

# THE INFLUENCE OF QUALITY OF WORK LIFE ON THE PROFESSIONALISM OF TRAFFIC DIRECTORATE (DITLANTAS) PERSONNEL WITH ORGANIZATIONAL INTELLIGENCE AS A MODERATING VARIABLE

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**Abstract.** As professional police personnel, this can be seen from their attitude of struggle, dedication, discipline, and responsibility in carrying out their duties. This study aims to examine the influence of quality of work life on the professionalism of the Traffic Police Personnel at the Medan City Police Resort, with organizational intelligence as a moderating variable. Professionalism in the police is the attitude, way of thinking, actions, and behavior of a police officer based on knowledge, particularly police ethics and police science, in providing the best service to achieve order, security, and the rule of law in society. This research uses a quantitative method with a sample size of 215 personnel. The data collection methods used are the quality of work life scale, professionalism scale, and organizational intelligence scale. The data analysis technique used in the research is Structural Equation Model (SEM). The results of this study indicate that there is no significant positive effect between quality of work life and professionalism with organization intelligence as a moderating variable among Ditlantas Polri personnel, based on a t-statistic value of  $0.280 < 1.96$  and a p-value of  $0.780 > 0.05$ . The magnitude of the influence of quality of work life on professionalism with organization intelligence as a moderating variable is only 0.012 (1.2%), which is considered insignificant, where the significance value is  $> 1.96$  for the t-statistic and  $< 0.05$  for the p-value.

**Keywords:** Quality of Work Life; Professionalism; Organizational Intelligence; Personnel

## I. INTRODUCTION

The quality of police services, particularly by personnel of the Traffic Directorate (Ditlantas), has become one of the main public concerns in recent years [1], [2]. Although the Indonesian National Police has a strong legal foundation in carrying out its duties and functions, the implementation of tasks in the field is often perceived by the public as unprofessional [3], [4]. This is evident from the numerous complaints regarding traffic services, the low level of public satisfaction, and the lack of initiatives in services based on ethics and responsibility. Professionalism, which should serve as the operational standard, is frequently disrupted by various internal conditions that reflect the weak quality of work life among personnel [5], [6]. Some officers face high work pressure, long working hours, and a lack of organizational recognition, which negatively affects their job satisfaction and engagement. External factors such as insufficient organizational support and the inconsistency between central policies and field practices further exacerbate this situation. This reality underscores that the challenge of professionalism is not merely an individual issue but is also rooted in a work environment that does not support a healthy quality of work life [7], [8], [9], [10]. Thus, the problem of police professionalism, particularly within Ditlantas, reflects a

complex structural and psychosocial condition that requires scholarly examination.

A number of studies have examined the relationship between Quality of Work Life (QWL) and aspects of professionalism in the police sector; however, there remains a gap in comprehensively explaining how internal and external factors dynamically interact in shaping the professionalism of field officers [11], [12]. Indicates that aspects of professional quality of life are closely related to the mental health of police officers, yet it does not explicitly highlight how this affects professional behavior in carrying out duties [13], [14]. On the other hand, research on Organizational Intelligence has generally been more focused on the corporate and educational sectors, and has not been comprehensively studied within the context of the police institution as a semi-military bureaucratic organization. The lack of integration between QWL theory and Organizational Intelligence in explaining the enhancement of police professionalism reveals a conceptual gap that remains unaddressed. This reinforces the urgency of developing an empirical framework that specifically examines how quality of work life and organizational intelligence influence professional standards, as well as the extent to which Organizational Intelligence can moderate this relationship in institutions with a highly hierarchical character such as the Indonesian National Police (Polri).

This study aims to empirically examine how Quality of Work Life (QWL) influences the level of professionalism among Traffic Directorate (Ditlantas) personnel at the Medan City Police Resort, as well as to assess the role of Organizational Intelligence as a moderating variable in this relationship. Specifically, the objectives of this research are to: (1) analyze the direct effect of QWL on the Organizational Intelligence of police personnel; (2) analyze the direct effect of Organizational Intelligence on professionalism; (3) analyze the direct relationship between QWL and professionalism; and (4) examine whether Organizational Intelligence is able to strengthen or weaken the influence of QWL on professionalism. This study is expected to fill the gap in the literature and enrich perspectives on strategies for improving institutional performance through an organizational psychology-based approach. By taking into account the structural conditions and work culture within the police environment, the contribution of this research is not only theoretical but also practical, particularly in formulating policies to enhance the performance and professionalism of Ditlantas personnel.

Based on the empirical realities described, as well as the weak conceptual support in the literature to explain the relationship between QWL, Organizational Intelligence, and Professionalism in the context of police organizations, this research becomes crucial to conduct. An approach that integrates individual and organizational variables allows for a more comprehensive analysis of the challenges of professionalism within the Indonesian National Police (Polri). From the perspective of organizational psychology, quality of work life not only affects individual well-being but also determines the extent to which personnel are able to act professionally under high structural pressure (Loftus & Price, 2016). Meanwhile, Organizational Intelligence is viewed as a collective asset that has not been fully leveraged to promote adaptation and innovation in bureaucratic environments such as Polri. Thus, this study will not only broaden theoretical horizons but also provide data-driven strategic recommendations that can be utilized for the sustainable development of organizational capacity.

### Concept of Quality of Work Life (QWL)

Quality of Work Life (QWL) is a multidimensional concept that reflects an individual's perception of the overall quality of their working conditions. Within the framework of organizational psychology, QWL is not only related to the physical comfort of working but also encompasses psychological, social, and cultural aspects that influence employees' well-being in the workplace [15], [16], [17]. This definition emphasizes that the quality of work life is subjective, depending on an individual's perception of organizational justice, interpersonal relationships among employees, participation in decision-making, and the balance between work and personal life. QWL is regarded as a strategic element in developing modern organizations because it can enhance work engagement, job satisfaction, and employee loyalty. In contemporary studies, QWL is also associated with an organization's success in creating a productive work environment that supports the development of individual potential [18], [19]. Therefore, understanding

QWL is essential as a theoretical foundation for analyzing service quality and professional behavior in institutions such as the police, which operate under high structural pressure.

### Dimensions of Quality of Work Life (QWL)

Quality of Work Life is manifested in various dimensions that contribute to employee satisfaction and well-being at work. Some of the main dimensions of QWL commonly used as indicators include fair compensation, safe working conditions, opportunities for career development, healthy social relationships in the workplace, and assurance of work-life balance [20], [21]. Other dimensions involve participation in decision-making, freedom of expression, and fair treatment from supervisors. Empirical studies show that the more these aspects are fulfilled, the higher the job satisfaction, which in turn contributes to professionalism and organizational commitment. In the context of organizations with bureaucratic structures such as the police, fulfilling the dimensions of QWL presents unique challenges due to the high-risk nature of the work and its dependence on hierarchical orders. Nevertheless, the consistent application of QWL principles can create a conducive work environment for enhancing personnel performance and integrity. Therefore, mapping the manifestations of QWL is not only important as an indicator of work well-being but also as a predictor of professional behavior outcomes and overall organizational performance [22], [23].

### Definition of the Concept of Professionalism

Professionalism in the context of police organizations refers to the level of individual commitment to ethical standards, responsibility, and competence in carrying out their duties as law enforcement officers. This concept involves dimensions such as integrity, accountability, technical knowledge, and loyalty to the institution as well as to the society it serves [24], [25]. Professionalism emphasizes behavior consistent with the values of public service rather than mere formal compliance with procedures. In contemporary research, professionalism is also associated with the ability to adapt to complex and changing job demands, as well as the willingness to continuously develop one's capacity through training and lifelong learning [26], [27]. In the context of hierarchical institutions such as the police, professionalism is not only an indicator of individual performance but also a reflection of organizational culture that promotes ethics, competence, and fairness in service delivery. Therefore, a deep understanding of the concept of professionalism is crucial for assessing the effectiveness of law enforcement institutions and public trust in them.

### Dimensions of Professionalism

Professionalism can be manifested in various forms of behavior and attributes that reflect commitment to professional values. These manifestations include five main dimensions: (1) dedication to public service; (2) mastery of technical knowledge and skills; (3) self-regulation in dealing with work pressures; (4) accountability orientation and performance evaluation; and (5) continuous development through training and formal education [28], [29]. In the policing environment, the dimensions of professionalism are

also expressed through an objective attitude toward law enforcement, impartiality, and the willingness to build positive relationships with the community. Modern professionalism in policing also encompasses transparency and innovation in addressing new challenges in the democratic and digital era [30], [31]. Therefore, indicators of professionalism are no longer limited to administrative or operational aspects, but also include the extent to which personnel demonstrate integrity, work ethic, and moral awareness in fulfilling their roles.

### Definition of the Concept of Organizational Intelligence

Organizational Intelligence (OI) is defined as the collective capacity of an organization to interpret, respond to, and intelligently adapt to environmental changes through the integration of knowledge, communication, and strategic decision-making. This concept combines human capabilities, technological systems, and organizational structures to generate solutions to complex problems in organizational dynamics [32]. From a human resource perspective, Organizational Intelligence represents a form of collective intelligence that reflects how employees, managers, and organizational systems work synergistically to create value and competitive advantage. Emphasizes that organizational intelligence is rooted in organizational learning, organizational memory, and adaptive communication processes [33]. In the context of government institutions such as the police, Organizational Intelligence is a critical determinant of an institution's ability to understand community needs, respond to social issues, and manage internal change effectively. Thus, OI is not merely a technological or systemic asset but also a representation of a learning culture and collective thinking within the organization.

### Manifestations and Dimensions of Organizational Intelligence

The manifestations of Organizational Intelligence can be observed through key dimensions such as effective communication structures, collective learning processes, knowledge management systems, and the ability to make strategic adjustments based on data and experience. OI encompasses seven main indicators: shared vision, willingness to change, collective spirit, knowledge application, performance pressure, mutual trust, and effective information flow [34], [35]. Each of these dimensions contributes to the organization's ability to cope with the complexity of a dynamic and uncertain environment. In the policing context, for example, OI is reflected in how the institution utilizes intelligence data, information technology, and inter-unit collaboration to respond to social changes and operational challenges. Further note that OI is also strongly influenced by the implementation of e-learning systems, knowledge management, and organizational learning as the foundation for sustaining innovation [36], [37]. Therefore, measuring and strengthening the dimensions of OI are strategic steps in building an adaptive, responsive, and professional institution.

## II. RESEARCH METHOD

This study focuses on the issue of professionalism among personnel of the Traffic Directorate (Ditlantas) of Medan City Police Resort (Polrestabes Medan), which is considered suboptimal in carrying out their duties and responsibilities as law enforcers in the field of traffic. This phenomenon is reflected in various public complaints regarding inconsistent service quality, the lack of initiative among personnel in applying public service ethics, and weak accountability-based performance. Although the Indonesian National Police (Polri) has clear operational guidelines and a strong legal framework as stipulated in Law No. 2 of 2002 and Law No. 22 of 2009, in practice there are still frequent violations of the code of ethics, abuse of authority, and weak communication between personnel and the public. These conditions indicate the existence of fundamental structural and psychosocial problems within the police organization. This study attempts to examine two factors suspected of influencing the level of professionalism, namely Quality of Work Life (QWL) as an internal factor and Organizational Intelligence (OI) as an external or organizational factor, serving as a moderating variable. Therefore, the research object is not limited only to individual personnel but also to the working system and organizational capacity in creating a work environment that supports professionalism.

This study employs a quantitative approach with an explanatory type, aiming to test causal relationships among the variables studied [38]. The explanatory approach was chosen as it allows the researcher to systematically explain how the relationships between Quality of Work Life, Organizational Intelligence, and Professionalism occur, both directly and through the moderating role [39]. This research relies on quantitative data collected from respondents using a Likert-scale instrument, which is then analyzed using inferential statistical models. The data consist of two types: primary and secondary. Primary data were obtained directly from questionnaires filled out by Ditlantas personnel of Polrestabes Medan as the research sample. Meanwhile, secondary data were obtained from official police documents, regulations such as Law No. 2 of 2002 and Law No. 22 of 2009, as well as academic literature and previous studies relevant to the topic. The combination of these two types of data provides a strong and valid informational framework to support empirical analysis and objective interpretation of research findings.

The primary data source in this study consists of active personnel serving within Ditlantas Polrestabes Medan, with a total of 215 respondents. The sample was taken using a specific sampling technique that considered proportionality and representation across work units within Ditlantas. Inclusion criteria included active personnel who had been working for at least one year, ensuring sufficient work experience to provide an informed assessment of their work environment. Furthermore, to ensure the validity of information, respondents were required to possess a clear understanding of their duties and responsibilities within the Ditlantas organizational structure. Additional information was obtained from internal organizational documents such as work structures, duty schedules, and internal regulations, as

well as external documents in the form of laws and regulations governing the police work system. Scientific literature related to the research variables QWL, professionalism, and organizational intelligence was also used as references in constructing the research instrument and supporting data interpretation. Thus, the sources of data in this study are comprehensive, combining direct perceptions of personnel as respondents with relevant theoretical and regulatory foundations.

Data were collected through the distribution of structured questionnaires using a five-point Likert scale to measure respondents' perceptions of Quality of Work Life, Organizational Intelligence, and Professionalism. The questionnaires were constructed based on theoretical indicators of each variable as reviewed in the scientific literature. Prior to large-scale distribution, a pilot study was conducted with a small group of respondents to ensure clarity of questions and consistency of responses. Following this preliminary validation, the questionnaires were distributed directly to all predetermined samples. The researcher supervised the questionnaire completion process to ensure completeness and honesty of responses. The collected data were then coded and tested for validity and reliability through outer model analysis, which included the testing of loading factors, average variance extracted (AVE), and composite reliability. This process aimed to ensure that each indicator of the research variables accurately measured the intended construct. Data that met validity and reliability requirements were then used in further analysis to test relationships among the research variables.

The data analysis technique employed in this study is Structural Equation Modeling (SEM) with a Partial Least Squares (PLS) approach. This method was chosen because it is capable of handling complex models of relationships among latent variables, including the presence of a moderating variable such as Organizational Intelligence. The analysis was conducted with the aid of statistical software supporting SEM-PLS, consisting of two main stages: outer model testing and inner model testing. The outer model was used to measure construct validity and reliability through the defined indicators. Meanwhile, the inner model was used to test causal relationships among constructs, both direct and indirect, as well as to examine moderating effects using path coefficients, t-statistics, and p-values. The moderation test was performed by assessing the significance of the interaction between QWL and OI on professionalism. The model was deemed fit if it met criteria such as R-square, Q-square, and Goodness of Fit in accordance with standards. This analysis provides a comprehensive overview of the strength and direction of relationships among variables and the effectiveness of OI as a moderator, which constitutes the core of the research questions.

### III. RESULTS AND DISCUSSION

#### The Effect of Quality of Work Life on Organizational Intelligence

Based on the results of data analysis, it was found that there is a significant positive effect of Quality of Work Life on Organizational Intelligence among Ditlantas Polri personnel. This result is supported by a t-statistic value of  $10.878 > 1.96$  and a p-value of  $0.000 < 0.05$ . The magnitude of the effect of Quality of Work Life on Organizational Intelligence is 0.518 (51.8%).

These findings are consistent with and support the opinion that in the decision-making process within police organizations, various aspects of personnel Quality of Work Life are always taken into account in order to avoid counterproductive outcomes that could reduce performance. Counterproductive cases resulting from decreased performance may occur if a new policy is perceived by traffic police personnel as reducing their rights, limiting opportunities for development, participation, rewards, or comfort at work [40].

As dualistic beings, Polri personnel play roles not only as individuals but also as social beings who have thoughts, feelings, and desires that influence their attitudes toward work. Work represents the primary activity of individuals, in this case, police personnel. Through their work, personnel determine the degree of their willingness to contribute their capacity to fulfill assigned duties. When police officers perceive their tasks as important, they will be more willing to dedicate time, energy, and thought to the job, thereby achieving a better Quality of Work Life.

Conversely, Quality of Work Life programs are intended to be continuously improved to enhance performance, for instance by providing better opportunities for participation, challenges, expectations, welfare, and more promising work opportunities [41], [42].

Several factors contribute to the emergence of Quality of Work Life, among which organizational factors play a key role. One of the efforts to achieve greater competitiveness is to develop the organization's capacity for Organizational Intelligence. Organizational Intelligence is a critical component in organizational development because it enhances competitive advantage through improved performance within the organization. Strengthening Organizational Intelligence refers to the organization's ability to manage available intellectual resources and focus on achieving its mission [43].

In his research, McNeese-Smith (2016) demonstrated that the quality of Quality of Work Life has a significant positive relationship with Organizational Intelligence, as indicated by a Pearson correlation value (r) of 0.31 (significant at the 0.001 level). Employees with better Quality of Work Life contribute positively to better organizational development. Thus, it can be concluded that Quality of Work Life has a significant positive relationship with Organizational Intelligence. Meanwhile, in the study, Quality of Work Life had an effect of 24.5% on Organizational Intelligence, which is lower than McNeese-Smith's findings. Similarly, in the study conducted, the results showed that Quality of Work Life had an effect of 16% on Organizational Intelligence.



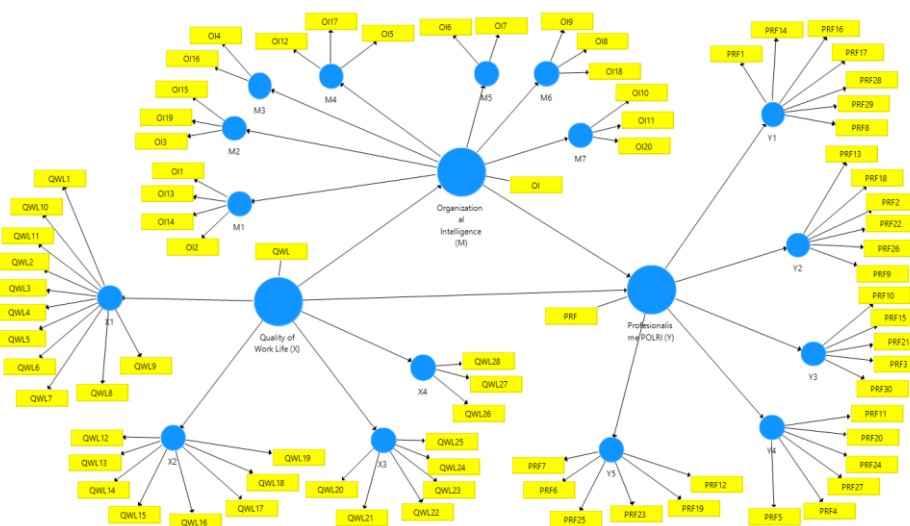


Fig1. Skema Model Least Square Parsial (PLS)

### The Influence of Organizational Intelligence on Professionalism

Based on the results of data analysis, it was found that there is no significant positive effect of Organizational Intelligence on professionalism among Ditlantas Polri personnel. This result is supported by a t-statistic value of  $1.106 < 1.96$  and a p-value of  $0.269 > 0.05$ . The magnitude of the effect of Organizational Intelligence on professionalism is only 0.058 (5.8%), which is considered insignificant, as the criteria for significance require a t-statistic  $> 1.96$  and a p-value  $< 0.05$ .

The findings of this study are not consistent with the, who argue that Organizational Intelligence requires the attitude of a leader who is attentive to the workflow of their personnel and capable of fostering unique communication collaboration, both internally and externally within the organization. The concepts of Organizational Intelligence can also be applied by observing organizational development as it seeks to enter target markets, preparing for the future by introducing innovations and designing organizations with distinctive value for organizational benefit. Such efforts, they argue, strongly influence professionalism in carrying out duties.

Also states that every police officer, as the bearer of police professionalism, must continuously take responsibility with full dedication to improve their expertise and knowledge of policing. In achieving professionalism within Polri, the role of organizational capability is highly significant. This

capability is referred to as Organizational Intelligence, which is the organization's ability to learn, manage knowledge, and apply it to effective decision-making while adapting to environmental changes. The implementation of law enforcement and community protection must remain grounded in police ethics norms of police behavior that serve as guidelines for carrying out duties in law enforcement, public order, and community security; police science the body of knowledge studied and applied by police officers to facilitate their tasks; and the appropriate professional attitude. These elements represent the embodiment of professionalism in policing.

In everyday life, the police are generally understood as officials who are actively engaged with and directly interact with the community. The police must be distinguished from ordinary citizens so that the public clearly understands that they can seek protection and submit complaints to the police. Police officers possess the authority to enforce rules and protect the community.

### The Influence of Quality of Work Life on Professionalism

Based on the results of data analysis, it was found that there is a significant positive effect of Quality of Work Life on professionalism among Ditlantas Polri personnel. This result is supported by a t-statistic value of  $18.033 > 1.96$  and a p-value of  $0.000 < 0.05$ . The magnitude of the effect of Quality of Work Life on professionalism is 0.749 (74.9%).

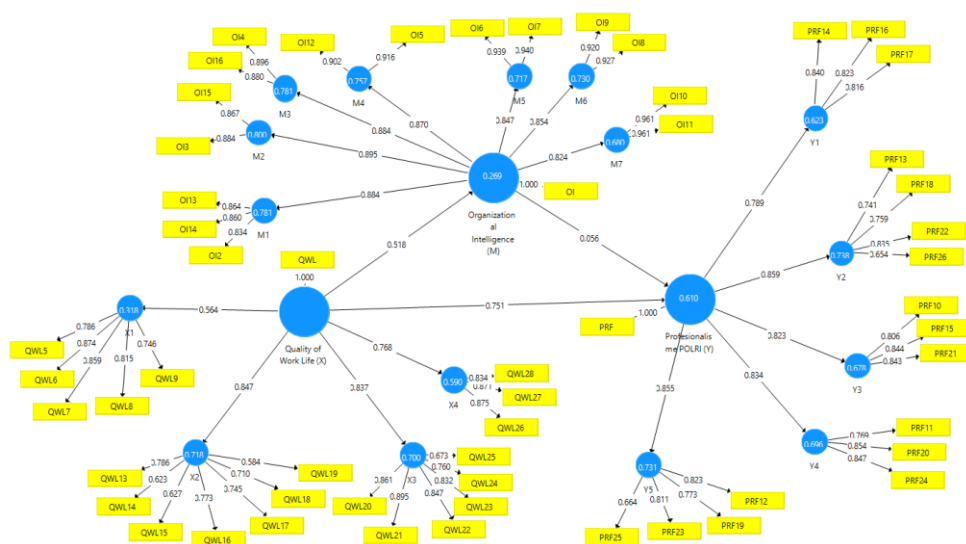


Figure 2. Model Iteration 2 (Running PLS Algorithm)

These findings are consistent with and support the opinions of experts as well as previous studies. Found a strong influence of Quality of Work Life on professionalism, which ultimately contributes to individual outcomes or performance. Furthermore, it was revealed that Quality of Work Life can be interpreted as the extent to which individuals are able to fulfill their essential needs while carrying out their duties as police personnel.

Previous research demonstrated that Quality of Work Life has a significant positive relationship with professionalism, as indicated by a Pearson correlation value ( $r$ ) of 0.31 (significant at the 0.001 level). Thus, it can be concluded that Quality of Work Life has a significant positive correlation with professionalism. Meanwhile, in Ellyasari's (2018) study, Quality of Work Life had an influence of 24.5% on professionalism, which is lower than McNeese-Smith's findings. Similarly, research conducted showed that Quality of Work Life had an influence of 16% on professionalism.

To be able to work and play an active role in carrying out the task of securing traffic order on the roads, a police officer is required to possess not only the necessary technical skills to perform the job but also ethical maturity, since policing is unpredictable work without time limits; whenever society requires police assistance, officers must be ready. Moreover, police officers serve communities that consist of diverse groups with varying statuses and interests, which often come into conflict with each other. Therefore, police personnel are expected to provide the best service according to their competencies, thereby being recognized as professional officers [44].

Professionalism is defined as the standard, quality, and behavior that characterize a profession or a professional person. A professional attitude is reflected in the courage to make decisions and the ability to address problems encountered [45]. This applies to all individuals, including police officers.

In everyday life, the police are generally understood as officials who actively serve and directly interact with the public. The police must be distinguished from ordinary

citizens, so that society clearly understands that it is to the police that they can turn for protection and to file complaints. Police officers hold the authority to enforce laws and protect the community. The implementation of law enforcement and community protection is expected to remain grounded in police ethics norms of police behavior that serve as guidelines in carrying out duties for law enforcement, public order, and community security; police science the body of knowledge studied and applied by police officers to facilitate their duties; and the appropriate professional attitude. These elements represent the embodiment of professionalism in policing.

### The Influence of Quality of Work Life on Professionalism with Organizational Intelligence as a Moderating Variable

Based on the results of data analysis, it was found that there is no significant positive effect of Quality of Work Life on professionalism with Organizational Intelligence as a moderating variable among Ditlantas Polri personnel. This result is supported by a  $t$ -statistic value of  $0.280 < 1.96$  and a  $p$ -value of  $0.780 > 0.05$ . The magnitude of the effect of Quality of Work Life on professionalism with Organizational Intelligence as a moderating variable is only 0.012 (1.2%), which is considered insignificant, as the criteria for significance are a  $t$ -statistic  $> 1.96$  and a  $p$ -value  $< 0.05$ .

The findings of this study do not support previous research or expert opinions, some of which have argued that individuals with a high Quality of Work Life are better able to fulfill their needs while also achieving organizational goals effectively and efficiently—an outcome that is assumed to be influenced by strong Organizational Intelligence. One of the efforts to achieve greater competitiveness is to develop the organization's capacity for Organizational Intelligence. Organizational Intelligence is a crucial component of organizational development, as it enhances competitive advantage through improved organizational performance. Enhanced Organizational Intelligence refers to an organization's ability to manage available intellectual resources and concentrate on achieving its mission.

Research conducted on 283 public sector employees in the United States found that employees with a high Quality of Work Life exhibit more positive work attitudes and are able to provide the best service to clients based on knowledge, thereby becoming more professional in carrying out their duties. Organizational Intelligence is considered the axis of long-term sustainability [46]. To ensure organizational sustainability and enable continued development, organizations must enhance Organizational Intelligence, as it is regarded as a central pillar for facing environmental shocks and ensuring future sustainability.

In the business environment, with long-term learning systems and a dedicated workforce, Organizational Intelligence has played a vital role in managing sustainable organizational excellence and competitiveness. Organizational Intelligence is defined as an organization's ability to learn, manage knowledge, and apply it to effective decision-making while adapting to changes in the business environment. Organizational Intelligence refers to the collective capacity within the organization, such as the intelligence of all members, which is directed toward achieving the mission. The importance of Organizational Intelligence lies in the fact that individual intelligence alone is insufficient to address future challenges. Organizational Intelligence also influences the behavior of managers and employees, while at the same time affecting organizational rules and resources (Iqbal & Nadeem, 2019), thereby influencing employee professionalism.

Although the results of the fourth hypothesis analysis indicate that there is no significant positive effect of Quality of Work Life on professionalism with Organizational Intelligence as a moderating variable among Ditlantas Polri personnel, this does not mean that the role of the moderating variable, Organizational Intelligence, should be ignored. The study found that there is an effect, but the influence is very small or insufficiently significant in moderating the relationship between Quality of Work Life and professionalism, particularly among the research subjects, who were predominantly male Ditlantas Polri personnel serving in field assignments outside the office

#### IV. CONCLUSIONS

Based on the results and discussion of this study, several conclusions can be drawn as follows:

1. There is a significant positive effect of Quality of Work Life on Organizational Intelligence. This result is supported by a t-statistic value of  $10.878 > 1.96$  and a p-value of  $0.000 < 0.05$ , with an effect size of 0.518 (51.8%).
2. There is no significant effect of Organizational Intelligence on professionalism. This result is supported by a t-statistic value of  $1.106 < 1.96$  and a p-value of  $0.269 > 0.05$ , with an effect size of 0.058 (5.8%).
3. There is a significant positive effect of Quality of Work Life on professionalism. This result is supported by a t-statistic value of  $18.033 > 1.96$  and a p-value of  $0.000 < 0.05$ , with an effect size of 0.749 (74.9%).
4. There is no significant effect of Quality of Work Life on professionalism with Organizational Intelligence as a

moderating variable. This result is supported by a t-statistic value of  $0.280 < 1.96$  and a p-value of  $0.780 > 0.05$ , with an effect size of 0.012 (1.2%).

Based on data analysis and research findings, several suggestions can be proposed, including:

#### 1) For the research subject (Ditlantas Polri).

Based on the results and conclusions, the author suggests that Ditlantas Polri leadership should further improve the Quality of Work Life of its personnel. The study found that Quality of Work Life has a positive and significant effect on both Organizational Intelligence and professionalism, either partially (individually) or directly. Quality of Work Life can be used as a means of achieving personnel satisfaction, for instance, by providing rewards that are aligned with the performance delivered by personnel. Some important aspects that leaders should pay attention to in improving Quality of Work Life, based on data analysis, are as follows: the indicators or items of Quality of Work Life with the highest factor loadings in forming the variable were QWL20 (0.895) and QWL21 (0.861). The respective statements for these items are: QWL20 ("Rewards in accordance with employees' living standards") and QWL21 ("Rewards in accordance with wage standards").

#### 2) For future researchers.

Future researchers examining similar issues should be more thorough and meticulous in exploring the theories related to the variables under study, namely Quality of Work Life, Organizational Intelligence, and professionalism. They should address existing limitations and expand on areas not covered in this research as an alternative approach to enhancing the understanding of police professionalism, so that improvements can be made and better results can be achieved in future studies.

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