	<---	Organizational Characteristics	0,375
Work Satisfaction	<---	Career Development	0,845

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

1. Individual Characteristics, Organizational Characteristics have a significant influence on work satisfaction at Traffic Directorate of Police Headquarter of Aceh (Ditlantas Polda Aceh) either directly or indirectly through career development of police officer.
2. Individual Characteristics, Organizational Characteristics has a greater influence on work satisfaction than that of its indirect effect through career development of police officers.
3. Career development is the most dominant variable influencing job satisfaction of Aceh Police Headquarter (Polda Aceh).

Recommendations

1. Enhancing positive value characteristics embedded in each member of Traffic Police officer at Aceh Ditlantas Police of Aceh Police Headquarter (Polda Aceh).
2. The headquarter should develop and sustain the transparent and objective pattern of career development of which it should be based on professionalism, loyalty, and discipline instead of kind relationship, proximity with the boss, or any other biased assessments.

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