

Organizational Culture and Career Development on Investigators' Work Life Quality

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Abstract

Purpose: This study aimed to analyze how organizational culture and career development affect the quality of work life of assistant investigators at the Criminal Investigation Unit (Satreskrim) of the North Jakarta Metro Police.

Research Methodology: A mixed-method approach with an explanatory sequential design was used. Quantitative data were collected using a Likert-scale questionnaire with 45 items completed by 61 assistant investigators. Data were analyzed using multiple linear regression, producing the equation $\hat{Y} = 5.104 + 0.999X_1 + 0.367X_2 + e$. Instrument testing, classical assumption tests, and hypothesis testing were performed. To deepen the findings, qualitative data were obtained through observations, interviews, and literature reviews.

Results: The study found that the quality of work life had the highest mean score (4.01), followed by organizational culture (3.90), and career development (3.72). The adjusted R^2 of 0.850 indicates that organizational culture and career development together explain 85% of the variance in quality of work life. Organizational culture positively and significantly influences involvement and mission clarity but reveals weaknesses in digital adaptability. Career development also has a significant effect, although training access remains uneven.

Conclusions: Both organizational culture and career development significantly enhance the quality of work life of assistant investigators, with culture being slightly more dominant than career development.

Limitations: This study was limited to one police unit and may not fully represent other contexts in the country.

Contribution: This research guides police institutions to enhance their culture, digital readiness, and fair career development.

Keywords: Assistant Investigators, Career Development, Criminal Investigation Unit, Organizational Culture, Quality of Work Life

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1. Introduction

This research focuses on the quality of work life of investigators who are assistant investigators of the North Jakarta Metro Police Criminal Investigation Unit who are influenced by organizational culture and career development. Quality of Work Life (QWL) is used to describe likes or dislikes of the work environment. Walton (1973) in Sabonete, Lopes, Rosado, and Reis (2021) QWL is a process in which organizations respond to the needs of members in developing mechanisms to enable them to participate fully in making decisions that shape their lives at work. The quality of work life as a paradigm in human resource management has attracted many researchers in various private organizations, but it is very limited to public organizations, especially in police organizations. In fact, the police organization is one

of the most important organizations in society, such as research conducted by Mikail Kaya in Darmoko (2024) which explains that the police organization plays an important role in society, because the police are responsible for preventing crime, maintaining order and improving the *quality of life (quality of life)* from all citizens. The importance of the police organization in the community is so important because of the magnitude of the responsibility carried out. It must also be in harmony with the quality of work life of the police members themselves in carrying out their daily duties. So that the quality of work life of police members needs to be considered (Nahor, 2022; Scholarios, Hesselgreaves, & Pratt, 2018). However, it is very rare to conduct research on the quality of working life of police members. And there has been no research that focuses on the quality of work life of Satreskrim assistant investigators. While others focus on the quality of work life and employee performance in the private sector. This is one of the *research gaps* in considering the quality of work life as a variable tied to this study.

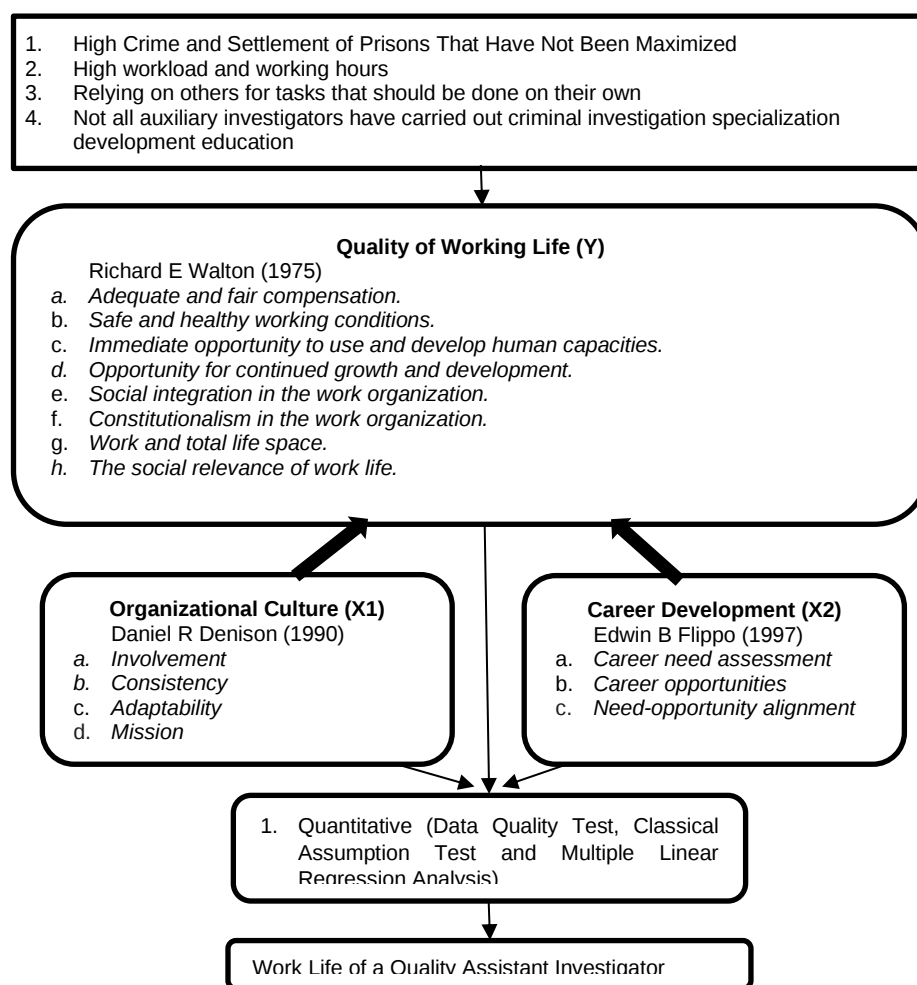
Easton (2010), the characteristics of police work in different countries, as well as the possibility of high levels of risk and working more than government-regulated working hours like other public servants, clearly affect the quality of work life of police officers. As a result, organizational performance can also be affected. Therefore, the police task is becoming more and more difficult every day due to the increasing burden of the task of preventing and combating different types of crime that occur and continue to grow (Nahor, 2022; Putri, Sudrajat, Gedeona, & Mursalim, 2025). According to BPS data in 2024 on the crime rate in each Regional Police in Indonesia, the Regional Police with the highest crime rate is the Metro Jaya Police. It is a metropolitan area that has a high density of life and experiences various security and order challenges. One of the Police Stations is the North Jakarta Metro Police, whose area is in the coastal area of Jakarta with various complex security and order problems. Starting from street crime to organized crime, as this region is known to have a high crime rate. Where this is also influenced by industrial areas, population density, and busy port access (Adhikara & Logahan, 2019; Ermita, Syamsudin, & Sugeng, 2021)

The high crime rate reported to the North Jakarta Metro Police Satreskrim in the last 2 years, where there has been an increase in the number of reports from 2022 which amounted to 1,228 reports to 1,467 reports in 2023. However, the average case settlement is still around 50%. This figure is much lower than the case settlement at the Police level which has a figure of 80%. This means that half of the annual reports to the North Jakarta Metro Police will be the responsibility of the case by investigators and assistant investigators in the following year and so on (Budur, Demirer, & Rashid, 2024; H. Gunawan & Redi, 2024). At the North Jakarta Metro Police, the one who holds the case file and who directly works on it is an assistant investigator who is a member of the National Police with the rank of non-commissioned officer. Meanwhile, the investigator who has the rank of officer is more of a corrector, controller, director and advisor at the time of the degree and a decision-maker according to the provisions. Therefore, this research focuses on Human Resources at the North Jakarta Metro Police Satreskrim who directly handle the case, namely assistant investigators. Judging from the number of assistant investigators of the North Jakarta Metro Police Satreskrim totaling 61 people, which if averaged in the incoming report in 2023 alone, each assistant investigator handles cases of approximately 24 Police Reports. This figure is very high, so it is a very big burden for the assistant investigators of the North Jakarta Metro Police Satreskrim in handling these cases. Because the investigator is a strategic asset in the implementation of this case settlement. High working hours exceeding the working hours carried out by workers in other private organizations are a challenge for auxiliary investigators in carrying out their duties (Yaksaprawira, Tanuwijaya, & Gunawan, 2024).

In addition, based on preliminary research on the North Jakarta Metro Police Satreskrim, it was found that the Notification of the Development of Investigation Results-Online (SP2HP-Online) used by the assistant investigator in the case handling process to notify the public (complainant) regarding the development of the case online and at the same time assess the performance of the assistant investigator of the National Police in handling the case, it was found that the one who handled the Police Report and the examination is an auxiliary investigator who is in accordance with the division of the case, but for the creation and input of SP2HP-Online is another member who has been determined who is usually not an auxiliary investigator who handles the case, so that 1 operator can input for several cases from other auxiliary investigators who are not accompanied by the auxiliary investigator who handles the

case (Chusyairi & Efendi, 2018; Ulum & Oktariyanda, 2021). So that there is the potential for mistakes because in the SP2HP there are subject matter, investigative actions, obstacles or problems to the follow-up plan, all of which are controlled by the assistant investigator who handles the case (Mulyapradana, Aghus Jamaludin, Farikhul, Safna, & Nafiatul, 2025).

In terms of self-development of auxiliary investigators as seen from the implementation of dikbangspes (specialized development education) of criminal investigation, there are still many auxiliary investigators who have not carried out dikbangspes due to very minimal opportunities (Kundi, 2021; Manda & Halimah, 2025). From this, where the high level of crime in more and erratic working hours and the implementation of tasks that are also shared with operators in terms of making and input case files such as SPDP and SP2HP are also being banged which not all assistant investigators have followed makes the occurrence of a poor quality of work life which is in line with the dimension of the quality of work life according to Walton (1973); Ramawickrama, Opatha, and PushpaKumari (2017) where the problem is such as the implementation of tasks that are assisted by others who are in line with the organizational culture according to Denison and minimal development education is also in line with career development according to Flippo. The frame of thought is as follows:



2. Literature Review

2.1. Quality of Work Life (QWL)

Quality of Work Life (QWL) is a concept that emphasizes the balance between job demands and employees' personal needs. Walton (1973) defines QWL as an organizational effort to meet the needs of its members by enabling their participation in decision-making processes that affect their work life. Walton's QWL indicators include fair compensation, safe working conditions, opportunities for self-development, and work-life balance. Recent studies show that QWL not only affects job satisfaction but also employees' commitment and performance (Ramawickrama et al., 2017; Sabonete et al., 2021).

In public organizations such as the police, QWL has a strategic role as it is closely related to the effectiveness of public services and public trust (Scholarios et al., 2018).

2.2 Organizational Culture

Organizational culture is defined as a set of values, norms, and beliefs that influence the behavior of organizational members. A strong and positive culture can enhance employee engagement, loyalty, and motivation. Key dimensions of organizational culture include involvement, consistency, adaptability, and mission. Research indicates that adaptive and communicative organizational culture is closely linked to improved QWL, as it provides a sense of security, support, and opportunities for self-development (Yadav, Khanna, & Chenab, 2022). In the police environment, which is full of pressure and risk, an organizational culture that supports innovation and responsiveness to change—such as the use of digital investigation technology—is crucial in determining the quality of work life of investigators and assistant investigators.

2.3 Career Development

Career development is a continuous process that provides employees with opportunities to develop skills, gain experience, and advance within the organization. Effective career development includes training, mentoring, job rotation, and clear promotion pathways. Studies have shown that career development has a significant impact on job satisfaction, motivation, and QWL, as it creates a sense of fairness and opportunities for growth (Wijayanti & Setiawan, 2022). However, limited access to training, relevance of materials, and supporting facilities often become barriers, especially in public organizations with constrained resources.

2.4 Relationship between Organizational Culture, Career Development, and QWL

Several studies suggest that organizational culture and career development simultaneously have a positive influence on QWL. A healthy organizational culture enhances employee engagement and trust, while career development provides opportunities for professional and personal growth (Neifar, Salhi, & Jarboui, 2020; Prabowo, 2020). In the context of the police force, high workloads, irregular working hours, and occupational risks demand strong organizational support as well as fair career development opportunities. The combination of these two factors can create better QWL, which in turn contributes to improved organizational performance and public service delivery.

3. Research Methodology

This study applies a mixed-method approach with an explanatory sequential design (Draucker, Rawl, Vode, & Carter-Harris, 2020). The research begins with quantitative data collection through a survey, followed by qualitative data collection to provide deeper explanations and clarify the quantitative results (Indiahono, 2021). The population consists of all 61 assistant investigators serving in the North Jakarta Metro Police Criminal Investigation Unit. Given the relatively small population size, the study uses a saturated sampling (census) technique, where the entire population serves as the research sample (Ajis, 2021).

Quantitative data were obtained using a Likert-scale questionnaire with five response points: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), and Strongly Agree (5). The data were analyzed through validity and reliability tests, classical assumption testing, and multiple linear regression to measure the influence of independent variables on the dependent variable. Qualitative data were collected through interviews, observations, and literature studies. Informants included the Deputy Head of Criminal Investigation (Wakasatreskrim), unit heads (Kanit), and several assistant investigators. The interviews were used to enrich the quantitative findings, provide context, and identify practical solutions to the research problems (Fathoni, 2025; Sunaryo, Yusnita, & Mustofa, 2020).

4. Result and Discussion

4.1 Classic Assumption Test

Before testing the research hypothesis, it is necessary to first carry out a test to find out whether there is a violation of classical assumptions. The best hypothesis test results are those that do not violate the

classical assumptions underlying multiple linear regression models. The classical assumptions in this study include the normality test, the multicollinearity test, and the heteroscedasticity test.

4.1.1 Normality Test

The Normality Test aims to test whether in the regression model, the bound variable and the independent variable both have a normal distribution or not. A good regression model is to have a normal or near-normal distribution of data. Methods that can be used for normality include: graph analysis and statistical analysis. The normality test in addition to using graphs, also using the non-parametric statistical test Kolmogorov-Smirnov is a normality test using the cumulative distribution function, so in addition to using graph and statistical analysis, the results are in the *one-sample Kolmogorov-Smirnov test* table. The normality test using the Kolmogorov Smirnov non-parametric statistical test is a normality test using the cumulative distribution function, and the results are as follows:

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		61
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	5,41073100
Most Extreme Differences	Absolute	,124
	Positive	,124
	Negative	-,099
Test Statistic		,124
Asymp. Sig. (2-tailed)		,091 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Figure 1. Normality Test Results

Source: Data Processing, 2025

Based on the results of the spss 25 output using the normality test with kolmogorov-smirnov, it can be seen that the value of Sig.(2-tailed) is 0.091. Which means it is greater than the significant level of 0.05 ($0.091 > 0.05$). This means that the standardized residual value is declared to be spread normally.

4.1.2 Multicollinearity Test

Multicollinearity means that there is a near-perfect linear correlation between more than two independent variables. The multicollinearity test has the purpose of testing whether there is a correlation of independent variables in the regression model. A good regression model does not correlate between independent variables. If the independent variable is equal to zero. The symptoms of multicollinearity can be detected by looking at the value of tolerance and *variance inflation factor* (VIF). If in the regression model formed there is a high or perfect correlation between the independent variables, then the regression model is declared to contain multicollinear (Nuzulianto & Sukalumba, 2025). These two measures represent every other independent variable. In a simple sense, each independent variable becomes a dependent variable (bound) and regresses to other independent variables. *Tolerance* measures selected independent variability that is not explained by other independent variables. So a low tolerance value is the same as a high VIF (because $VIF = 1 / \text{tolerance}$). The *commonly used cutoff* value to indicate the presence of multicollinearity is the tolerance value < 0.10 or equal to VIF > 10 . As shown in the Table below:

Table 1. Multicollinearity Test

Variable	Tolerance	VIF
Organizational Culture (X1)	0,308	3,245
Career development (X2)	0,308	3,245

Source: Data Processing, 2025

Based on the table, it can be known as follows:

1. The VIF value for the Organizational Culture variable was $3.245 < 10$ and the *tolerance value* was $0.308 > 0.10$ so that the Organizational Culture variable was declared to have no symptoms of multicollinearity.
2. The VIF value for the Career Development variable was $3.245 < 10$ and the *tolerance value* was $0.308 > 0.10$ so that the Career Development variable was declared to have no symptoms of multicollinearity.

4.1.3 Heteroscedasticity Test

The heteroscedasticity test aims to test whether there is an inequality in the regression model from residual or observation to other observations. To detect the presence or absence of heteroscedasticity in this study, the Glejser Test was carried out, namely if the Sig value is > 0.05 , heteroscedasticity does not occur, while if the Sig value is < 0.05 , heteroscedasticity occurs.

Table 2. Heteroscedasticity Test Results

Variable	Sig.
Organizational Culture	0,297
Career development	0,833

Source: Data Processing, 2025

Based on the table, the Sig. value for each research variable can be determined as follows:

1. The Sig. value for the Organizational Culture variable is $0.297 > 0.05$ so that the Organizational Culture variable is declared to be heteroscedasty.
2. The Sig. value for the Career Development variable is $0.833 > 0.05$ so that the Career Development variable is declared to be heteroscedasty.

4.2 Multiple Linear Regression Test

Multiple linear regression analysis is used to determine the direction of the relationship between independent variables and dependent variables. The difference in simple regression analysis lies in the number of variables depending on only one (Khotimah et al., 2024). Multiple regression analysis there are several things that are analyzed as the basis for conducting a more in-depth analysis than just the regression equations that are formed, several things that need to be analyzed related to regression analysis, namely regression equations, determination coefficients, estimation standard errors, standard regression coefficient errors, calculated F values and calculated t values. The regression equation can be seen from the table of coefficient test results based on the SPSS output of the Organizational Culture and Career Development variables to the Quality of Work Life variables shown in the table below:

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,104	4,057		1,258	,213
	Budaya Organisasi	,999	,121	,741	8,232	,000
	Pengembangan Kerja	,367	,156	,212	2,356	,022

a. Dependent Variable: Kualitas Kehidupan Kerja

Figure 2. Coefficient Test Results

Source: Data Processing, 2025

Based on the table above, it can be seen that the value of constant a is 5.104 and the regression coefficient of b1 is 0.999 and b2 is 0.367. The values of these constants and regression coefficients (a, b1, b2) are included in the following multiple linear regression equation:

$$\hat{Y} = a + b_1X_1 + b_2X_2 + e$$

So that the regression equation is as follows:

$$\hat{Y} = 5.104 + 0.999X_1 + 0.367X_2 + e$$

From the multiple regression equation, it can be seen as follows:

1. The Constant value obtained is 5.104, so it can be interpreted that if the Organizational Culture and Career Development variable is 0 (constant), then the dependent variable is 5.104.
2. The value of the Regression Coefficient of the Organizational Culture Variable has a positive value (+) of 0.999, so it can be interpreted that if the Organizational Culture variable increases, the Y variable will increase, and vice versa.
3. The value of the Regression Coefficient of the Career Development Variable has a positive value (+) of 0.367, so it can be interpreted that if the Career Development variable increases, the Y variable will increase, and vice versa.

4.3 Determinant Coefficient Test

The determination coefficient (R^2) is used to measure how well the model is able to explain the variation of dependent variables. The value of the determination coefficient is between 0 and 1. When the coefficient value is close to one, it means that the ability of independent variables to show almost all the information needed to predict the variation of dependent variables. The Determinant Coefficients can be seen in the table below:

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,925 ^a	,855	,850	5,50323
a. Predictors: (Constant), Pengembangan Kerja, Budaya Organisasi				

Figure 3. Determinant Coefficient Test
Source: Data Processing, 2025

It is known that the *adjusted R Square* value is 0.850, so it is concluded that the contribution of the influence of the variables of Organizational Culture and Career Development on the variables of Quality of Working Life simultaneously (together) is 85% while the remaining 15% is explained by other variables outside this study.

4.4 T test

The t-test was conducted to determine the influence of individual or partial agglomeration variables, fiscal decentralization and open unemployment rates on the variables of development inequality. The t-test is used to make a decision whether a hypothesis is proven or not, where the significance level used is 5%. In part, these are as follows:

1. Hypothesis 1
H0: Organizational Culture has no effect on the Quality of Work Life of investigators who are assistant investigators of the North Jakarta Metro Police Satreskrim.
H1: Organizational Culture has a significant effect on the Quality of Work Life of investigators assisting the North Jakarta Metro Police Satreskrim.
2. Hypothesis 2
H0: Career Development has no effect on the Quality of Work Life of investigators assisting the North Jakarta Metro Police Satreskrim.
H1: Career Development has a significant effect on the Quality of Working Life of investigators assisting the North Jakarta Metro Police Satreskrim.

The testing process is carried out by looking at the partial test table by paying attention to the significance column. The basis for decision-making is:

1. If the significance value < 0.05 then H_0 is accepted
2. If the significance value > 0.05 then H_0 is rejected

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,104	4,057		1,258	,213
	Budaya Organisasi	,999	,121	,741	8,232	,000
	Pengembangan Kerja	,367	,156	,212	2,356	,022

a. Dependent Variable: Kualitas Kehidupan Kerja

Figure 4. Test Results t
Source: Data Processing, 2025

Based on the table above, the calculation of the t-test can be seen as the results of partial testing of each variable of organizational culture and career development and partial of the variable Quality of Working Life can be analyzed as follows:

1. Test of Organizational Culture Hypothesis with Quality of Work Life
Based on the table above, the significance value for the Organizational Culture variable (X_1) is 0.000 expressed as less than the level $\alpha = 0.05$ ($0.000 < 0.05$). From these results, it can be concluded that the Organizational Culture variable (X_1) has a positive and significant influence on the Quality of Work Life of investigators assisting the North Jakarta Metro Police Satreskrim. Thus, in this study, we accept the H_1 hypothesis and reject H_0 .
2. Hypothesis Test of the Influence of Career Development on Quality of Working Life
Based on the table above, the significance value for the Career Development variable (X_2) is 0.022 expressed as smaller than the level $\alpha = 0.05$ ($0.000 < 0.05$). From these results, it can be concluded that the Career Development variable (X_2) has a positive and significant influence on the Quality of Work Life of investigators assisting the North Jakarta Metro Police Satreskrim. Thus, in this study, we accept the H_1 hypothesis and reject H_0 .

4.5 Test F

The simultaneous hypothesis in this research is that it is suspected that hypothesis 3

H_0 : Organizational Culture and Career Development simultaneously have no effect on the Quality of Working Life of investigators assisting the North Jakarta Metro Police Satreskrim.

H_1 : Organizational Culture and Career Development simultaneously have a significant effect on the Quality of Work Life of investigators assisting the North Jakarta Metro Police Satreskrim. The Regression Model is declared fit if the Sig. Value is < 0.05 . Based on the table below, it shows that the F Test in this study is as follows:

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10375,112	2	5187,556	171,288	,000 ^b
	Residual	1756,561	58	30,286		
	Total	12131,672	60			

a. Dependent Variable: Kualitas Kehidupan Kerja

b. Predictors: (Constant), Pengembangan Kerja, Budaya Organisasi

Figure 5. F Test Results
Source: Data Processing, 2025

It is known that the Sig. value of $0.000 < 0.05$ concludes that the variables of Organizational Culture and Career Development have a significant effect simultaneously (together) on the variable Quality of Work Life (Hastuti, Meutia, & Sultan, 2025). Based on the table above, the calculation of the F test can be seen as the results of simultaneous testing of each organizational culture variable simultaneously on the Quality of Life of Work variable, so it can be concluded that in Hypothesis 3 H0 is rejected and H1 is accepted so that the variables of organizational culture and career development affect the Quality of Work Life of the investigator assistant of the North Jakarta Metro Police Satreskrim

4.5.1 Description of Research Variables

Descriptive Analysis of Variables is the action of the researcher to be able to describe or describe in general the data obtained during the research, so that the true meaning and conditions will be known. As for the results of the recapitulation of data that have been analyzed based on groups of variables, the researcher uses the calculation formula of the scale range to find the average value as follows:

$$B = 5$$

$$R = \text{Skor tertinggi} - \text{Skor Terendah} = 5 - 1 = 4$$

$$P = \frac{R}{B} = \frac{4}{5} = 0,80$$

Information:

B : Highest score
R : Difference
P : Range

Based on the results of the calculation of the formula on the scale to find the average value, the results of the calculation of the formula above can be explained in the table as follows:

Table 3. Criteria Scale Categories

Yes	Scale	Criterion
1.	1,00 – 1,80	Strongly Disagree
2.	1,81 – 2,60	Disagree
3.	2,61 – 3,40	Nervous
4.	3,41 – 4,20	Agree
5.	4,21 – 5,00	Strongly agree

Source: Research Primary Data, 2023 (based on previous research)

The following are the results of observations from 61 respondents which are described according to the results of the recapitulation of the answers description of the respondents, data processing was carried out and the total score of each statement was obtained. The total score was then compared with the respondents' answer criteria. Descriptive statistics is the depiction of data by describing the results of the collected data into brief information without changing its authenticity. The data description in the study is seen from the average value obtained by each variable which shows that the variable quality of work life has the highest average, which is 4.01.

This shows that the variable of the quality of work life is an indispensable variable in this study and is highly expected by the assistant investigators of the North Jakarta Metro Police Satreskrim. The variable with the average in second place is the organizational culture variable with an average value of 3.9. Meanwhile, the variable with an average of 3.72 is the career development variable of 3.72. Although the three variables have diverse averages and career development variables are in third place, the average number of 3.72 is still included in the consensus criteria which explains that these three variables are very important to be researched and are urgently needed by the assistant investigators of the North Jakarta Metro Police Satreskrim. The descriptive analysis is described as in the table below:

No	Item Pernyataan	Jawaban Responden					Total	Mean	Kriteria
		1	2	3	4	5			
Involvement									
1	Saya mampu melaksanakan tugas yang harusnya saya kerjakan sendiri	0	5	17	22	17	254	4,16	Setuju
	Penilaian	0	10	51	88	105			
2	Saya bekerja layaknya seperti bagian dari tim kerja	0	5	12	25	19	241	3,95	Setuju
	Penilaian	0	10	36	100	95			
3	Organisasi terus menerus berinvestasi untuk meningkatkan keterampilan personel	0	4	11	28	18	243	3,98	Setuju
	Penilaian	0	8	33	112	90			
Consistency									
4	Organisasi memiliki nilai yang jelas dan konsisten yang mengarahkan saya dalam bekerja	0	3	14	24	20	254	4,16	Setuju
	Penilaian	0	6	52	96	100			
5	Saya merasa dapat mencapai kesepakatan dalam mendiskusikan hal-hal penting dalam organisasi	0	5	17	24	15	232	3,80	Setuju
	Penilaian	0	10	51	96	75			
6	Sangat mudah untuk berkoordinasi terkait pekerjaan dengan instansi terkait	0	4	15	25	17	238	3,90	Setuju
	Penilaian	0	8	45	100	85			
Adaptability									
7	Organisasi sangat responsive dan mudah berubah	0	4	22	21	14	207	3,39	Ragu-Ragu
	Penilaian	0	8	66	63	70			
8	Organisasi merespon dengan baik setiap perubahan yang terjadi	1	10	23	15	12	210	3,44	Setuju
	Penilaian	1	20	69	60	60			
9	Komentar dan rekomendasi masyarakat sering menyebabkan perubahan pada organisasi ini	0	5	16	23	17	235	3,85	Setuju
	Penilaian	0	10	48	92	85			
10	Organisasi berkoordinasi dengan instansi terkait sebagai pembelajaran untuk mempertimbangkan setiap tindakan	0	3	13	26	19	244	4,00	Setuju
	Penilaian	0	6	39	104	95			
Mission									
11	Organisasi memiliki strategi yang jelas untuk masa depan	0	2	9	27	23	254	4,16	Setuju
	Penilaian	0	4	27	108	115			
12	Organisasi memiliki tujuan dan arah jangka panjang	0	4	11	28	18	243	3,98	Setuju
	Penilaian	0	8	33	112	90			
13	Tujuan yang ingin dicapai sangat ambisius, namun realistis	0	3	14	27	17	241	3,95	Setuju
	Penilaian	0	6	42	108	85			
14	Organisasi memiliki visi bersama untuk kemajuan organisasi dan personel	0	3	14	35	9	233	3,82	Setuju
	Penilaian	0	6	42	140	45			
Total Mean Variabel Budaya Organisasi (X1)							3329	3,90	Setuju

Figure 6. Results of Respondents Organizational Culture Variables (X1)
Source: Data processed 2025

Based on the Results of Respondents to Organizational Culture Variables (X1) table above, a total mean result of 3.90 agreeing criteria was obtained. This description shows that organizational culture plays a very crucial role in shaping work ethic, professionalism, and effectiveness in handling legal cases. As part of an institution responsible for law enforcement and criminal case investigations, the assistant investigators of the criminal investigation are faced with complex challenges, including pressures in case disclosure, demands for transparency, and high integrity (Rakhmatika, 2024). Therefore, a strong and positive organizational culture can be a major factor in ensuring that criminal investigators work optimally and adhere to police values.

No	Item Pernyataan	Jawaban Responden					Total	Mean	Kriteria
		1	2	3	4	5			
Careers Need Assessment									
1	Organisasi memberikan pengembangan karier yang sesuai dengan minat dan keahlian saya dalam pekerjaan	1	3	20	23	13	224	3,67	Setuju
	Penilaian	1	6	60	92	65			
2	Organisasi memberikan kesempatan karier yang sama bagi seluruh personel	0	3	17	31	9	226	3,70	Setuju
	Penilaian	0	6	51	124	45			
3	Pendidikan dan pelatihan sangat dibutuhkan untuk meningkatkan kemampuan saya	0	3	13	34	10	231	3,79	Setuju
	Penilaian	0	6	39	136	50			
4	Saya mendapatkan Pendidikan dan pelatihan untuk meningkatkan kemampuan dalam bekerja	1	3	18	26	12	225	3,69	Setuju
	Penilaian	1	6	54	104	60			
Career Opportunities									
5	Penyebaran informasi mengenai kesempatan karier terbuka bagi seluruh personel	0	3	16	33	8	226	3,70	Setuju
	Penilaian	0	6	48	132	40			
6	Terdapat kejelasan informasi kesempatan karier yang diberikan	0	3	13	35	9	230	3,77	Setuju
	Penilaian	0	6	39	140	45			
7	Terdapat kejelasan rencana karier yang diberikan	1	3	18	24	14	227	3,72	Setuju
	Penilaian	1	6	54	96	70			
8	Personel memiliki kesempatan yang sama dalam mengikuti Pendidikan pelatihan	0	3	16	33	8	226	3,70	Setuju
	Penilaian	0	6	48	132	40			
Need Opportunity Alignment									
9	Terdapat kesesuaian kebutuhan karier dengan kesempatan karier	0	3	14	34	9	229	3,75	Setuju
	Penilaian	0	6	42	136	45			
10	Saya ditempatkan dibidang pekerjaan yang sesuai dengan minat dan keahlian saya	1	3	18	24	14	227	3,72	Setuju
	Penilaian	1	6	54	96	70			
11	Saya melaksanakan pekerjaan sesuai dengan minat saya	0	3	13	35	9	230	3,77	Setuju
	Penilaian	0	6	39	140	45			
12	Pendidikan pelatihan spesialisasi terkait pekerjaan saya sangat membantu saya dalam melaksanakan pekerjaan	0	7	11	34	8	223	3,66	Setuju
	Penilaian	0	14	33	136	40			
Total Mean Variabel Pengembangan Kerja (X2)							2724	3,72	Setuju

Figure 7. Career Development Respondent Results (X2)

Source: Data processed 2025

Based on the Career Development Variable Respondent (X2) table above, a total mean result of 3.72 agreeing criteria was obtained, which indicates the importance of career development for investigators assisting the North Jakarta Metro Police Satreskrim. In the police environment, especially in the criminal investigation unit (reskrim), the role of assistant investigators is crucial in supporting the investigation process of various legal cases. They are at the forefront of gathering evidence, conducting interviews, and compiling investigation reports. However, the challenges faced in carrying out their duties are very complex, ranging from the demands of professionalism to technical mastery of investigations that continue to develop. Therefore, career development for assistant investigators is a need that cannot be ignored so that they can improve their competence, promotion opportunities, and job satisfaction.

No.	Item Pernyataan	Jawaban Responden					Total	Mean	Kriteria
		1	2	3	4	5			
Adequate Fair Compensation									
1	Saya puas dengan gaji yang saya terima saat ini	0	2	11	26	22	251	4,11	Setuju
	Penilaian	0	4	33	104	110			
2	Gaji yang saya terima telah sesuai dengan pekerjaan yang saya lakukan	0	3	13	29	16	241	3,95	Setuju
	Penilaian	0	6	39	116	80			
Safe and Healthy Working Conditions									
3	Saya Bekerja sesuai dengan piket dan waktu atau jam kerja yang telah ditentukan	0	3	14	26	18	242	3,97	Setuju
	Penilaian	0	6	42	104	90			
4	Saya merasa beban kerja yang diberikan kepada saya sudah sesuai	0	3	13	29	16	241	3,95	Setuju
	Penilaian	0	6	39	116	80			
Opportunity to Use and Develop Human Capacities									
5	Pimpinan dalam pengambilan keputusan meminta saran dari anggota	0	0	17	28	16	243	3,98	Setuju
	Penilaian	0	0	51	112	80			
6	Pimpinan memberikan kesempatan pengembangan diri melalui sosialisasi maupun pelatihan	0	3	13	29	16	241	3,95	Setuju
	Penilaian	0	6	39	116	80			
Opportunity to Growth and Security									
7	Dalam system pembinaan personel, saya dapat mencapai kenaikan pangkat structural maupun fungsional	0	2	9	30	20	251	4,11	Setuju
	Penilaian	0	4	27	120	100			
8	Organisasi menjamin keamanan anggota dalam bekerja	0	4	11	29	17	242	3,97	Setuju
	Penilaian	0	8	33	116	85			
Social Integration in the Work Organization									
9	Hubungan kerja antar penyidik pembantu dan dengan pimpinan sangat baik	0	3	14	26	18	242	3,97	Setuju
	Penilaian	0	6	42	104	90			
10	Saya berkomitmen untuk melaksanakan pekerjaan dengan baik untuk kemajuan organisasi	0	3	13	28	17	242	3,97	Setuju
	Penilaian	0	6	39	112	85			
11	Saya menerima segala saran dari atasan dan rekan kerja dengan baik	0	2	9	28	22	253	4,15	Setuju
	Penilaian	0	4	27	112	110			
Constitution in the Work Organization									
12	Saya melaksanakan tugas sesuai aturan dan ketentuan	0	4	11	29	17	242	3,97	Setuju
	Penilaian	0	8	33	116	85			
13	Saya diberikan kesempatan untuk memberikan saran dan pendapat	0	3	14	26	18	242	3,97	Setuju
	Penilaian	0	6	42	104	90			
14	Saya mendapatkan penghargaan jika berprestasi	0	3	14	28	16	240	3,93	Setuju
	Penilaian	0	6	42	112	80			
The Work and Total Life Space									
15	Adanya keseimbangan pekerjaan dan cuti yang saya dapat sesuai ketentuan	0	2	9	28	22	253	4,15	Setuju
	Penilaian	0	4	27	112	110			
16	Kehidupan kerja dan kehidupan pribadi saya seimbang	0	4	11	30	16	241	3,95	Setuju
	Penilaian	0	8	33	120	80			
Social Relevan of Work Life									
17	Saya bangga dengan pekerjaan saya saat ini	0	3	14	26	18	242	3,97	Setuju
	Penilaian	0	6	42	104	90			
18	Citra pekerjaan saya bagus	0	3	13	26	19	244	4,00	Setuju
	Penilaian	0	6	39	104	95			
19	Kebijakan Fungsi SDM terhadap personel sangat memuaskan	0	2	9	29	21	252	4,13	Setuju
	Penilaian	0	4	27	116	105			
Total Mean Variabel Kualitas Kehidupan Kerja (Y)							4645	4,01	Setuju

Figure 8. Results of Respondents Quality of Working Life (Y)

Source: Data processed 2025

Based on the Results of the Variable Results of the Quality of Life (Y) Variable Respondents above, the total mean result of 4.01 agreeing criteria was obtained. In carrying out their duties, the investigators assisting the criminal investigation are faced with severe challenges, including a high workload, psychological pressure, and a great responsibility to ensure justice. Therefore, Quality of Work Life

(QWL) is a crucial factor that determines their level of satisfaction, productivity, and well-being at work (Wirastuti, Eryanto, & Susono, 2020). The variable The very high quality of work life is statistically perceived by the assistant investigators to show that the quality of work life is needed and needs to be researched, because a good quality of work life will increase the productivity of human resources in an organization, including assistant investigators at the North Jakarta Metro Police Satreskrim.

The organizational culture variable which is in second place, which is not too far from the average difference from the quality of work life variable, is also very much needed because it refers to the values and behaviors formed in an organization. This culture affects communication, relationships between individuals and cooperation as well as the overall work atmosphere (Trievanni, Sulaiman, Muji, & Fitriasuri, 2025). This indicates the importance of the role of culture in creating a supportive work environment. In line with Denison's theory of organizational culture, which shows that a strong culture can strengthen relationships between team members and support the creation of a productive work atmosphere. The assistant investigator recognizes the importance of a positive culture in improving the results of work implementation (Tiimub et al., 2023).

Career development variables are needed, but there are doubts in their application because opportunities and opportunities in developing careers are not the same. Flippo's theory emphasizes that career development is very important for long-term motivation which must be the same in terms of opportunities and opportunities for members in an organization, including assistant investigators of the North Jakarta Metro Police Satreskrim. However, if the opportunity is not evenly distributed, it will be a problem in the career development of assistant investigators.

Despite having many years of experience, without adequate education, auxiliary investigators still find it difficult to adapt quickly to increasingly complex problems. Specialization development education is essential to update their knowledge, ensuring that the methods used remain relevant to current conditions. Without this opportunity, the quality of investigators' performance can be hampered, considering the dynamics of crime that continue to develop (Baderan, Lantowa, Makur, & Idji, 2025). In addition, the number of assistant investigators of the North Jakarta Metro Police Satreskrim who have never carried out specialized development education in the field of Criminal Investigation is also a problem because in accordance with Government Regulation article 3 paragraph 1 letter b, that assistant investigators are Police officials who must have attended and passed specialized development education for the criminal investigation function.

4.6 The Influence of Organizational Culture on the Quality of Work Life

The effect is seen from the significance value that results that the Organizational Culture variable (X1) has a positive and significant influence on the Quality of Work Life of investigators assisting the North Jakarta Metro Police Satreskrim. This is supported by research (Anwar, Utaminingsih, Bien, & Nurlaili, 2024; Y. M. Gunawan, Atikah, & Rofiq, 2021; Lubis, Setiawan, & Chairunnisa, 2023; Saripudin, Hubeis, & Yusnita, 2023).

The respondents' description of the Organizational Culture variable with its dimensions based on the theory from Denison (1996), namely: involvement, consistency, adaptability and mission, resulted in agreeing criteria that illustrate that organizational culture is one of the important factors in measuring the habits and environment of an organization. Where the organizational culture with the indicators of this research has a significant positive influence on the quality of work life of investigators who are assistant investigators of the North Jakarta Metro Police Satreskrim. Although the overall average agrees and has a significant positive influence on the quality of work life, there are still varying averages, some even statistically describing the ambiguity of the organization as being very responsive and changeable. This happens because of several things, such as a gap in understanding of technology that causes assistant investigators to feel less directly involved in the administration of their own investigations. In practice, many administrative tasks related to electronic applications are left to the designated operator, rather than done by the auxiliary investigator himself.

This raises several problems such as: Lack of direct involvement of assistant investigators in data input, where assistant investigators who handle cases from scratch often miss out on important traces or information in the progress of the investigation. In addition, the potential for errors in data input is due to the person who inputs (operators) not handling the investigation directly, there can be typing errors or differences in understanding regarding the intention of the assistant investigator. Then the uncertainty in tracking the progress of the case makes auxiliary investigators often have to rely on operators to obtain information related to electronic documents, such as SPDP (Notice of Commencement of Investigation) and other documents, which they should manage themselves (HUTAPEA, 2023).

The imbalance between the speed of organizational change and the readiness of assistant investigators in dealing with them can lead to several important consequences, including: Decreased work effectiveness of assistant investigators, as they have to rely on other parties in electronic data management. Potential delays in the administration of the investigation, due to the repeated communication process between investigators and operators. The risk of administrative errors, which can have an impact on the validity of the investigation documents. Therefore, the low average score on the organizational responsiveness indicator shows that auxiliary investigators still feel that the organization is not adaptive enough in supporting change, especially in the application of investigation management technology. In fact, it is the Human Resources who are not ready to face the changes that occur in their organization. The changes in the environment that occur must be observed because the effectiveness of an organization depends on the extent to which the organization and the elements within it can adapt to these changes.

4.7 The Influence of Career Development on the Quality of Working Life

The effect is seen from the significance value which shows that the Career Development variable (X2) has a positive and significant influence on the Quality of Work Life of investigators assisting the North Jakarta Metro Police Satreskrim. This is supported by research (Darmoko, 2024; Noviyanti, 2024). Career development in the police has a career pattern that shows the relationship and compatibility between ranks and positions of members of the National Police from the first appointment in a certain position to the end of service, in accordance with Perkap number 9 of 2016 article 1 (4).

Based on the theory put forward by Flippo (1997), career development must be carried out through the assessment of career needs, the provision of career opportunities, and the alignment between individual needs and available opportunities. In this study, there is a description with indicators that have a value *Mean* lowest even though it is on the criteria of agree. Where the statement about education specialized training related to the work of assistant investigators is very helpful in carrying out the work. It shows that although most investigators find specialized training helpful in their work, there are still challenges that need to be improved in the effectiveness of such training programs to be more optimal.

Specialized training has a very important role in supporting the performance of investigators, especially in dealing with the growing complexity of cases. Various crimes such as *cybercrime*, corruption, digital forensics, and other extraordinary crime investigations require specific technical competencies so that the investigation process runs more effectively and accurately. Some investigators also felt that the training provided was not always relevant to the needs of their work in the field and that the implementation of training results was still limited in daily practice. Some of the obstacles that cause the value of specialization training in career development to have the lowest mean such as: Training that is not Always in accordance with the Investigator's Specialization because not all the training provided is in accordance with the field that the investigator is currently handling.

For example, an investigator handling a corruption case may need more investigative audit training, while an investigator of an online fraud syndicate case needs more training in network profiling in the cyber world. Then there is the lack of Post-Training Assistance, because after participating in the training, many investigators do not get assistance or further guidance in applying the material that has been learned. This causes difficulties in applying new knowledge in the case being handled. In addition, there are also limitations in Facilities and Infrastructure in the Implementation of Training Results, although investigators have received technical training such as digital forensics or analysis of CCTV

footage, they often face obstacles in implementation due to the limitations of adequate technological devices and infrastructure. In addition, there are also doubts in its application because the opportunities and opportunities in developing a career are not the same. Flippo's theory emphasizes that career development is very important for long-term motivation which must be the same in terms of opportunities and opportunities for members in an organization, including assistant investigators of the North Jakarta Metro Police Satreskrim. However, if the opportunity is not evenly distributed, it will be a problem in the career development of assistant investigators.

However, assistant investigators are aware that the low effectiveness of specialized training can have an impact on the career development of investigators which has an impact on the performance of duties in several aspects, such as: Lack of readiness to handle complex cases because assistant investigators who do not receive sufficient training will find it more difficult to handle cases with high levels of difficulty. Then there are limited promotion opportunities because assistant investigators who do not have specific expertise will have difficulty getting higher positions, especially if technical competence is one of the main requirements in the selection of promotion positions. In addition, there is also a decrease in motivation in improving competence because if the training provided is not relevant or not supported by adequate infrastructure, investigators will lose enthusiasm to develop themselves because they feel that the training they follow does not have a significant impact on their work. In addition, the opportunity to participate in education is also an obstacle to self-development which also has an impact on the implementation of work. Therefore, career development has a great influence on the quality of work life of the Assistant Investigator of the North Jakarta Metro Police Satreskrim.

4.8 The Influence of Organizational Culture and Career Development on the Quality of Work Life

The simultaneous hypothesis in this research looks at the F test where the sig value is smaller, then the results of simultaneous testing of each organizational culture variable simultaneously on the Quality of Work Life variable, it can be concluded that the variables of organizational culture and career development have an effect on the Quality of Work Life of the Satreskrim assistant investigator. Because H_0 was rejected, it can be concluded that there is a significant influence of organizational culture and career development on the quality of work life of investigators assisting the North Jakarta Metro Police Satreskrim. This is supported by the research of (Noviyanti, 2024).

Organizational culture plays an important role in creating a work environment that supports employee well-being and satisfaction. In the context of assistant investigators, an organizational culture that supports engagement, open communication, and empowerment can increase motivation, sense of responsibility, and a sense of security in their work, which in turn affects their quality of work life. A strong organizational culture is associated with better task execution and higher job satisfaction. Organizations with cultures that support innovation, open communication, and participation from their members show more positive results in the quality of work life. In addition, the culture of the organization also creates norms and values that affect the comfort and engagement levels of its members in their work. Auxiliary investigators who work in environments with a supportive culture will feel better about their work, especially in terms of communication between colleagues and supportive leadership.

Career development is one of the key elements in improving competence and job satisfaction. Auxiliary investigators who feel that they have the opportunity to develop skills, either through training or promotional opportunities, tend to feel more valued and more motivated on the job. This directly affects their quality of work life. Because open career development opportunities, such as training and promotion opportunities, are directly related to higher job satisfaction. Good career development provides a sense of responsibility and empowerment, which affects well-being and quality of working life. In addition, the opportunity to develop themselves through specialized training or a clear career path for members of the organization shows higher performance as well as lower levels of stress, as they feel valued and supported in the development of their profession. Implications for North Jakarta Metro Police Assistant Investigators Based on the results of testing and support from previous research, it can be concluded that these two variables, organizational culture and career development, play a very important role in improving the quality of work life of North Jakarta Metro Police Assistant

Investigators. Some practical implications for improving the quality of work life of assistant investigators include: Improving organizational culture that supports engagement and open communication, as well as fostering the confidence and motivation of assistant investigators in completing their tasks. In addition, it also expands career development opportunities by providing more training, especially in areas of specialization relevant to their duties. Additionally, it provides opportunities for promotions so that investigators feel valued and motivated to further develop in their careers. Therefore, based on the results of the F test and the discussion above, organizational culture and career development factors have a significant influence on the quality of work life of investigators assisting the North Jakarta Metro Police Satreskrim. Thus, improvements in these two aspects will improve the welfare and performance of assistant investigators, which ultimately has a positive impact on the implementation of duties, especially in resolving cases in the North Jakarta Metro Police Criminal Investigation Unit.

5. Conclusions and Suggestions

5.1 Conclusions

Based on the results and discussion, the following conclusions are drawn:

1. The three variables studied—quality of work life, organizational culture, and career development—were perceived positively by assistant investigators of the North Jakarta Metro Police Criminal Investigation Unit, with quality of work life receiving the highest average score.
2. Organizational culture has a positive and significant influence on the quality of work life of assistant investigators. However, weaknesses remain in organizational responsiveness, particularly in adapting to the use of investigation management technology.
3. Career development also has a positive and significant influence on the quality of work life. Nevertheless, the effectiveness of specialization training is still low due to limited relevance of the material, lack of post-training support, and inadequate supporting facilities.
4. Simultaneously, organizational culture and career development significantly contribute to improving the quality of work life of assistant investigators. Practical recommendations include fostering a more adaptive organizational culture, encouraging open communication, and expanding opportunities for relevant training and career promotion.

Thus, strengthening organizational culture and career development is a strategic key to enhancing the quality of work life of assistant investigators in the North Jakarta Metro Police Criminal Investigation Unit.

5.2 Suggestions

1. **Enhancing Organizational Culture:** It is recommended that the North Jakarta Metro Police develop a more adaptive organizational culture, particularly in utilizing digital technology for investigation management. An open and participatory work environment should be fostered to increase assistant investigators' engagement.
2. **Strengthening Career Development Programs:** Improvements are needed in the implementation of specialized training programs to ensure greater relevance to investigative needs. Post-training support and adequate infrastructure should also be provided to optimize the application of training outcomes.
3. **Expanding Training and Promotion Opportunities:** Opportunities for training and career promotion should be broadened fairly, ensuring equal access for all assistant investigators to enhance their competence and career progression.
4. **Optimizing Quality of Work Life:** Management should pay greater attention to balancing workloads with the number of cases handled by assistant investigators. This can be achieved through more proportional case distribution and psychological support to maintain performance.
5. **Strategic Implications:** Improving organizational culture and career development should be prioritized as institutional strategies. These efforts will not only enhance the quality of work life of assistant investigators but also positively impact case resolution effectiveness and public trust in police performance.

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