

## The Effect of Work Efficiency on Investigator Performance Mediated by Competency and Moderated by Organizational Culture

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### Abstract

This study aims to analyze the effect of work efficiency on investigator performance mediated by investigator competence and moderated by organizational culture. This study was conducted using a survey method on 126 investigator personnel of the Special Criminal Investigation Directorate of the Southeast Sulawesi Regional Police. Data analysis was conducted using SEM with Smart PLS 4.0 software. The results of the data analysis obtained the results of work efficiency directly unable to improve investigator performance, but efficiency has a positive and significant effect on investigator competence and investigator competence has a positive and significant effect on investigator performance. Work efficiency has a positive and significant effect on investigator performance mediated by investigator competence, however work efficiency has a negative and insignificant effect moderated by organizational culture.

**Keywords:** *Work Efficiency, Organizational Culture, Investigator Competence, Investigator Performance.*

### Introduction

Indonesian National Police investigators play a central role in uncovering the facts and evidence necessary to uphold justice, thus their performance directly impacts the success of the legal process and public trust in law enforcement institutions. Investigator performance encompasses not only the number of cases successfully solved, but also the quality of investigations conducted, the speed of case resolution, and compliance with legal procedures. Therefore, the factors influencing the performance of Indonesian National Police investigators require further research to understand how performance improvements can be achieved sustainably.

One key factor suspected of significantly influencing the performance of Indonesian National Police investigators is work efficiency. Work efficiency refers to an investigator's ability to optimally manage time, resources, and manpower in carrying out investigative tasks. An efficient investigator is expected to complete tasks quickly without sacrificing the quality of the investigation results. According to Taylor (1911), work efficiency is the ability to complete tasks in the fastest manner and at the lowest cost. According to Taylor (1911), work efficiency can be achieved by focusing on increasing productivity through task specialization and standardization of procedures. Increasing the efficiency of police investigators' work shows that the competence of police investigators will increase because their ability to manage the use of resources efficiently will increase the competence of police investigators (Thompson (2023; Reed, 2023; García-Sánchez & García-Morales, 2020).

Research by Donque (2023), Helmy et al. (2020), and Hajjad (2023) shows that work efficiency has a positive and significant effect on investigator performance. The higher the efficiency achieved by investigators, the higher their achievements and performance. However, work efficiency cannot always be implemented to improve performance. This is demonstrated by Syam (2020), who found that work efficiency had no effect on improving employee performance. Syam (2020) explained that even well-executed work efficiency did not improve performance.

In Donque's (2023) research, this research gap was addressed by adding competency as a mediator of the effect of work efficiency on investigator performance. The results showed that competency plays a role in mediating the effect of efficiency on police investigator performance.

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However, employees with high competency did not have high performance. The findings of Efendi and Yusuf's (2021) research indicate that competency has a positive but insignificant effect on employee performance. The findings of Efendi and Yusuf (2021) were also considered by Donque (2023), who stated that their research findings warranted further study and recommended broader exploration of existing research findings to further improve the performance of police investigators.

Therefore, this study was conducted to expand on Donque's (2023) findings by adding organizational culture as a moderating variable to the effect of work efficiency on police investigator performance. Based on Hofstede's (2011) findings, organizational culture can strengthen or weaken the effect of work efficiency on investigator performance. Denison (1990) also demonstrated that an organizational culture that supports innovation, employee engagement, and consistency will strengthen the relationship between work efficiency and investigator performance. The proposal for organizational culture as a moderating variable is also based on the findings of research by Telaumbanua et al. (2022) and Cobbinah et al. (2020), which state that organizational culture plays a role in improving police performance.

## **Literature Review and Hypothesis**

The role of human resources in the police force extends beyond technical investigative skills, encompassing legal expertise, strong communication skills, and a keen eye for complex case analysis. These skills are crucial in ensuring that the investigation process is efficient, transparent, and fair. In Southeast Sulawesi, with its unique social and geographical dynamics, police human resources must be able to adapt and collaborate with the community and other stakeholders in handling specific criminal cases that often involve extensive and organized crime networks.

According to Ivancevich, Konopaske, & Matteson (2014), performance is the tangible contribution an individual makes in their role within an organization to achieve organizational goals. Performance can also be defined as the overall outcome or level of success of an employee over a specific period compared to various possibilities, such as predetermined work standards, targets, or criteria (Rivai & Sagala, 2011). Schermerhorn (2005) explains that performance is the work produced by an employee in carrying out their job responsibilities with a certain quality and quantity. Luthans (2011) defines performance as the achievement of results or outputs assessed against specific standards and contributing to organizational goals. Investigator performance is measured using indicators referring to Donque (2023), namely:

1. Strive (Trying Hard/Struggling)
2. Participation (Participation)
3. Willingness to Work (Willingness to Work)
4. Maintaining the Work (Maintaining the Job)
5. Leadership (Leadership)

Therefore, high-performance human resources are needed to carry out law enforcement duties, particularly within the Special Criminal Investigation Directorate of the Southeast Sulawesi Regional Police. In this study, the key factors that influence police investigator performance are work efficiency, competence, and organizational culture (Donque, 2023; Hajjad, 2023; Mayastinasari, 2023; Martandu and Setyabudi, 2023; Putra and Kusumastuti, 2023; Rahman et al., 2022; Wardana et al., 2022; Tesselonika et al., 2021; Helmy et al., 2020; Cobbinah et al., 2020).

Work efficiency is a crucial concept in management, particularly in improving the productivity and performance of police personnel. According to Taylor (1911), work efficiency is the ability to complete tasks in the fastest possible manner and at the lowest cost. According to Taylor (1911), work efficiency can be achieved by analyzing and optimizing each work activity. Taylor (1911) focused on increasing productivity through task specialization and standardization of procedures. Work efficiency is directly related to investigator performance because well-managed time and resources can result in increased productivity and accountability in handling investigative tasks (Smith, 1776; Taylor, 1911; Farooq and Ullah, 2010; Donque, 2023). Work efficiency is measured using indicators referring to Donque (2023), namely:

1. Access to Opportunities
2. Access to Information

### 3. Access to Support and Resources

Efficiency in carrying out work is a crucial factor in improving the performance of police investigators. According to Donque (2023), the efficiency level of police investigators is very high in terms of access to information, support, and resources, resulting in faster case resolution and greater number of cases. The higher the efficiency achieved by investigators, the higher the performance and accomplishments (Helmy et al., 2020; Hajjad, 2023; Donque, 2023). Based on this, the first hypothesis of this study is:

#### **Hypothesis 1: Work Efficiency Has a Positive and Significant Influence on Investigator Performance**

Improving the efficiency of police investigators' work indicates that the competence of police investigators will increase because their ability to efficiently manage resource use will improve their competence (Thompson, 2023; Reed, 2023; García-Sánchez & García-Morales, 2020). Based on this, the second hypothesis of this study is:

#### **Hypothesis 2: Work Efficiency Has a Positive and Significant Influence on Investigator Competence**

Competence is defined as the work ability of each individual, encompassing knowledge, skills, and work attitudes relevant to the performance of their duties within the police force. This competency focuses on a member's ability to carry out their duties professionally, ethically, and in accordance with police principles (Chief of Police Regulation No. 6 of 2021 concerning Career Development for Civil Servants in the National Police). McClelland (1973) emphasized competence as a personal quality involving motivation, personal traits, skills, and knowledge that influence a person's ability to perform work effectively. Competence is measured using indicators referring to Donque (2023), namely:

1. Behavioral Competence
2. Technical Competence
3. Moral Competence

Competence directly influences the performance of police investigators. Investigator competence encompasses the knowledge, skills, and attitudes necessary to carry out investigative tasks effectively. Investigators with high competence demonstrate better performance (Donque, 2023; Martandu and Setyabudi, 2023). Based on this, hypotheses 3 and 4 of this study are:

#### **Hypothesis 3: Investigator Competence Has a Positive and Significant Influence on Investigator Performance**

#### **Hypothesis 4: Investigator Competence Mediates the Effect of Work Efficiency on Investigator Performance**

According to Schein (1995) organizational culture is a pattern of basic assumptions that a particular group has created, discovered, or developed in their efforts to learn to cope with problems of external adaptation and internal integration, which have proven to be sufficiently valid and therefore, are taught to new members as the correct way to imagine, think, and feel in relation to those problems. Organizational culture is measured using indicators that refer to Luthans (2011:116), namely:

1. Innovation and risk-taking: the extent to which employees are encouraged to be innovative and take risks.
2. Attention to detail: the extent to which employees are expected to exercise precision, analysis, and attention to detail.
3. Results orientation: the extent to which management focuses on results rather than on the techniques and processes used to achieve these results.
4. People orientation: the extent to which management decisions consider the impact of these results on the people within the organization.
5. Team orientation: the extent to which organizational activities are carried out in teams rather than on individuals.

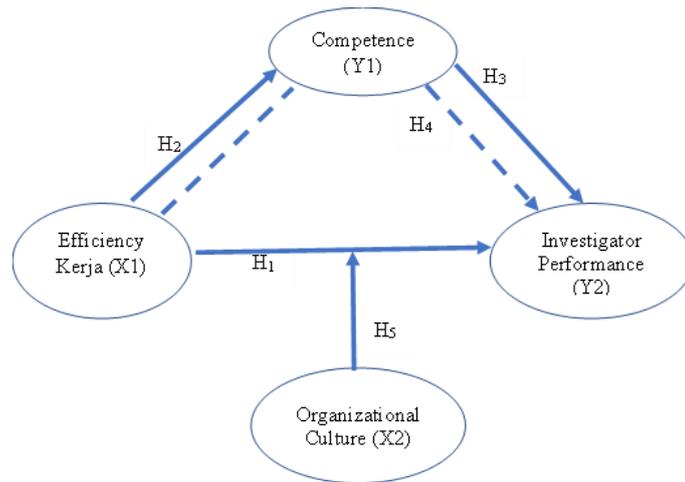
Budaya organisasi secara langsung memiliki pengaruh terhadap kinerja penyidik (Noniulpa dan Widigdo, 2024; Martandu dan Setyabudi, 2023; Wardana et al., 2022). Budaya organisasi juga dapat

bertindak sebagai faktor yang memperkuat atau melemahkan dampak efisiensi kerja terhadap kinerja penyidik (Hofstede, 2011; Rizal et al., 2020). Berdasarkan hal tersebut maka hipotesis 5 penelitian ini adalah:

**Hipotesis 5 : Budaya Organisasi Memoderasi Pengaruh Efisiensi Kerja Terhadap Kinerja Penyidik**

Kerangka konseptual penelitian ini dibangun berdasarkan penjelasan atas teori manajemen sumber daya manusia dan perilaku organisasi khususnya yang terkait dengan kinerja penyidik kepolisian dan faktor-faktor yang mempengaruhinya yaitu efisiensi kerja, kompetensi dan budaya organisasi. Untuk menjelaskan secara visual hubungan antara variabel yang telah diuraikan diatas maka kerangka konsep penelitian ini digambarkan sebagai berikut:

**Gambar 3.1 Kerangka Konsep**



**Research Methods**

This study was conducted using a survey method on 126 investigators from the Special Criminal Investigation Directorate of the Southeast Sulawesi Regional Police. Respondents completed a questionnaire containing statements about their demographics and their perceptions of the answer choices using a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). Data analysis was carried out using descriptive statistical analysis and hypothesis testing. Product moment correlation was used to assess the validity of the instrument. Each questionnaire statement item was declared valid, according to a p-value of 0.05. All variables were considered reliable after verifying the instrument's reliability using Cronbach's alpha > 0.6. The conclusion of the study shows that the questionnaire instrument meets the standards and is useful.

**Research Result**

In this study, there are four latent variables with 16 indicators. The evaluation of the measurement model for each latent variable is presented in Table 1 as follows:

**Table 1. Loading Factor and AVE Values**

Variable	Indicator	Loading Factor	AVE
Efficiency (X1)	X1.1	0.981	0.958
	X1.2	0.981	
	X1.3	0.973	
Organizational Culture (X2)	X2.1	0.980	0.967
	X2.2	0.982	
	X2.3	0.987	
	X2.4	0.988	
	X2.5	0.981	
Competence (Y1)	Y1.1	0.981	0.973
	Y1.2	0.988	
	Y1.3	0.990	

Investigator Performance (Y2)	Y2.1	0.974	0.951
	Y2.2	0.977	
	Y2.3	0.964	
	Y2.4	0.976	
	Y2.5	0.983	

Source: Primary Data Processed in 2025

Based on the results of data processing using SEM PLS 4 in table 1, it shows that all indicators obtained outer loading values and AVE (Average Variance Extracted) values greater than 0.5, so all questionnaire items were declared valid and could be used for subsequent analysis.

The variable reliability test used two criteria: Cronbach's alpha and composite reliability. The results of the reliability test are presented in Table 3 as follows:

**Table 2: Reliability Test Results**

Value of Cut		Efficiency (X1)	Organizational Culture (X2)	Competence (Y1)	Investigator Performance (Y2)
Cronbach's Alpha	> 0.6	0.978	0.992	0.986	0.987
Composite Reliability	> 0.7	0.986	0.993	0.991	0.990

Source: Primary Data Processed in 2025

Table 2 shows that the Cronbach's alpha value for each variable is >0.6, and the composite reliability value for each variable is >0.7. These results indicate that each construct meets the requirements.

Model goodness of fit in PLS analysis was measured using Q-Square predictive relevance (Q2). The results of the Q-Square calculation using the R-Square data are shown in Table 4 below:

**Table 3 Goodness of Fit Model**

Variabel	R-Square
Work Efficiency (X1)	
Organizational Culture (X2)	
Competence (Y1)	0.894
Investigator Performance (Y2)	0.882

Source: Primary Data Processed in 2025

The results of the Q-Square calculation using the R-Square data in table 4 above are as follows:

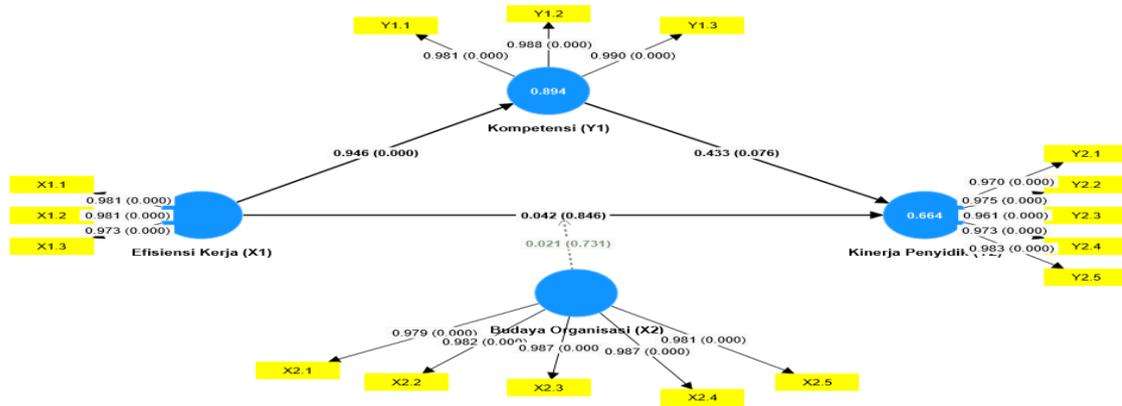
$$Q^2 = 1 - (1 - R_1^2) * (1 - R_2^2) * (1 - R_3^2)$$

$$Q^2 = 1 - (1 - 0,799) * (1 - 0,778)$$

$$Q^2 = \mathbf{0,955}$$

Based on the Q-Square (Q2) evaluation results, this research model is considered acceptable.

Hypothesis testing in this study is divided into two parts: the direct effect hypothesis and the indirect effect (mediation) hypothesis. The hypothesis testing is presented in Figure 2 and Table 5 as follows:



Tabel 4 Hypothesis Testing Table

Variabel Penelitian			Koefisien jalur	P-Value	Keterangan		
Work Efficiency	→	Investigator Performance	0,217	0,152	Rejected		
Work Efficiency	→	Investigator Competence	0,946	0,000	Accepted		
Investigator Competence	→	Investigator Performance	0,717	0,000	Accepted		
Work Efficiency	→	Investigator Competence	→	Investigator Performance	0,678	0,000	Accepted
Organizational culture	x	Work Efficiency	→	Investigator Performance	-0,001	0,973	Rejected

Source: Primary Data Processed in 2025

### Discussion

Based on the results of data processing presented in Table 6, the results of the hypothesis testing can be explained as follows:

#### The Influence of Work Efficiency on Investigator Performance

The estimated path coefficient value of the influence of work efficiency on investigator performance is 0.217 and is positive. The P-Value of 0.152 is greater than  $\alpha = 0.05$ . This value indicates that work efficiency has a positive and insignificant effect on investigator performance. Based on this, the first hypothesis proposed in this study is rejected. The relationship between efficiency and investigator performance in the study is directly proportional, where it can be said that the better the efficiency carried out by investigators at the Southeast Sulawesi Regional Police's Special Criminal Investigation Directorate, the investigator's performance will increase. This finding explains that work efficiency has a positive direction of influence on performance, the effect is not yet significant because investigator performance is more influenced by other factors outside of efficiency, especially those related to leadership, internal motivation, and organizational support. Work efficiency in the form of access to opportunities and information may have supported the work process, but has not been fully integrated with strong managerial and leadership capabilities to produce optimal performance.

Conceptually, these results confirm that in the context of a law enforcement organization such as the Directorate of Special Criminal Investigation of the Southeast Sulawesi Regional Police, investigators' work efficiency needs to be supported by leadership and organizational motivation to significantly impact performance improvement. Efforts to improve work efficiency, such as expanding access to digital investigative information or strengthening cross-unit coordination systems, need to be accompanied by strengthening leadership capacity and human resource development so that efficiency can be converted into tangible performance in the field. Hajjad's (2023) research found that work efficiency had a significant partial effect on the performance of DITPAMOBVIT members of the West Sulawesi Regional Police. Hajjad's (2023) research differs from the results of this study, which found that efficiency had not significantly impacted investigator performance improvement. This could mean that efficiency factors such as access to information and opportunities have not been fully followed by increased productivity, work enthusiasm, or effectiveness in solving cases. This finding is inconsistent

with Dongue's (2023) research, which found that high work efficiency has an impact on improving investigator performance.

### **The Influence of Work Efficiency on Investigator Competence**

The second hypothesis test shows the estimated path coefficient value between efficiency and investigator competence is 0.946 and is positive. The P-Value of 0.000 is smaller than  $\alpha = 0.05$ . This value indicates that efficiency has a positive and significant effect on investigator competence. Thus, the second hypothesis is accepted, meaning that efficiency is directly proportional to investigator competence, where it can be said that the better the efficiency carried out by investigators at the Southeast Sulawesi Regional Police's Special Criminal Investigation Directorate, the investigator's competence will increase. The results of the study indicate that efficiency has a positive and significant effect on the competence of investigators at the Southeast Sulawesi Regional Police's Special Criminal Investigation Directorate. This finding confirms that the higher the level of efficiency possessed by investigators in carrying out their duties and responsibilities, the higher the level of competence they possess. The significance of this relationship indicates that efficiency not only accelerates the investigation process but also plays an important role in improving the abilities, skills, and professional behavior of investigators in carrying out their duties optimally. Donque's (2023) research found that efficiency was very high in access to information and access to support and resources, while competence was very high in technical and moral competencies. Donque's (2023) research explains that investigator efficiency can significantly improve investigator competence. Donque's (2023) research findings align with the results of this study, which also found that efficiency has a positive and significant effect on investigator performance.

### **The Influence of Investigator Competence on Investigator Performance**

The results of the third hypothesis test show a positive path coefficient between the influence of investigator competence on investigator performance of 0.717. The P-Value of 0.000 is smaller than  $\alpha = 0.05$ . This value indicates that investigator competence has a positive and significant effect on investigator performance. Based on this, the third hypothesis is accepted, meaning that investigator competence is directly proportional to investigator performance, where it can be said that the better the investigator's competence, the better the investigator's performance. The results of this study also show that increasing competence in the behavioral and technical dimensions contributes positively to investigator performance. Behavioral competence reflects the investigator's ability to adapt, cooperate, and demonstrate a professional attitude in facing various investigative situations. Technical competence, on the other hand, describes the investigator's ability to master procedures, investigative techniques, and the use of modern investigative support technology. The combination of these three competency dimensions enables investigators to carry out tasks with high quality standards and maintain consistent performance reliability. The findings of this study are in line with the results of previous studies. Donque (2023) found that efficiency has a significant effect on investigator competence and plays an important role in increasing the success of investigations. The study explains that efficient work processes allow investigators to focus more on the substantive aspects of investigations, thereby naturally improving their competence through effective work experience. These findings are also supported by research by Deslauriers-Varin and Fortin (2021), which confirms that implementing efficiency-based procedures and using evidence-based policing methods can enhance the professional capabilities of law enforcement officers.

### **Competence Mediates the Effect of Work Efficiency on Investigator Performance**

The test of the indirect effect of efficiency on investigator performance mediated by investigator competence has a path coefficient value of 0.678 and a p-value of 0.000 smaller than  $\alpha = 0.05$ , which means that efficiency has a positive and significant effect on investigator performance mediated by investigator competence. Thus, the fourth hypothesis is accepted. Based on these results, it can be said that increasing efficiency has an impact on improving investigator performance through increasing investigator competence. This finding explains that investigator competence plays a full mediation role (perfect mediation), which means that the effect of efficiency on investigator performance does not occur directly, but entirely through increasing investigator competence. This finding provides an understanding that high efficiency will improve individual investigator competence, and ultimately this competence becomes a key factor that drives improved investigator performance. The results of this study provide important implications that improving the performance of investigators at the Directorate of Special Criminal Investigation of the Southeast Sulawesi Regional Police is not enough to be done only through procedural efficiency, but must be accompanied by a continuous competency

improvement program, especially in moral and technical aspects. Efforts to increase efficiency such as digitalization of the investigation information system, optimization of resource support, and case management training will be more effective if integrated with programs to strengthen behavioral, technical, and professional ethics competencies. The results of this study found that investigator competence is the main determining factor that links efficiency with performance, where good efficiency will form strong competence, and strong competence will result in optimal, professional, and high-integrity investigator performance in carrying out law enforcement duties.

### **Organizational Culture Moderates the Effect of Work Efficiency on Investigator Performance**

The hypothesis testing of organizational culture as a moderating variable for the effect of efficiency on investigator performance showed a path coefficient of -0.001 and a p-value of 0.973, greater than  $\alpha = 0.05$ . Thus, the fifth hypothesis was rejected. Based on these results, the research findings prove that organizational culture acts as a moderating variable that weakens the effect of work efficiency on investigator performance. The results of this study explain that although work efficiency has a positive influence on improving investigator performance, when the level of organizational culture increases, the relationship between work efficiency and performance actually becomes weaker. This finding indicates that in the context of the Directorate of Special Criminal Investigation of the Southeast Sulawesi Regional Police, a strong organizational culture does not always strengthen the impact of efficiency on performance, but can shift investigators' focus from technical efficiency efforts to adherence to institutional values and norms that characterize the police organization. In organizations with strong hierarchical and regulatory levels such as the Directorate of Special Criminal Investigation of the Southeast Sulawesi Regional Police, an organizational culture that overemphasizes behavioral uniformity and procedural compliance can hinder individual flexibility in implementing work efficiency. As a result, even if investigators have good access to opportunities and information, this does not directly contribute significantly to improving performance if it is not in line with the values and norms that have become the culture of the organization.

### **Kesimpulan**

Based on the results of the research and discussion, it can be concluded that increasing work efficiency in carrying out investigative tasks has not been able to provide a real influence on improving the performance of investigators at the Southeast Sulawesi Regional Police's Special Criminal Investigation Directorate, increasing work efficiency in carrying out investigative tasks is able to provide a real influence on improving the competence of investigators at the Southeast Sulawesi Regional Police's Special Criminal Investigation Directorate, increasing investigator competence in carrying out investigative tasks is able to provide a real influence on improving the performance of investigators at the Southeast Sulawesi Regional Police's Special Criminal Investigation Directorate, increasing work efficiency in carrying out investigative tasks is able to provide a real influence on improving the performance of investigators at the Southeast Sulawesi Regional Police's Special Criminal Investigation Directorate through the mediating role of improving investigator competence. The results of this study indicate that an organizational culture that overemphasizes uniformity of behavior and procedural compliance can hinder individual flexibility in implementing work efficiency. As a result, even though investigators have good access to opportunities and information, this does not directly contribute significantly to improving performance if it is not in line with the values and norms that have become the organizational culture.

The results of this study found that work efficiency had a positive but insignificant effect on the performance of investigators at the Directorate of Special Criminal Investigation of the Southeast Sulawesi Regional Police. Therefore, efforts are needed to improve work efficiency by optimizing access to support and resources to significantly improve investigator performance. This study found that the moderating role of organizational culture actually weakens the effect of work efficiency on improving investigator performance. This result can be explained by the structural and bureaucratic context of the police, where in organizations with strong hierarchies and regulations such as the Directorate of Special Criminal Investigation of the Southeast Sulawesi Regional Police, an organizational culture that overemphasizes uniform behavior and procedural compliance can hinder individual flexibility in implementing work efficiency. As a result, even though investigators have good access to opportunities and information, this does not directly contribute significantly to improved performance if it is not in line with the values and norms that have become part of the organizational culture. Therefore, to be able to enhance the role of organizational culture in strengthening the influence of work efficiency on improving investigator performance, an adaptive organizational culture that

supports innovation is needed. This is reflected in the outer loading values for the innovation and risk-taking indicators, which are the indicators with the lowest contribution in reflecting organizational culture.

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