Research Article

The Influence Of Competency and Dimension Of Uncertainty Avoidance Culture On Restorative Justice Decision Making By Investigators Of The Criminal Research Unit Of Tanjung Pinang Police

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Abstract: This study aims to analyze the influence of competency and the cultural dimension of uncertainty avoidance on the decision-making process of restorative justice by investigators at the Criminal Investigation Unit of Tanjung Pinang Police . The primary focus is to evaluate the extent to which investigator competency and cultural factors affect the implementation of restorative justice in handling criminal cases. This research employs a quantitative approach with a survey method, using questionnaires distributed to investigators at Tanjung Pinang Police . Data analysis was conducted using multiple regression tests to measure the relationship between independent variables (competency and uncertainty avoidance) and the dependent variable (restorative justice decision-making). The findings reveal that investigator competency has a significant influence on restorative justice decision-making, with a correlation coefficient of 0.851 and a significance value of 0.000 ($p < 0.01$). Conversely, the cultural dimension of uncertainty avoidance does not have a significant impact, with a correlation value of -0.109 and a significance of 0.496 ($p > 0.05$). Simultaneously, both variables contribute to restorative justice decision-making, with an R^2 value of 0.75. This study concludes that investigator competency is the primary factor in implementing restorative justice. Therefore, improving investigators' skills in legal analysis, communication, and mediation is the main recommendation for strengthening the implementation of restorative justice policies at Polresta Tanjung Pinang.

Keywords: Competency, Cultural dimension of Uncertainty Avoidance, Decision-Making, Restorative Justice.

1. Introduction

Retrieval decision is the core of leadership , including in enforcement law. In the context of investigation, taking the right decision is very decisive success Handling cases, especially those using approach Restorative Justice an approach that focuses on dialogue and healing connection between perpetrators, victims, and society. Success implementation Restorative Justice is heavily influenced by competence investigator and dimension culture, such as uncertainty avoidance (tendency) avoid uncertainty). Competence investigator covering ability technical, managerial, and socio-cultural, which are formed from the recruitment process, education, and experience work. Competent investigator tend capable assess and choose approach settlement the right thing, including Restorative Justice. However, the level of high uncertainty avoidance make part investigator tend choose track more formal law sure, and avoid method new like Restorative Justice.

Data at Satreskrim Tanjung Pinang Police Department shows that although RJ approach starts applied, amount settlement case through Restorative Justice Still limited. From a total of 600 cases during 2022–2024, only 53 cases (8.8%) were resolved through Restorative Justice. This reflects Still low utilization approach this, although Restorative Justice proven

more efficient in a way economy and more human. Characteristics culture local, understanding law society, and patterns think investigator become challenge in implementation Restorative Justice in Tanjung Pinang. Therefore that 's important For analyze in a way empirical How competence investigators and uncertainty avoidance influence taking decision in implementation Restorative Justice in the region, in order to push enforcement more laws effective and fair social.

2. THEORETICAL BASIS AND HYPOTHESIS

Competence

According to Spencer (2007) in Moeheriono (2012), competence defined as characteristics someone who is related with effectiveness performance individual in place Work or in a situation certain. In Spencer's theory there are 6 most important competencies that is :

1. Ability planning and implementing (achievement and action) is concern a employee to his work is encouraging For try Work more good. Employees who have desire in achieve This own principles consistent in do his duties include: (1) motivation achievement, (2) Focus For service, quality and accuracy task, (3) Have initiative, (4) Search and use information.

2. Able to serve customer or customer service orientation reflects employee own desire For help and also serve others to fulfil satisfaction society, including : (1) nature empathy, (2) customer oriented.

3. Ability lead and influence Ability For understand and learn power in organization Alone and also other organizations (customers, suppliers, etc.) include : (1) impact existence influence, (2) awareness organize, (3) build connection Work.

4. Ability in thinking (cognitive) or analytical thinking / thinking ability For understand situation with method break it down become more parts details (factors), or observe condition step by step based on experience past, including : (1) able think analytical, (2) able think conceptual, (3) technical/ professional or managerial.

5. Ability managing (managerial) includes: (1) developing other people, (2) directing, (3) work The same group, (4) lead group.

6. Ability behave mature or self control ability For control purposeful emotions prevent action negative when work under the pressure that will produce control strong self in finish the tasks assigned include : (1) being able to control self, (2) self confidence, (3) flexible, (4) committed to the organization.

Dimensions Culture

Hofstede analyzed culture from a number of nations and group them to in a number of Dimensions. Dimensions culture according to (Hofstede, 2001); *"The dimension of culture is the comparison of cultures presupposes that there is something to be compared – that each culture is not so unique that any parallel with another culture is meaningless"*. Understanding the can understood that For to know comparison culture from a nation can done with method compare culture One nation with other nations, and in fact every culture from a nation no so unique, in other words every parallel culture with other cultures do not own such a meaning means.

1. Power Distance Shows how far is the inequality power accepted. "Dimension This reflect mark from member underprivileged society own power " (Hofstede, 2001).

2. Group Attachment Differentiating culture individualistic (prioritizing) self themselves) and collectivist (prioritizing groups and solidarity).

3. Gender Association Shows values of masculinity (competitive) and femininity (caring), influenced by work and social status.

4. Uncertainty Avoidance "Measuring to what extent society feel threatened to an unavoidable situation definitely " (Hofstede & Minkov, 2010) .Culture tall will to form system For avoid uncertainty (Hofstede, 2001; Armia , 2002).

5. Time Orientation Focus culture towards the past, present or future. Term long emphasize planning, long term short on tradition.

6. Indulgence Free indulgent society express pleasure, while restraint holds back self . "The community that includes in category This tend not enough enjoy life" (Hofstede et al., 2008).
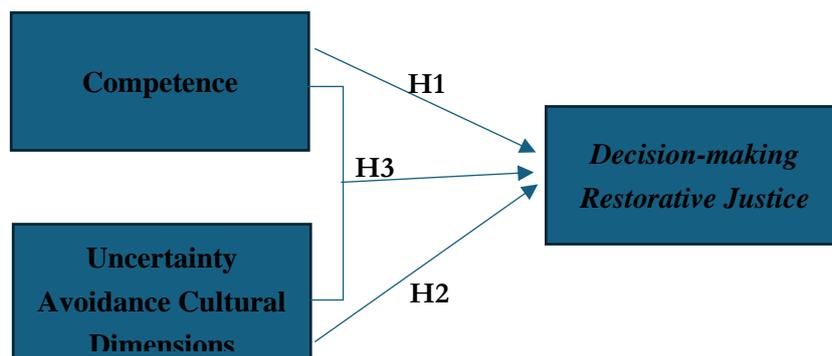
Decision -making

Basically for leader bureaucracy, decision making decision is the process of choosing between a series choice important decisions, because the decision - making process decision play a role important in motivation, communication, coordination, and change organization (Pasolong, 2023). According to Salusu (2016), definition taking decision is "the process of selecting a alternative action with use efficient method depending on the situation". Retrieval decision in bureaucracy known Some Techniques of Taking decision as following (Harbani Pasolong , 2023) among others that is *Brainstorming, Synectic, Consensus thinking, Delphi, Fish bowling, Didactic interaction, Collective bargaining,* Participatory approach. According to Harbani Pasolong (2023) There are four style a leader in take decision namely: (a) style directive, (b) style a) analytical, (c) style conceptual, (d) style behavior. Simon, 1997 in (Harbani Pasolong, 2023:82) as holder Nobel Prize "Theory of Decision Making " describes the decision-making process decisions that describe on 3 stages, namely: (a) activities intelligence, (b) activities design, (c) activities election.

Restorative Justice

Restorative justice is approach alternative in system justice criminal justice focused on recovery connection between perpetrators, victims and affected communities impact crime (Jusuf, et al . 2023). Based on provision in Article 5 paragraph (1) of Law No. 48 of 2009 concerning Power justice, then The principle of Restorative Justice in essence can applied in system justice criminal. According to The principle of Restorative Justice is only can applied in system justice criminal and not outside system. View the in line with Howard Zehr and Ahmad Ali's views that distinguish with firm between implementation principle *Restorative Justice* as method settlement case criminal with implementation The concept of alternative dispute resolution (ADR) as an out of court settlement, namely method settlement case civil (Alfitra , 2023).

With consider problems that have been identified as well as the theory that has been described , then study This formulate hypothesis as following :

3. RESEARCH METHODOLOGY

Study This use approach quantitative For analyze influence competence and dimensions culture uncertainty avoidance to taking decision restorative justice by investigators Criminal Investigation Unit Tanjung Pinang Police Department. The method used is method survey confirmative with distribution questionnaire , aims For describe and test pattern connection intervariable in a way empirical (Priadana, 2021; Fathoni, 2006). Research this also aims For know obstacles faced investigator in merge competence and culture organization in taking restorative justice decisions.

Variables used in study This consists of on two type, namely variable independent and dependent. Variables independent or variable free is competence (X1) and dimensions culture uncertainty avoidance (X2), whereas variable dependent or variable bound is taking decision restorative justice (Y) (Sugiyono, 2019). Study This involving 41 members Criminal Investigation Unit Tanjung Pinang Police as population and sample with total sampling method. Data collected through questionnaire Likert scale that measures competence, uncertainty avoidance, and decision making decision restorative justic . Data analysis was conducted with Spearman's rho test using IBM SPSS 25.0.

Validity test use Pearson Product Moment method with assistance of SPSS program version 25.0, and the results show that all statement items on the third variable declared valid because r- value count more big from r- table (0.308). For variable Competence, as many as 18 items were declared valid, with r- count highest reached 0.983. Variable Dimensions Culture Uncertainty Avoidance has 9 items which are all valid, with r- count highest 0.987. While on the variable Restorative Justice Decision Making, as many as 12 items were also declared valid, with r- count highest 0.987.

Next, reliability test done use method Cronbach's Alpha. The test results show that all over instrument study own level excellent internal consistency with alpha value above minimum standard of 0.60. The Cronbach's Alpha value for variable Competence is 0.995, for Dimensions Culture Uncertainty Avoidance of 0.969, and for Restorative Justice of 0.985. With Thus, all instrument in study This can concluded to be valid and reliable, and worthy used For more data collection and analysis carry on .

4. RESEARCH RESULT

Assumption Test Classic

Normality Test

Normality test aiming For know is the data in study normally distributed. Data is said to be normal if shaped symmetrical around mark middle and part big mark is around the mean. In the study this , normality test done using the Shapiro-Wilk Test through SPSS software version 25.0. Criteria testing is If mark significance (p) > 0.05 then the data is normally distributed (Ho is accepted), and if p < 0.05 then the data is not normal (Ho is rejected). normality test results can seen in the table following.

Table 1. Data Normality Test

Tests of Normality						
	Kolmogorov-Smirnov [a]			Shapiro Wilk		
	Statistics	Df	Sig.	Statistics	df	Sig.
COMPETENCE	.330	41	.000	.505	41	.000
CULTURAL DIMENSION Uncertainty Avoidance	.254	41	.000	.790	41	.000
Restorative Justice	.354	41	.000	.504	41	.000
a. Lilliefors Significance Correction						

Normality test results show mark significance 0.000 for third variables, which are more small from 0.05, meaning the data is not normally distributed. Because the data is not fulfil assumption normality, parametric test No can done. As alternative, analysis using the non-parametric Spearman's rho test to measure connection between ordinal or non- ordinal variables normally distributed.

Multicollinearity Test

Multicollinearity happen when two or more variable independent in regression own correlation significant, influencing results and interpretation regression. Testing done with inspect VIF (Variance Inflation Factor) and Tolerance values. If VIF > 10 or Tolerance < 0.1, then There is multicollinearity. Test results presented in the table following:

Table 2. Multicollinearity Test Results

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	3.516	3.108		1.131	.265		
	kompetensi	.621	.033	.951	18.735	.000	.997	1.003
	dimensi UA	.013	.041	.016	.314	.755	.997	1.003

a. Dependent Variable: Restoraticve Justice

Multicollinearity test results show that Tolerance value for variable competence and Uncertainty Avoidance dimensions is 0.997, and the VIF value for both of them is 1.003. Since VIF < 10 and Tolerance > 0.1, it can be concluded No There is problem multicollinearity in the regression model. VIF only counted For variable independent, not dependent.

Autocorrelation Test

Table 3. *Autocorrelation Test Results*

Model Summary [b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson

1	.950 ᵃ	.902	.897	3.835	1,968
a. Predictors: (Constant), CULTURAL DIMENSION, COMPETENCE					
b. Dependent Variable: RESTORATIVE JUSTICE					

The results of the Durbin-Watson test show the value of d is 1.968, which is more big from dU (1,398) and less from (4-dU) 2.602, which means No There is problem autocorrelation. Although the data is not normally distributed, autocorrelation test show No There is symptom autocorrelation. For overcome violation assumption normality, research This use Spearman's Rho analysis for correlation nonparametric and robust regression for test influence variable independent to variable dependent with standard error that is resistant to violation assumption normality.

Heteroscedasticity Test

Heteroscedasticity test done For determine whether there is difference variability in residual value between One observation with observation others in the regression model. The ideal regression model is a model that meets the assumption homoscedasticity, namely No existence heteroscedasticity. The results of testing can seen in the table below This:

Table 4. Results of Heteroscedasticity Test

Coefficients ᵃ					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	8,580	2,468		3.476	.001
COMPETENCE	-.076	.026	-.424	-2,891	.006
CULTURAL DIMENSION	-.019	.033	-.086	-.586	.561
a. Dependent Variable: Abs_RES					

Heteroscedasticity test results show that variable competence own mark significance 0.006 (< 0.05), which means there is symptom heteroscedasticity. While that, variable dimensions culture with mark significance 0.561 (>0.05) no experience symptom heteroscedasticity.

Coefficient Test Determination

Coefficient Test determination used For evaluate to what extent the model's capabilities in explain variations that occur in variables dependent. Coefficient test determination Can seen from mark *Adjusted R Square* (Sugiyono , 2024).

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Table 5. Coefficient Test Determination

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.950[a]	.902	.897	3.835

a. Predictors: (Constant), dimensi UA, kompetensi

Analysis results regression show that mark coefficient determination (R^2) of 0.902, which means 90.2% variability in Restorative Justice is explained by the variables Competence and Dimensions Uncertainty Avoidance Culture. The Adjusted R^2 value of 0.897 indicates a very good regression model. in explain connection between variable independent and dependent.

Spearman's rho test

Testing correlation using the Spearman Rho test was selected because the data on the variables Competence, Dimension Uncertainty Avoidance Culture, and Restorative Justice do not normally distributed. This test suitable for non-normal data or ordinal scale, and No need assumption linearity, so that can measure connection intervariable based on data ranking.

Table 6. Non-Parametric Test Results (Spearman's rho)

Correlations

			Kompetensi (X1)	dimensi UA (X2)	Restoraticve Justice(Y)
Spearman's rho	Kompetensi(X1)	Correlation Coefficient	1.000	-.097	.851[**]
		Sig. (2-tailed)	.	.548	.000
		N	41	41	41
	dimensi UA(X2)	Correlation Coefficient	-.097	1.000	-.109
		Sig. (2-tailed)	.548	.	.496
		N	41	41	41
	Restoraticve Justice(Y)	Correlation Coefficient	.851[**]	-.109	1.000
		Sig. (2-tailed)	.000	.496	.
		N	41	41	41

**. Correlation is significant at the 0.01 level (2-tailed).

Analysis results Spearman's correlation shows very significant and positive relationship between competence and Restorative Justice, with coefficient correlation 0.851 and value significance 0.000, which means the more tall competence, increasingly big implementation of Restorative Justice. On the other hand, the relationship between Uncertainty Avoidance and Restorative Justice dimensions are not significant, with coefficient correlation -0.109 and value significance 0.496, which shows that avoidance uncertainty No influence implementation Restorative Justice principles.

Non-Parametric Linear Regression Test Using Robust Regression

Heteroscedasticity test results show that variable Competence (X_1) experienced heteroscedasticity with mark significance 0.006 (< 0.05), while Dimensions Uncertainty Avoidance (X_2) culture does not experience heteroscedasticity with mark significance 0.561 (>0.05). Because of this This is robust regression with HC3 correction is used For overcome heteroscedasticity, maintaining estimate still stable and accurate. HC3 robust regression

ensures more estimates reliable and unbiased, although only One variables that experience heteroscedasticity.

Table 7. *Robust Regression*

Parameter Estimates with Robust Standard Errors

Dependent Variable: Restoraticve Justice

Parameter	B	Robust Std. Error[a]	t	Sig.	95% Confidence Interval Lower Bound	Upper Bound
Intercept	3.516	5.189	.678	.502	-6.989	14.021
kompetensi	.621	.054	11.498	.000	.511	.730
dimensiUA	.013	.027	.490	.627	-.041	.067

a. HC3 method

Results of the estimation parameter analysis with robust standard errors indicating that variable Competence influential significant towards Restorative Justice (B = 0.621, p = 0.000, 95% CI: 0.511–0.730). In contrast, the Uncertainty Avoidance Dimension did not influential significant (B = 0.013, p = 0.627, 95% CI: -0.041–0.067), indicating that changes in dimensions This No impact on Restorative Justice. The intercept value (3.516, p = 0.502) also did not significant, indicating that Restorative Justice predictions do not different in a way significant when all variable independent is worth zero.

Table 8. Analysis Results Regression *Robust*

Tests of Between-Subjects Effects

Dependent Variable: Restoraticve Justice

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	5168.122[a]	2	2584.061	175.691	.000
Intercept	18.828	1	18.828	1.280	.265
kompetensi	5162.231	1	5162.231	350.982	.000
dimensiUA	1.449	1	1.449	.099	.755
Error	558.902	38	14.708		
Total	128764.000	41			
Corrected Total	5727.024	40			

a. R Squared = .902 (Adjusted R Squared = .897)

The results of the Tests of Between-Subjects Effects showed that the regression model in a way overall significant with F = 175.691 and p-value = 0.000, explaining 90.2% of the variation in *Restorative Justice*. However, only competence influential investigator significant (F = 350.982, p-value = 0.000), whereas uncertainty avoidance dimension does not significant (F = 0.099, p-value = 0.755). The use of robust standard errors makes results estimate more can reliable although There is heteroscedasticity. In conclusion, competence investigator play a role more big in improve Restorative Justice compared to uncertainty avoidance dimension.

5. DISCUSSION

Analysis Influence Competence Towards Restorative Justice

Regression results multinomial logistic shows that digital transformation has an impact Study This show that competence investigators, supported by training and education special, have influence significant to implementation *Restorative Justice*. Most of investigator has follow training basic and specific, such as Dikbangspes Ba Basic Criminal Investigation, with Spearman's rho test results showed correlation strong (0.851, p = 0.000). Competence investigators, including understanding law, skills analysis, and ability communication, is very important in evaluate eligibility implementation of Restorative Justice. Competent investigators more capable facilitate this process with effective, helpful restore victim losses and ensure accountability perpetrators. Findings This in line with study previously, but more emphasize on influence competence to decision in implementation of Restorative Justice, not only performance general. Competence good investigator allow settlement case in a way fair and transparent, in accordance with principle law, and notice impact social and rehabilitation, not only punishment.

Analysis Influence Dimensions Uncertainty Avoidance Culture Towards Restorative Justice

Study This show that dimensions Uncertainty Avoidance culture does not own influence significant to Implementation of Restorative Justice in Satreskrim Tanjung Pinang Police. Based on analysis Spearman's correlation, found coefficient correlation -0.109 with p = 0.496, which indicates very weak relationship and no significant in a way statistics. Most of the Respondent own trend For avoid uncertainty, although difference between category high and low No significant. Although theory culture show that individual with high Uncertainty Avoidance tend avoid uncertainty, in In practice, the application of Restorative Justice is more influenced by other factors such as competence investigator, policy institutions and culture local , not only trend personal to uncertainty. Therefore that, factor structural and institutional more dominant in influence taking decision regarding Restorative Justice in the environment police.

Analysis The Influence of Competency Level and Dimension Uncertainty Avoidance Culture Towards Restorative Justice

Study This show that competence investigator become factor dominant influencing implementation *Restorative Justice*, meanwhile dimensions *Uncertainty Avoidance* No give contribution significant. Correlation results show that the more tall competence investigators, increasingly big his tendency For apply *Restorative Justice* (coefficient correlation 0.851, p< 0.01). On the other hand, the more tall level *Uncertainty Avoidance*, increasingly low trend investigator For use approach this, although connection This No significant in a way statistics (coefficient correlation -0.109, p = 0.496).

In general theoretical , *Restorative Justice* prioritize reconciliation and restoration victim losses. different with system justice criminal traditional which focuses on punishment. However, the implementation of principle this is still in Indonesia face challenge Because Not yet existence umbrella clear law. Although thus, in context Criminal Investigation Unit Tanjung Pinang Police, competence investigator more play a role in success implementation of

Restorative Justice, while factor culture like *Uncertainty Avoidance* No become obstacle main. Analysis with robust standard errors indicating that competence own influence significant to *Restorative Justice*, meanwhile *Uncertainty Avoidance* No influential in a way significant.

6. CONCLUSION

Based on results research, can concluded that competence investigator own very significant influence to taking decision Restorative Justice, with coefficient correlation of 0.851 and the value significance 0.000 ($p < 0.01$). This is show that investigators who have competence more high, good in matter analysis law, skills communication, as well as ability mediation, more tend apply approach Restorative Justice in settlement matter. On the other hand, dimensions culture Uncertainty Avoidance No show influence significant to taking decision Restorative Justice, with coefficient correlation of -0.109 and the value significance 0.496 ($p > 0.05$). Findings This indicates that trend investigator For avoid uncertainty No influence decision they in apply Restorative Justice. In addition, the analysis regression multiple show that in a way simultaneity, competence and Uncertainty Avoidance influential to taking decision Restorative Justice, with R^2 value of 0.75 and F count = 15.7 ($p < 0.001$). However, the influence main still originate from competence investigator. With thus, in context implementation Restorative Justice in the Criminal Investigation Unit Tanjung Pinang Police, competence investigator become factor the main determining factor success, while Uncertainty Avoidance No own impact significant in taking decisionn.

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