



Quality of Internal Service, Job Satisfaction and Employment Commitment to Employee Performance Mediated By Employee Welfare at the Bureau of Planning and Administration of the Criminal Reservation Agency

Kumba Digdowiseiso

Universitas Nasional, Jakarta, Indonesia

ARTICLE INFO

Keywords:

Internal Service Quality,
Job Satisfaction,
Work Commitment,
Employee Performance,
Employee Welfare.

ABSTRACT

This research was conducted with the aim of knowing and analyzing the influence of internal service quality, job satisfaction and commitment to employee performance which will be mediated by employee welfare. Primary data derived from questionnaires will be used in this study and contain opinions from respondents regarding the quality of internal services, job satisfaction and work commitment to employee performance which will be mediated by employee welfare in the Planning and Administration Bureau of the National Police Criminal Investigation Agency. The use of saturated sampling as a sampling method to get 54 samples. SEM Amos using SEM Amos 22 serves as an analytical method. This research then shows the results in the form of a positive influence of service quality, job satisfaction, and work commitment to employee performance and is significant. Then employee welfare does not have a positive and significant effect on employee performance. Finally, the study found that service quality, job satisfaction and work commitment have a positive and significant influence on employees which is mediated by employee welfare.

E-mail:
kumba.digdo@civitas.unas.ac.id

Copyright © 2021 Enrichment : Journal of Management.
All rights reserved.

1. Introduction

The planning and administrative bureau is a body that functions as an assistant to the leadership and is an executor of staff under the Police Criminal Investigation Unit (Angelia, 2018). The planning and administrative bureau is in charge of planning, developing personnel and fostering the Criminal Investigation function. In carrying out its duties, the planning and administrative bureau carries out functions, including:

- Preparation of policies and plans covering the development and development of the National Police's Criminal Investigation Unit, including the National Police's Criminal Investigation Units (Takasili, 2015).
- Preparation of work programs and budgets at the Bareskrim Polri level to support the operational activities of the Polri Bareskrim (Nainggolan & Darma, 2018).
- Implementation of the development of functions which include the development of systems and methods, management of education and training as well as review of legislation (Simatupang, 2019).
- Implementation of personnel and infrastructure administration as well as administration and internal affairs (Megasari, 2020).
- Implementation of care, management of prisoner security, health and food for prisoners within the Police Criminal Investigation Agency (Handoyo & Irawati).

The vision and mission of the Planning and Administration Bureau is in line with the Vision and Mission of the National Police Criminal Investigation Department. The vision of the National Police Criminal Investigation Unit is "The realization of professional, modern, humanist and fair law enforcement. (Utami, 2019). In addition, it is also necessary for the Criminal Investigation Unit of the Police to be able to have a high ability to act. These two things will then become the basis of their actions. Law enforcement is carried out without discrimination because every community is equal in the eyes of the law (Maruapey, 2017).

Institutional management will always be faced with various problems regarding employee performance. Therefore, various kinds of factors that can affect employees need to be known and considered by management (Abdullah, 2014). Through knowledge of the various factors that affect the employee, the management will then be able to carry out the necessary policies with the hope of an increase in employee performance in accordance with the target (Maarif & Kartika, 2021).

The quality of these employees certainly needs to be improved to be able to explore and empower the potential of these human resources to the fullest. This needs to be implemented to be able to compete with other companies in the real world (Idris, 2016). The quality of employees can be improved by paying attention to the quality of knowledge and skills or from the side of their careers and welfare levels. Through this, then employees can improve their performance in giving all their abilities to achieve the goals of the organization (Yanti, 2017).

The quality of employee performance in the Planning Bureau of the National Police Criminal Investigation Agency can be seen from 6 sides, namely service orientation, integrity, commitment, discipline, cooperation and leadership (Nasution, 2017). Service orientation is the ability to carry out service tasks well, polite and satisfying attitude, both in carrying out internal and external services (Hardiyansyah, 2018). Integrity is the skill to follow existing norms and ethics honestly and sincerely and to complete one's work bravely and willingly to take risks from the various things he has done (Kristianto, 2018). Commitment is a skill in carrying out their duties properly and prioritizing official matters compared to personal or group affairs in accordance with the tasks they carry out as state apparatus through the enforcement of the Pancasila state, the 1945 Constitution of the Republic of Indonesia, the Unitary State of the Republic of Indonesia and Bhineka Tunggal Ika (Octavia, 2019).

Discipline is expertise in following applicable working hours and storing and maintaining various goods owned by the state as well as possible and following laws and regulations or official regulations with full responsibility (Pattipawae, 2011). Cooperation is the skill to be able to work together with colleagues, superiors or work partners and the expertise to be able to listen and respect the opinions of others, and be able to recognize the results that have been set together in a team (Lumbantobing, 2020; sidiq et al., 2021). Finally, leadership is a person's expertise to be able to make decisions quickly and responsively, trigger and carry out his subordinates in carrying out their duties, expertise in moving work teams so that they can produce performance that is in accordance with goals, firmness in acting and setting a good example (Satiawan, 2019).

The performance results based on employee behavior in the Planning Bureau of the Police Criminal Investigation Agency are as follows:

Table 1.
Performance Evaluation Data Based on Employee Work Behavior at the Planning Bureau
of the National Police Criminal Investigation Agency

No	Work behavior	Target	Realization (Year)				
			2016	2017	2018	2019	2020
1	Service Orientation	100%	89%	87%	89%	85%	83%
2	Integrity	100%	88%	89%	87%	82%	81%
3	Commitment	100%	88%	83%	89%	80%	80%
4	Discipline	100%	89%	87%	87%	81%	82%
5	Cooperation	100%	86%	88%	86%	84%	81%
6	Leadership	100%	90%	89%	87%	84%	80%
	Total	100%	88,33%	87,16%	87,50%	82,67%	81,16%

Through the table of work behavior from 2016 to 2020 above, it can be seen that in general there is a decrease in work behavior from 88.33% in 2016 to 81.16% in 2020. This reduction can then be concluded as a form of behavior-based performance decline because there are problems that need to be considered and corrected by the Planning and Administration Bureau of the National Police Criminal Investigation Agency to be able to improve the work behavior of its employees.

This research will be conducted to analyze the direct influence of internal service quality, job satisfaction, work commitment and employee welfare on employee performance in the Planning Bureau of the National Police Criminal Investigation Agency. Then this study also aims to find out the indirect influence between the quality of internal services, job satisfaction and work commitment to employee performance which will be mediated by employee welfare at the Planning Bureau of the National Police Criminal Investigation Agency.

2. Method

This research was carried out using a descriptive quantitative approach through a non-experimental method. This research will be casual research, meaning that the purpose of this study is to find out the existence of a cause-and-effect relationship between variables. The population used in the form of employees who work in the Planning Bureau of the National Police Criminal Investigation Agency as many as 54 people. Saturated Sampling is used as a sampling technique with the results in the form of all 54 members of the population in the Planning Bureau.

The method of analysis is quantitative using Structural Equation Modeling (SEM). SEM will be processed using a two-stage approach, namely:

- a. Analysis of the measurement model with the fit test (GOFI), validity test, reliability test until the measurement analysis states the results are suitable (fit).
- b. Structural analysis which includes the overall fit of the model, analysis of causal relationships and the results of hypothesis testing.

3. Result and Discussion

3.1 Research Result

Table 2.
Goodness of Fit After Model Modification

Goodness of Fit	Cut of Value	Results after modification	Results
Probabilitas Chi Square	≤ 190.516	112.64	Good fit
CMIN/DF	≤ 2.00	1,197	Good fit
GFI	≥ 0.9	0,960	Good fit
AGFI	≥ 0.9	0,925	Good fit
CFI	≥ 0.9	0,993	Good fit
TLI	≥ 0.9	0,989	Good fit
NFI	≥ 0.9	0,962	Good fit
IFI	≥ 0.9	0,994	Good fit
RMSEA	≤ 0.08	0,029	Good fit

It can be seen from the table above that the entire model structure has a fit result. Therefore, next is to see how the influence that occurs between the independent variable and the dependent variable.

Table 3.
Regression Weights: Model Modification

		Estimate	S.E.	C.R.	P	Label
Performance <---	Service quality	.052	.020	2.546	.029	par_1
Performance <---	Satisfaction	.151	.057	2.653	.017	par_2
Performance <---	Commitment	.505	.236	2.141	.020	par_3
Performance <---	Welfare	1.994	1.358	1.469	.127	par_4

Decision making can be done by looking at the value of P (Probability). If P (Probability) > 0.05 then H_0 can be accepted or there is no effect. However, if P (Probability) < 0.05 then the results of H_0 will be rejected or there is an influence. Through the results from the table above, we can draw conclusions in the form of:

- a. Service quality has a positive and significant influence on employee performance. This conclusion can be drawn from the results of the CR value of $2.54 > 1.96$ and the probability value < 0.05 of 0.029 and the estimate value of 0.052 which means a positive and significant effect.
- b. Job satisfaction has a positive and significant influence on employee performance. This conclusion can be drawn from the results of the CR value of $2.65 > 1.96$ and the probability value < 0.05 of 0.017 and the estimate value of 0.151 which means that it has a positive and significant effect.
- c. Work commitment has a positive and significant influence on employee performance. This conclusion can be drawn from the results of the CR value of $2.14 > 1.96$ and the probability value < 0.05 of 0.020 and the estimate value of 0.505 which means that it has a positive and significant effect.
- d. Employee welfare does not have a positive and insignificant effect on employee performance. This conclusion can be drawn from the results of the CR value of $1.46 < 1.96$ and the probability value of > 0.05 of 0.127 and the estimate value of 1.99 which means that it has no positive and insignificant effect.

Amos 24 and Sobel test were conducted to analyze the research hypothesis test regarding the indirect effect. The calculation results from the Sobel test are shown in the following table:

Table 4.
Calculation of Sobel Test

	Z (C.R.)	P
Service quality	2.454	0.014
Job satisfaction	2.557	0.010
Work commitment	2.681	0.007

The decision-making step is carried out by means of if the P value (Probability) > 0.05 then H_0 can be accepted or has no effect. However, if the P value (Probability) < 0.05 then H_0 is rejected or there is an influence. Through the table above, it can be concluded that the results are:

- a. Service quality has a positive and significant influence on employee performance and is mediated by employee welfare. This result can be determined if you look at the Z value of $2.45 > 1.96$ with a probability value of $0.014 < 0.05$ which can be interpreted as having a positive and significant effect.
- b. Job satisfaction has a positive and significant effect on employee performance and is mediated by employee welfare. This result can be determined if you look at the Z value of $2.68 > 1.96$ with a probability value of $0.007 < 0.05$ which can be interpreted as having a positive and significant effect.
- c. Work commitment has a positive and significant influence on employee performance and is mediated by employee welfare. This result can be determined if you look at the Z value of $2.55 > 1.96$ with a probability value of $0.010 < 0.05$ which can be interpreted as having a positive and significant effect.

3.2 Result Analysis

- a) The influence of service quality on employee performance

Through the results of SEM analysis, it can be found that service quality has a positive and significant influence on employee performance. These results can be found in table 3 with the resulting probability value < 0.05.

- b) The effect of job satisfaction on employee performance

Through the results of SEM analysis, it can be found that service quality has a positive and significant influence on employee performance. These results can be found in table 3 with the resulting probability value < 0.05.

- c) The effect of commitment on employee performance

Through the results of SEM analysis, it can be found that service quality has a positive and significant influence on employee performance. These results can be found in table 3 with the resulting probability value < 0.05 .

d) Effect of welfare on employee performance

Through the results of SEM analysis, it can be found that welfare has a non-positive and insignificant effect on employee performance. These results can be found in table 3 with the resulting probability value > 0.05 .

e) The effect of service quality on employee performance mediated by employee welfare

Through the results of SEM analysis, it can be found that service quality has an influence on employee performance which is mediated by employee welfare. These results can be found in table 4 with the resulting probability value < 0.05 .

f) The effect of job satisfaction on employee performance mediated by employee welfare

Through the results of SEM analysis, it can be found that job satisfaction has an influence on employee performance which is mediated by employee welfare. These results can be found in table 4 with the resulting probability value < 0.05 .

g) The effect of commitment to employee performance mediated by employee welfare

Through the results of SEM analysis, it can be found that commitment has an influence on employee performance which is mediated by employee welfare. These results can be found in table 4 with the resulting probability value < 0.05 .

4. Conclusion

Through the results of this study, it can be concluded that service quality, job satisfaction and commitment have a positive and significant influence on job satisfaction of employees of the Planning and Administration Bureau of the National Police Criminal Investigation Agency. This directly proportional nature can then be used as a reference to improve employee performance. Meanwhile, employee welfare has no effect on employee performance. This means that the ups and downs of welfare have no relevance to the performance of the employees of the Planning and Administration Bureau of the National Police Criminal Investigation Agency.

Then the quality of service, job satisfaction and commitment mediated by employee welfare have an influence on employee performance in the Planning and Administration Bureau of the National Police Criminal Investigation Agency. This can then be used as a reference source to improve employee performance. Finally, there is an indirect effect that comes from work welfare on service quality, job satisfaction and commitment which has a smaller value than the direct effect. From these results, it can be concluded that welfare cannot properly mediate service quality, job satisfaction and commitment.

References

- Abdullah, M. R. (2014). Manajemen dan evaluasi kinerja karyawan.
- Afandi, P. (2016). Concept & Indicator Human Resources Management for Management Research. Deepublish.
- Agustina, L. (2009). Pengaruh Konflik Peran, Ketidakjelasan Peran, dan Kelebihan Peran terhadap Kepuasan Kerja dan Kinerja Auditor (Penelitian pada Kantor Akuntan Publik yang Bermitra Dengan Kantor Akuntan Publik Big Four di Wilayah DKI Jakarta). Jurnal akuntansi, 1(1), 40-69.
- Angelia, E. (2018). Penerapan Diskresi Penyidikan Tindak Pidana di Badan Reserse Kriminal Polri Markas Besar Kepolisian Republik Indonesia (Diskresi Dalam Penanganan Unjuk Rasa) (Doctoral dissertation, Universitas Pembangunan Nasional Veteran Jakarta).

- Budianto, A. A. T., & Katini, A. (2017). Pengaruh lingkungan kerja terhadap kinerja pegawai pada PT Perusahaan Gas Negara (PERSERO) Tbk SBU Distribusi wilayah I Jakarta. *KREATIF: Jurnal Ilmiah Prodi Manajemen Universitas Pamulang*, 3(1).
- Handoyo, P., & Irawati, I. A. (40). 40 Tahun 'Perang Melawan Narkotika': Pengelolaan Narkotika Oleh Negara, Perang Bukan Solusi. *Jurnal Peradilan Indonesia*, 5, 9-26.
- Hardiyansyah, H. (2018). *Kualitas Pelayanan Publik: Konsep, Dimensi, Indikator dan Implementasinya*. Gava Media.
- Idris, H. A. (2016). *Pengantar ekonomi sumber daya manusia*. Deepublish.
- KRISTIANTO, A. (2018). *Analisis Penerapan Gaya Kepemimpinan dan Kondisi Lingkungan Kerja Terhadap Disiplin Kerja Karyawan Perspektif Etika Kerja Islam (Studi pada PT. Bank Pembiayaan Rakyat Syariah (BPRS) Mitra Agro Usaha Bandar Lampung)* (Doctoral dissertation, UIN Raden Intan Lampung).
- Kusumastuti, Y. I. (2021). *Komunikasi bisnis*. PT Penerbit IPB Press.
- Lumbantobing, J. S. (2020). Pengaruh Gaya Kepemimpinan, Kepuasan Kerja, dan Motivasi Kerja terhadap Kinerja Account Representative Di Lingkungan Kantor Wilayah DJP Sumatera Utara Ii. *Jurnal Ilmu Manajemen Terapan*, 2(2), 142-154.
- Maarif, M. S., & Kartika, L. (2021). *Manajemen Pelatihan Upaya Mewujudkan Kinerja Unggul dan Pemahaman Employee Engagement*. PT Penerbit IPB Press.
- Maruapey, M. H. (2017). *Penegakan Hukum Dan Perlindungan Negara (Analisis Kritis Terhadap Kasus Penistaan Agama Oleh Patahana Gubernur DKI Jakarta)*. *Jurnal Ilmu Politik dan Komunikasi*.
- Megasari, R. (2020). Peningkatan pengelolaan sarana dan prasarana pendidikan untuk meningkatkan kualitas pembelajaran di SMPN 5 Bukittinggi. *Jurnal Bahana Manajemen Pendidikan*, 2(1), 636-648.
- Nainggolan, R. H., & Darma, G. S. (2018). *Manajemen Strategi Keamanan di Pulau Bali*. *Jurnal Manajemen Bisnis*, 15(4), 92-108.
- Nasution, R. Z. (2017). *Reformasi Birokrasi Polri dalam Meningkatkan Kualitas Pelayanan Publik (Studi Kasus pada Kepolisian Daerah Jawa Barat)* (Doctoral dissertation, UNPAS).
- Octavia, S. A. (2019). *Sikap dan Kinerja Guru Profesional*. Deepublish.
- Pattipawae, D. R. (2011). Penerapan nilai-nilai dasar budaya kerja dan prinsip-prinsip organisasi budaya kerja pemerintah dengan baik dan benar. *Sasi*, 17(3), 31-44.
- Setiawan, A. (2019). Pengaruh Gaya Kepemimpinan, Komunikasi Efektif dan Pengambilan Keputusan Terhadap Kinerja Karyawan Pada CV. Bintang Anugerah Sejahtera. *JUMANT*, 11(1), 19-34.
- Sidiq, R. S. S., Jalil, A., & Achmad, R. W. W. (2021). Virtual World Solidarity: How Social Solidarity is Built on the Crowdfunding Platform Kitabisa. com. *Webology*, 18(1), 192-202.
- Simatupang, T. H. (2019). *Studi Pendahuluan Pembentukan Jabatan Fungsionalis Analisis Hukum Di Kementerian Hukum Dan HAM RI*. *Jurnal Ilmiah kebijakan Hukum*, 13, 1-14.
- Takasili, N. (2015). *Fungsi Dan Kedudukan Densus 88 Dalam Penanggulangan Tindak Pidana Terorisme Menurut Hukum Positif Indonesia*. *Lex Crimen*, 4(8).
- Triana, D. (2021). *Analisis Pengaruh Kompensasi dan Disiplin Kerja Terhadap Kinerja Karyawan di PT. PLN (Persero) Rayon Berastagi* (Doctoral dissertation, Universitas Quality Berastagi).
- Triyaningsih, S. L. (2014). *Analisis pengaruh disiplin kerja, motivasi kerja dan komitmen organisasi terhadap kinerja karyawan Universitas Slamet Riyadi Surakarta*. *Informatika*, 1(2).
- Utami, H. T. (2019). *Pemahaman Nilai Keagamaan Anggota Kepolisian Dalam Meningkatkan Kinerja (Studi Kasus pada Biro Sumber Daya Manusia POLDA Lampung)* (Doctoral dissertation, UIN Raden Intan Lampung).
- Yanti, N. A. (2017). *Analisis Pemberian Insentif Karyawan BMT Taruna Sejahtera Cabang Pabelan* (Doctoral dissertation, IAIN SALATIGA).