The Influence over Work Satisfaction and its Implication towards Organizational Capabilities at Indonesian National Police Security Intelligence Agency was viewed through Career Levels and Employees Competency

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Abstract:- This research purpose was to discovered and examined those influence over job satisfaction through career levels and employee competencies at Polri Security Intelligence Agency employees. This research used quantitative method with type of causality approach. Those population were all employees of the National Police Security Intelligence Agency included in the category III and IV civil servants as many as 73. The sample method that used was probability sampling with simple random sampling technique, then the sample obtained as many 73 respondents. The data analysis method uses the Structural Equation Model (SEM) using the help of the Smart PLS 3.0 program. The analysis result was indicated that career paths and employee competence are proven to have an influence on job satisfaction at Polri Security Intelligence Agency employees. Career path and employee job satisfaction are proven to have an influence towards capability at National Police Security Intelligence Agency. While employee competence has proven to have no influence against the capability of the National Police Security Intelligence Agency.

Keywords:- Career levels, Employee Competency, Job Satisfaction, Organizational Capability.

I. INTRODUCTION

The existence of human being as work tools in organizations plays an active and dominant role because humans become planners, actors, and determinants of the realization of organizational goals. This becomes an important part in organizations, especially for huge organizations in state institution such as the Indonesian National Police (Polri) which one of the functions is maintaining security and public order, law enforcement, protection, protection and services to Public.

Polri personnel consist of the members of Indonesian National Police and Civil Servants. For Civil Servants called PNS Polri is a State civil apparatus that is subject to the provisions on legislation in the field of staffing, PNS Polri is placed in the Polri environment from National Police Headquarters level to the Polsek territorial unit. At the central level, the existence of Polri civil servants was divided into various work units, one of that is in Police Baintelkam work unit. Polri Security Intelligence Agency or Baintelkam Polri is one of the main implementing organization at Republic of Indonesia National Police (Polri) in intelligence field.

Based on Baintelkam Renmin Bureau data, the number of Baintelkam civil servants is 106 personnel. This number was actually causing dilemma because the ideal number of Polri civil servants in Baintelkam according to the National Police Chief Regulation Number 6 of 2017 regarding SOTK Police Headquarters is 136 personnel.

No.	Group	Data		Information
		DSP	RIIL	
1	IV	34	7	Less
2	III	24	66	More
3	II / I	78	33	Less
	Total	136	106	

Table 1:- The number of PNS Baintelkam Polri's Data
Source: Data from the National Police's Renmin Baintelkam Bureau (2018)

With the composition that is not ideal between the real number of civil servants in the Indonesian Police Baintelkam and the number of the List of Personnel Composition (DSP), it certainly affects the performance achievements. The real number of civil servants is less than the stipulated DSP, so the level of effectiveness of personnel performance is less than optimal if it is juxtaposed with workload which will certainly have a continuous impact on various other factors in achieving organizational performance. In addition, data from PNS job satisfaction in Baintelkam in 2015-2017 showed a decrease in job satisfaction, as illustrated in the table below.

No.	Year	Work Satisfaction Value of Civil Servants
1	2015	84.70
2	2016	83.63
3	2017	82.64

Table 2:- The Data regarding Satisfaction of Civil Servants in Baintelkam
Source: Data from the National Police's Renmin Baintelkam Bureau (2018)

Organizational performance were become the attention focus for the Republic of Indonesia National Police (Polri) in intelligence field to discover the factors
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which lead to organizational success and failure. Organizational performance could be formed with the existence of organizational capabilities or the ability for organization in placing and utilizing resources to meet the desires and / or results that expected by the organization certainly influenced by other factors. According to interviews with competent officials in field of HR and officials carrying out HR functions and pre-surveys which have been conducted, there has 3 main factors suspected to strongly affects the organizational capabilities at National Police Security Intelligence Agency, such as career level, employee competence and job satisfaction.
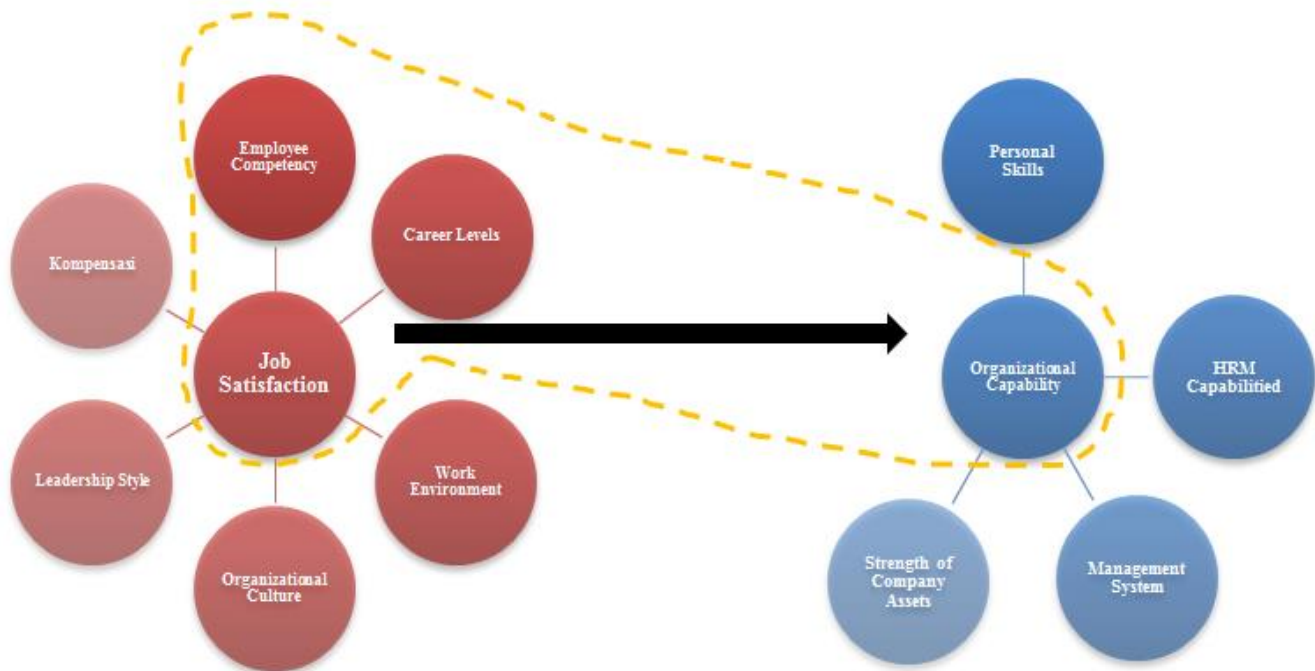

Fig 1:- Factors which affecting the organizational capability

Therefore, based on organizational problems and conditions above, so the author has desires to conduct research and analysis more deeply under the heading tittle of *"The influence over Work Satisfaction and Its Impact on Organizational Capabilities at Indonesian National Police Security Intelligence Agency or Baintelkam the National Police was viewed through Career levels and Employees Competency".*

II. THEORITICAL REVIEW

A. Career Levels

Durai (2010:193) defines that career level as an organized and planned development that completed by an individual in his career throughout his work life. Meanwhile, Stewart and Brown (2011: 381) in Al-Shawabkeh (2017:83) stated that career level are a succession of work experience that positions individuals for advanced job level employment. Furthermore, according to Noe in Saleem and Amin (2013:195) stated that there are four career stages consisting of exploration, formation, maintenance, and release.

B. Employee Competency

Competence reflects the way in which individuals professional practice. Spencer and Spencer (2000:96) in Iskandar and Juhana (2014:89) was defined that competency as a person's basic characteristics, such as: character, motives, self-concept, knowledge and skills which could influence behavior and ability to produce work performance. Then Kreitner and Kinicki (2003:185) in Mudayana and Suryoko (2016:5) argued that the term competency used to describe abilities and skills. Meanwhile, Renyut et. al. (2017:20) stated that competence is the ability to carry out or do work or tasks based on skills and knowledge and supported by the work attitude that demanded by their work.

C. Job Satisfaction

Job satisfaction is a condition from individual feelings about pleasant or unpleasant environmental perceptions of the organization and the work done (Barney and Griffin, 1992 in Jusuf et. al. (2016:9). According to Jex in Fattah (2017:63) job satisfaction basically positive thought about company employee which influence the work or work situation. Meanwhile according to McKenna in Fattah

(2017:63) stated that job satisfaction often related to how well the personal expectations of employees at work and in accordance with the results achieved.

D. Organizational Capability

According to Hubeis and Najib (2014:47) in Puspitasari and Riyanto (2020) said that the organizational capabilities are a collection of resources that display tasks or activities integrally. Meanwhile, Holland and Salvo (2012: 48) was described that organizational capabilities as the capacity and means to provide certain goods on services. Capabilities also could be seen as collection of tangible and intangible assets, including company management skills, process and organizational routines, information and knowledge that they controlled. (Barney et. al., 2001 in Heiss, 2017: 24).

E. Thinking Framework

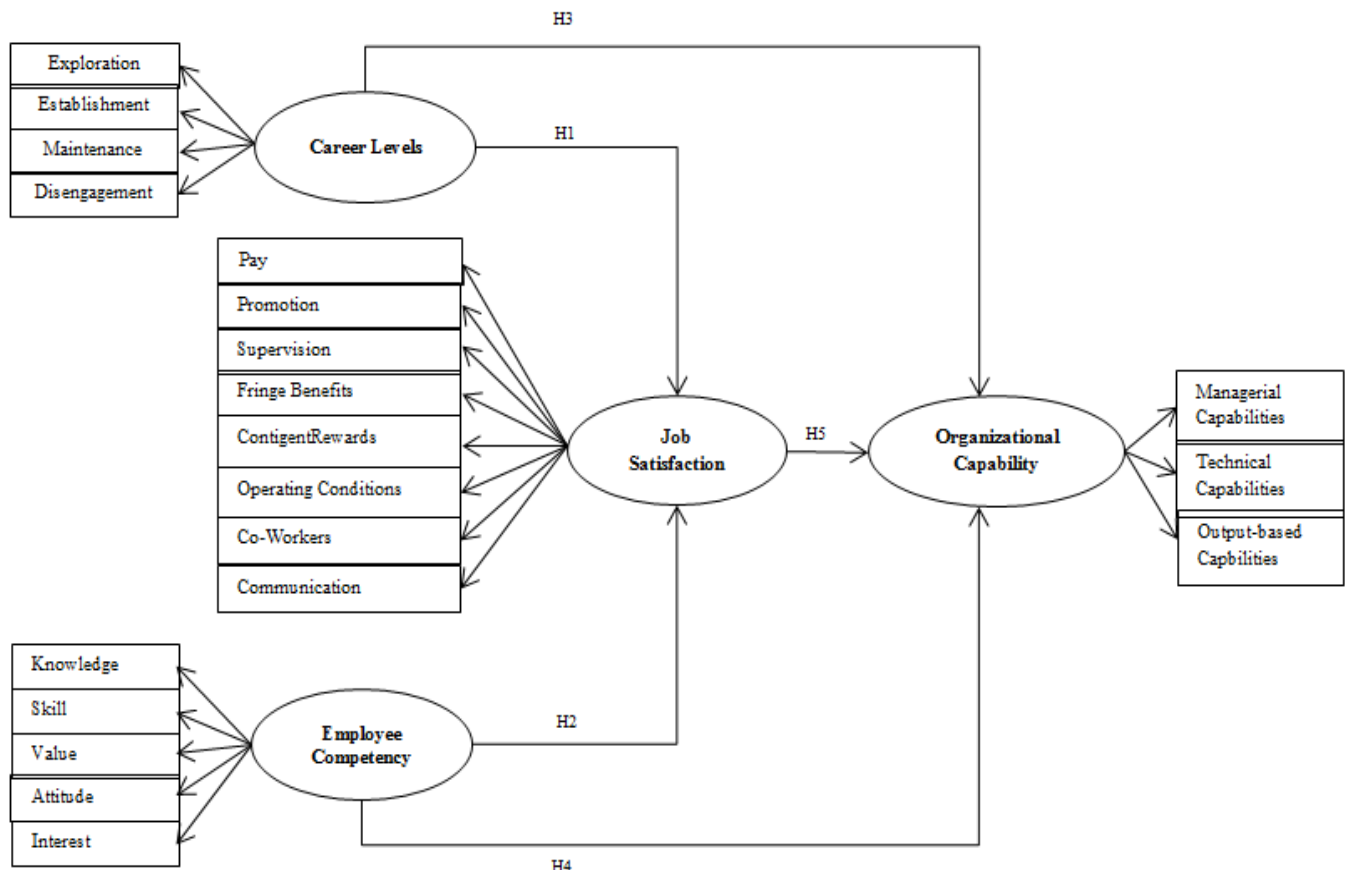The framework for this research could be seen as it follows:

Fig 2:- Thinking Framework

F. Hypothesis

Based on the research model above, the hypothesis in this research process were found out as in belows:

Ha1: Career levels has an influence on job satisfaction at Polri Security Intelligence Agency employees.

Ha2: Employee competence has an reaction towards job satisfaction at Polri Security Intelligence Agency employees.

Ha3: Career levels has an affect against the capability of National Police Security Intelligence Agency.

Ha4: Employee competence has an reaction towards the capability of the National Police Security Intelligence Agency aswell

Ha5: Employee job satisfaction has an influence to the capability of the National Police Security Intelligence Agency.

III. METHODOLOGY

This research used quantitative study by causality approach. It was conducted to discover about the reaction between career paths and employee competencies against job satisfaction and its impact over the capability at National Police Security Intelligence Agency. The research instrument used a questionnaire by Likert scale as the measurement scale. The population were all employees at National Police Security Intelligence Agency included in the category of civil servants group III and IV as many as 73 people. Then for the number of samples, because the population is smaller than 100 and homogeneous so its end up using a census, where all members of the population were sampled as many as 73 respondents. The data analysis method uses the Structural Equation Model (SEM) by the help of the Smart PLS 3.0 program.

IV. RESULTS AND DISCUSSION

A. Outer Model Test

Evaluation of convergent validity by checking individual item reliability could be seen from the standardizef loading factor value. Standardizef loading factor would illustrates the amount of correlation between each measurement item (indicator) with its construct. The loading factor value used in this research > 0.7 so if the loading factor value is < 0.7, then the indicators should be excluded from the model.
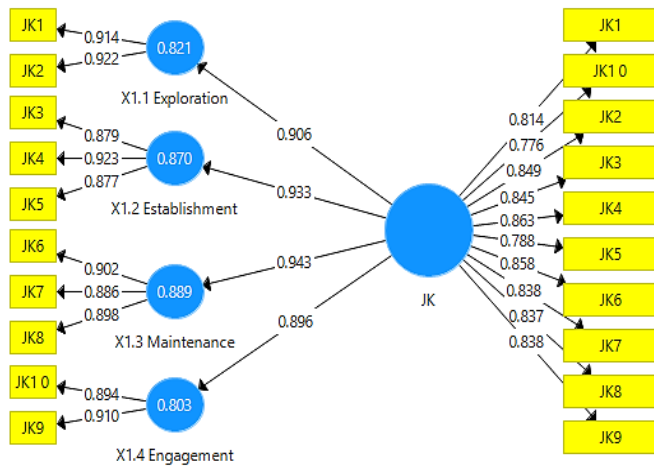

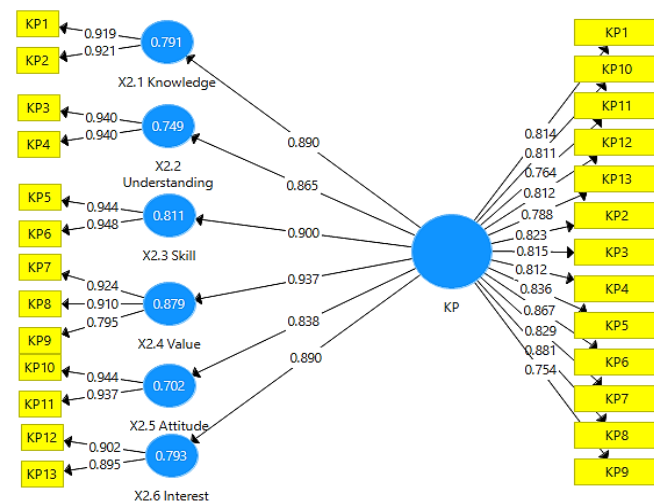Fig 3:- Estimation Results of Outer Model Career Level

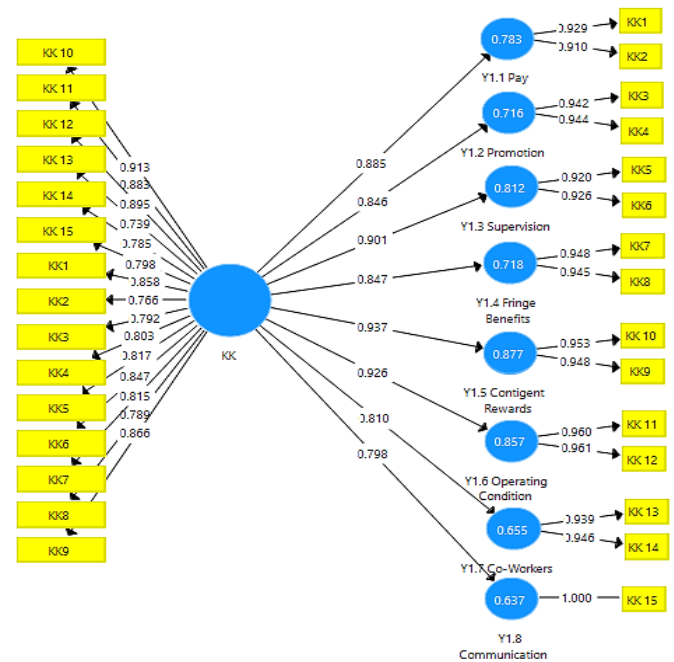Fig 4:- Estimation Results of the Outer Model Employee Competency

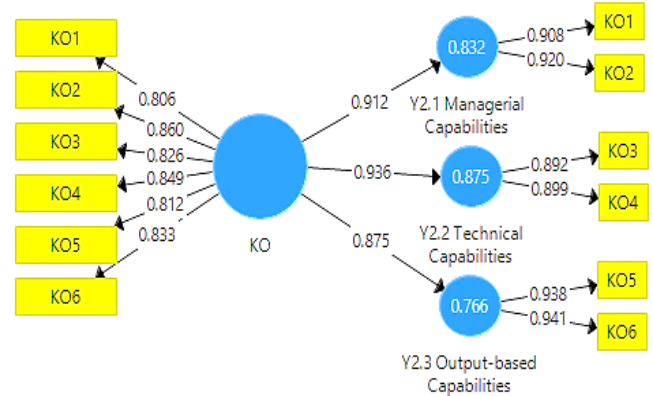Fig 5:- Estimation Results of Outer Model Work Satisfaction

Fig 6:- Estimation Results of Outer Model Organizational Capability

From these convergent validity results by using SmartPLS version 3.2.8 it is shown in Figure 3 until Figure 6 that the indicators on organizational culture, training, organizational commitment and employee performance variables have loading factor > 0.5, means all indicators are declared valid and still used in the model or not being removed from the model.

Variable	Composite Reliability	Terms	Cronbach's Alpha	Syarat	Information
Career Levels (X_1)	0.957	> 0,7	0.950	> 0,6	Reliabel
Employee Competency (X_2)	0.963	> 0,7	0.958	> 0,6	Reliabel
Job Satisfaction (Y_1)	0.970	> 0,7	0.966	> 0,6	Reliabel
Organizational Capability (Y_2)	0.931	> 0,7	0.910	> 0,6	Reliabel

Table 3:- Cronbach's Coefficient Alpha and Composite Reliability (CR) Value

From these table 3 it is known that the Cronbach's Coefficient Alpha value for the variable career levels, employee competency, job satisfaction, and organizational capability is more than 0.6 or even close to 1 and the Composite reliability (CR) value is more than 0.7, means all variables in these research were declared reliable.

B. Inner Model Test

To evaluate those value of path coefficient, according to the estimation results by using calculate SmartPLS version 3.2.8 bootstrapping it was obtained the path coefficient which illustrates the strength of the cobnection between constructs/variables as shown in table 4 and figure 7 below.

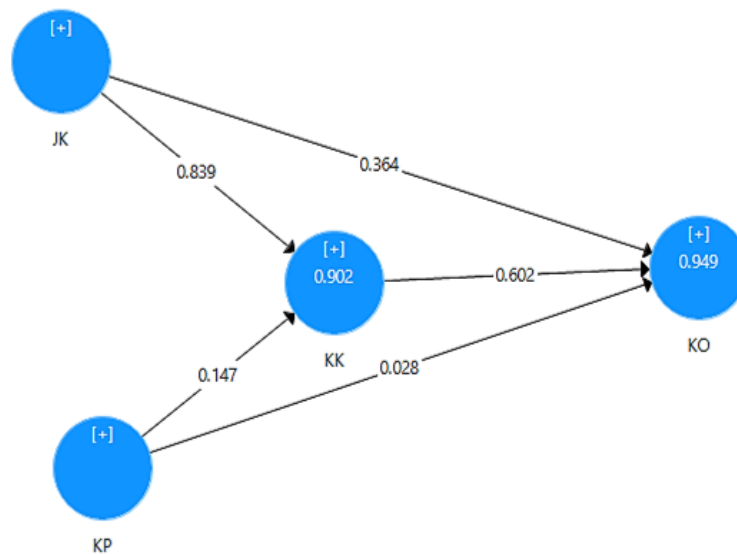|	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
JK -> KO	0,364	0,367	0,088	4,122	0,000
JK -> KK	0,839	0,830	0,067	12,484	0,000
KK -> KO	0,602	0,598	0,092	6,553	0,000
KP -> KO	0,028	0,028	0,036	0,776	0,438
KP -> KK	0,147	0,158	0,071	2,088	0,037

Table 4:- Path Coefficient Test Results

Fig 7:- Path coefficient model and t Structural Statistics Research Model

Based on Figure 7, the structural equation on this research could be formulated as it follows:

$Y1 = 0.839\ X1 + 0.147\ X2 + e$, R^2 Adjusted = 0.899;

$Y2 = 0.364\ X1 + 0.028\ X2 + 0.602\ Y1 + e$, R^2 Adjusted = 0.947;

- Career levels has an affects over job satisfaction around 0.839 with a T-Statistic value of $12.484 > 1.995$ and P-Values of $0.000 < 0.05$.
- Employee competence has an influence of 0.147 on job satisfaction with a T-Statistic value of 2.088 and P-Values of $0.037 < 0.05$.
- Career levels has an reaction around 0.364 to organizational capability with a T-Statistic value of 4.122 and P-Values of $0.000 < 0.05$.
- Employee competence has no aby influence against organizational capability, because the T-Statistics value obtained is $0.776 < 1.995$ and P-Values is $0.438 > 0.05$.
- Job satisfaction has an influence over 0.602 to organizational capability with T-Statistic value of $6.553 > 1.995$ and P-Values of $0,000 < 0.05$.

C. R^2 Evaluation and F Statistic Test

To evaluate these value of R2 based on the estimation result by using calculate SmartPLS version 3.2.8 algorithm it was obtained that the value of R2 is 0.889 for the variable job satisfaction and 0.947 for the variable organizational capability. The R2 value shows that the level of determination of exogenous variables towards endogenous is very high.

The calculation result over the value of the effect size (f square) with Smart PLS version 3.2.8 such as in belows:

- The variable of career levels to job satisfaction has f square value of 3.547. Which means that workload variable has a very strong influence on the structural level.
- Work level variable towards organizational capabilities has a f square value of 0.283. Meaning that the compensation variable has a moderate effect on the structural level.
- The employee competency variable on job satisfaction has fsquare value of 0.109. Meaning that workload variable has a weak influence against the structural level.

➤ The employee competency variable towards organizational capability has fsquare value of 0.007. means that the compensation variable has a very weak influence on the structural level.

➤ The job satisfaction variable towards organizational capabilities has fsquare value of 0.698. This means that motivational variable has a very strong influence on the structural level.

D. Indirect Influence

Calculating the indirect effect simultaneously by adding mediation variables between the independent variable and the dependent one. As for this research, the author has estimated this indirect effects such as the role of job satisfaction variables in mediating the influence of career path variables and employee Competetncy variables on organizational capability variables with the explanation in the table below.

Connection Each Variables	Original Sample (O)	T Statistics ($|O/STDEV|$)	P Values	Keterangan
Indirect Effect				
Career Levels -> Job Satisfaction -> Organizational Capability	0.505	6.576	0.000	Strongly Positive Reaction
Employee Competency -> Job Satisfaction -> Organizational Capability	0.089	2.033	0.043	Strongly Positive Reaction

Table 5:- Path Coefficient, t-Statistics, and P-Values Indirect Influence Values

Based on table 5, it is known that the indirect influence over organizational culture and training against performance is as follows:

The indirect effect between career level to organizational capability is the direct influence towards job satisfaction on organizational capability so that a coefficient value of (0.839 x 0.602) = 0.505 has obtained.

The indirect influence between employee competence against organizational capability is the coefficient of the direct effect towards employee competence on job satisfaction multiplied by the coefficient value of the direct effect of job satisfaction to organizational capability therefore coefficient value of (0.147 x 0.602) = 0.089 is obtained.

E. Correlation Between Dimensions Analysis

Dimension correlation analysis used to find out the connection between Career level and Employee Competence dimensions against Job Satisfaction and Organizational Capability. The analysis result could be seen in the table belows:

Variabel	Dimensi	Y1.1 Pay	Y1.2 Promotion	Y1.3 Supervision	Y1.4 Fringe Benefits	Y1.5 Contigent Rewards	Y1.6 Operating Condition	Y1.7 Co-Workers	Y1.8 Communication	Y2.1 Managerial Capabilities	Y2.2 Technical Capabilities	Y2.3 Output-based Capabilities
Jenjang Karir (X1)	X1.1 Exploration	0.797	0.705	0.756	0.771	0.725	0.764	0.568	0.582	0.713	0.708	0.794
	X1.2 Establishment	0.802	0.762	0.683	0.737	0.804	0.745	0.619	0.617	0.746	0.722	0.729
	X1.3 Maintenance	0.972	0.895	0.792	0.708	0.805	0.805	0.625	0.615	0.947	0.820	0.789
	X1.4 Engagement	0.796	0.913	0.863	0.710	0.810	0.837	0.644	0.628	0.813	0.979	0.768
Kompetensi Pegawai (X2)	X2.1 Knowledge	0.688	0.641	0.673	0.619	0.533	0.664	0.442	0.349	0.634	0.644	0.683
	X2.2 Understanding	0.558	0.518	0.568	0.647	0.485	0.574	0.367	0.307	0.492	0.548	0.630
	X2.3 Skill	0.596	0.522	0.616	0.517	0.632	0.668	0.478	0.483	0.537	0.637	0.556
	X2.4 Value	0.671	0.670	0.671	0.620	0.702	0.769	0.594	0.571	0.656	0.741	0.624
	X2.5 Attitude	0.466	0.429	0.410	0.444	0.507	0.545	0.595	0.603	0.489	0.499	0.357
	X2.6 Interest	0.568	0.544	0.601	0.559	0.550	0.596	0.574	0.515	0.540	0.637	0.550
Kepuasan Kerja (Y1)	Y1.1 Pay	-	-	-	-	-	-	-	-	0.886	0.768	0.787
	Y1.2 Promotion	-	-	-	-	-	-	-	-	0.896	0.885	0.686
	Y1.3 Supervision	-	-	-	-	-	-	-	-	0.707	0.849	0.922
	Y1.4 Fringe Benefits	-	-	-	-	-	-	-	-	0.610	0.699	0.916
	Y1.5 Contigent Rewards	-	-	-	.	-	-	-	-	0.768	0.828	0.764
	Y1.6 Operating Condition	-	-	-	-	-	-	-	-	0.707	0.830	0.813
	Y1.7 Co-Workers	-	-	-	-	-	-	-	-	0.654	0.691	0.556
	Y1.8 Communication	-	-	-	-	-	-	-	-	0.643	0.676	0.541

Table 6:- Correlation between Dimensions Results

Based on table 6 above, the interpretation of correlation matrix is as belows:

➢ The greatest correlation value between the Career level variable (X1) to Job Satisfaction variable (Y1) is the X1.3 Maintenance dimension with the Y1.1 Pay dimension of 0.972 and its included in very strong relationship level category and its explains that the Maintenance dimension in Career Level variable was indispensable for any increase in Job Satisfaction (Y1) especially in the Y1.1 Pay dimension.

➢ The greatest correlation value between Employee Competency (X2) variable against the Job Satisfaction variable (Y1) is the X2.4 value dimension with the Y1.6 Operating Conditions dimension that is 0.769, and falls into the category of very strong relationship level. It could be interpreted that the Value dimension in Employee Competency variable is indispensable for any increase in Job Satisfaction (Y1) especially in the Y1.6 dimension Operating Conditions.

➢ The greatest correlation value between the dimensions in Career level variable (X1) and the Organizational Capability variable (Y2) is the X1.4 Engagement dimension with the Y2.2 Technical Capabilities dimension, 0.979 and its included in the category of a very strong relationship level. This would explains that the Engagement dimension in Organizational Capability (Y2) is mainly in the Y2.2 Technical Capabilities dimension.

➢ The greatest correlation value between the dimensions in the Employee Competency variable (X2) and Organizational Capability variable (Y2) is the X2.4 Value dimension with the Y2.2 Technical Capabilities dimension, 0.741 and its included in the category of a very strong relationship level. This would tells that the Value dimension in the Employee Competency variable is indispensable for any improvement in Organizational Capability (Y2) especially in the Technical Capabilities dimension.

➢ The greatest correlation value between the dimensions in the variable Job Satisfaction (Y1) to the Organizational Capability variable (Y2) is the dimension Y1.3 Supervision with the Y2.3 dimension Output-Based Capabilities which is 0.922, and belongs to a very strong relationship category level. This could defined that the Supervision dimension in Job Satisfaction variable is indispensable for any improvement in Organizational Capability (Y2) especially in Output-Based Capabilities dimension.

F. Discussion

The first hypothesis shows that career level has an influence against job satisfaction at Polri Security Intelligence Agency employees. These results was indicated that the applied of clear career levels to operations at the National Police Security Intelligence Agency can increase the job satisfaction of employees within the Indonesian Police's Baintelkam. The career development plan must be oriented towards in making employees satisfied with the organization. This is because the success of career development programs in organizations will affect the sustainability of the organization. Stakeholders in the Baintelkam Polri should make sure that the career development system in the Baintelkam Polri meets compliance with employee satisfaction and organizational development. These result are similiar with the findings of previous research which conducted by Jusuf et. al. (2014:12) and provides evidence that career development has positive and strong effect on employee job satisfaction. .

The second hypothesis shows that employee competence has reaction over job satisfaction at Polri Security Intelligence Agency employees. These results was indicated that competence is a competency which is important to make individuals work and encourage to be responsible for their work, so they feel useful, grow feeling satisfied at work. The results was indicated the influence of employee competence on employee job satisfaction are in line with the previous research which conducted by Renyut et. al. (2017: 21) who found that employee competencies had positive reaction over employee job satisfaction. This condition could occur due to employees who have good competence in the work obtained from the provision of training and supervision.

The third hypothesis shows that career level has an affections towards organizational capabilities at National Police Security Intelligence Agency. These results was indicate that employees who obtained career development in organization and will have a tendency to show optimal performance, so it will have a positive impact towards organizational capabilities. Organizational capability as a condition in which an organization utilizes its resources, especially existing employees and determines the best operational processes in order to realize its goals (Ulrich and Smallwood, 2007:20).

The fourth hypothesis shows that employee competency has no influence on organizational capabilities at National Police Security Intelligence Agency. The results was indicate that competence is the ability of a person to carry out or doing a job or task based on skills and knowledge and supported by the work attitude which demanded by the work (Wibowo, 2014 in Kahpi et. al. (2017:54) so it does not fully affect the capabilities of the organization, especially at National Police Security Intelligence Agency. This condition is occurs due to the Police Security Intelligence Agency in recruiting employees has been carried out with a series of tests accordance to organization needs.

The fifth hypothesis shows that job satisfaction has an influence on organizational capabilities at National Police Security Intelligence Agency. This condition was indicates that in addition to having valuable, scarce, incomparable and unique resources, an organization also needs to be regulated in such a way as to be able to exploit the full potential of these resources if it wants to reach competitive advantage according to theory that put forward by (Barney, 1991 in Mulyono, 2013).

V. CONCLUSIONS AND SUGGESTIONS

A. Conclusion

Based on the results of data testing and discussion in the previous chapter and answering the problem in this study, the following research conclusions can be made:

➢ Career level was proven to have an influence against job satisfaction at Polri Security Intelligence Agency employees. If the career levels variable has increases, job satisfaction will also increase, according to the initial hypothesis.

➢ Employee competence was proven to have an influence against job satisfaction at Polri Security Intelligence Agency employees. So If the employee competency variable has increases, so do with job satisfaction its according to the initial hypothesis.

➢ Career level was proven that it has an influence towards capability at National Police Security Intelligence Agency. If the career path variable has increases, so do with organizational capability, based on the initial hypothesis.

➢ Employee competence was proven that has no reaction over the capability at National Police Security Intelligence Agency. Means If the employee competency variable increases, organizational capability does not fully also increase significantly, not according to the initial hypothesis.

➢ Employee job satisfaction was proven has an reaction over the capability at National Police Security Intelligence Agency. If the variable job satisfaction has increases, it will do conversely, according to the initial hypothesis.

B. Suggestions

Based on these conclusions of previous research and statistical tests, the following research suggestions which could be made are as in belows:

➢ For Agency Management

• In order to provide equal opportunities for employees to done work practices, this is so need that employees could having this fairly feel the work practices, both outside and inside the Police Baintelkam.

• To be open in accepting input or ideas from employees. This because with an openness attitude between superiors and employees there will arise a sense of belonging and will create harmony in the work so the employees could feel comfortable in expressing ideas and opinions.

• Pay more attention to the efficiency of employee work time in meeting the targets set. This is in order to provide optimal work results.

• Give non-material rewards to employees and implement work procedures that do not burden employees in carrying out regulations which apply to the company.

• Increase the ability to making decisions/organizational policies quickly and accurately. This because it would improving organizational capabilities, superiors needed to solve problems quickly and accurately. Beside to utilized work facilities which appropriate to the role of each position.

➢ For Further Research

• Extending the research model by finding out the direct and indirect influence of independent variables on the dependent variable. So it is expected for future research it could provide more extensive information related to which factors directly influence to organizational capabilities and which factors whose indirectly influence the organization capabilities.

• Related to research on organizational capabilities, it is expected to add another independent variables which has influence towards it such as workload variables, employee engagement and other variables that related to that matters. Therefore the research results are expected to be more comprehensive and obtained huge results.

• Future researchers should focus to expanding research objects by taking the object to all environments in National Police institution.

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