

Effect of Workload and Position Mutations on Performance with Work Motivation as An Intervening Variable at Bintara Polri Polres West Lombok

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Abstract

The purpose of this study was to determine and analyze the effect of workload and job transfers on performance with work motivation as an intervening variable at Bintara Polri Polres Lombok Barat. The research population was members of the West Lombok Police and Sub Satker (Polsek) of 808 people. The technique of determining the sample used purposive sampling so that 89 people were obtained as respondents. The research instrument used questionnaires as well as several other data collection methods such as observation, interviews and literature and analysis methods using descriptive analysis and inferential analysis with Structural Equation Model-Partial Least Square (SEM-PLS) analysis. The results showed that workload had a negative effect and significant to performance, position mutations have a positive and significant effect on performance, workload has a negative and significant effect on work motivation, position mutations have a positive and significant effect on work motivation, work motivation has a positive and significant effect on performance, workload has a negative and significant effect on performance with motivation as an intervening variable and position mutations have a positive effect on performance with motivation as an intervening variable at Bintara Polri Polres Lombok Barat. The implication of the research is the need for an evaluation in assigning tasks to members in order to maintain performance results and transfer of positions at Bintara Polri Polres Lombok Barat needs to be carried out regularly in order to improve the performance of members and eliminate feelings of boredom in carrying out tasks both at Satker Polres Lombok Barat and Sub Satker (polsek).

Keywords *Workload, Job Changes, Motivation and Performance*

INTRODUCTION

The National Police in carrying out their duties is divided into units in the provinces, districts/cities and sub-districts. Where the Regional Police, abbreviated as Polda or units at the Provincial level, Resort Police, abbreviated as Polres, are units at a certain Regency/City/Region level by overseeing several Sub Satkers called the Sector Police (Polsek) which are at the sub-district level. This is one of the efforts to provide services and a sense of security to the community. Sas expressed by Arif, M (2021), that Polri is tasked with carrying out police duties throughout Indonesia, namely maintaining public order and security, enforcing the law and providing protection, protection and service to the community. Therefore, the National Police plays a role as a Law Enforcement Institution and maintainers of kamtibmas in Indonesia. The professionalism of Polri's performance in law enforcement is a real benchmark and can be felt by the public so that the implementation of the mandate of Law Number 2 of 2002 must be followed by moral integrity and high dedication, discipline and professionalism of Polri members in carrying out the tasks assigned to them properly and responsibly. Prawiro (2020), states that performance is the result of work in quality and quantity



achieved by an employee or group of people in carrying out their functions in accordance with the responsibilities given to them.

Specifically for Polri's performance, currently the level of public trust in Polri's performance is still not optimal as expected by the public, especially in the settlement of criminal acts. Observing data from the Professional and Security Section of the West Lombok Police from 2019-2021 there were 8 (eight) public complaints stating that the current lack of performance by the Police is suspected of having a strong impression in the community that the Police are unresponsive, discriminatory and less professional in handling public reports and there are still individuals who have impolite and dishonorable behavior in service. The less than optimal performance of the National Police is in line with the results of the initial survey in this study. Likewise, there are indications of cultural diversity, ethnicity, religion, as well as a shift in the noble values of Pancasila in the life of some people in the nation and state into the potential to create social conflict in society, of course it will add to the burden of Polri's duties so that it can affect their performance. The level of performance, especially in the settlement of criminal cases at the West Lombok Police, is presented in Table 1 as follows:

Table 1 Data on the Number of Crimes, Settlement of Crimes and Achievements in 2019 – 2021

No	work unit			2019			2020			2021		
				JPT	PTP	%	JPT	PTP	%	JPT	PTP	%
1	Lobar	Police	Criminal	344	240	70	274	218	80	279	227	81
2	Sekotong	Police	Criminal	58	30	52	26	20	77	14	14	100
3	Sheet	Police	Criminal	32	10	31	35	29	83	14	12	86
4	The Criminal Investigation Unit of the Lembar Port Area	Police		6	3	50	15	10	67	2	2	100
5	Gerung	Police	Criminal	106	32	30	85	66	78	64	61	95
6	Kediri	Police	Criminal	84	39	46	62	33	53	63	38	60
7	Labuapi	Police	Criminal	67	10	15	41	19	46	25	6	24
8	Batu Layar	Police	Criminal	129	53	41	58	52	90	79	66	84
Total				826	417	50	596	447	75	540	426	79

Source: West Lombok Police Criminal Investigation Unit (2022)

Table 1 shows that in the period 2019-2021 the performance quality of the West Lombok Police Criminal Investigation Unit and the ranks of the Police Criminal Investigation Unit were still not optimal in solving crimes or achieving targets for completing crimes. In 2019 there were 826 reports of criminal acts with settlements of 417 cases (50%). Data for 2020 shows a decrease in the number of reports of criminal acts by 596 with a settlement rate of 477 cases (75%) and in 2021 there are 540 reports of criminal acts with completion of 426 cases (79%). The performance of the West Lombok Police Criminal Investigation Unit and the ranks of the Police Criminal Investigation Unit are said to be successful if the number of criminal acts received can be resolved without any unresolved crimes. This is because the West Lombok Police Criminal

Investigation Unit and the Polsek Criminal Investigation Unit are faced with problems of inefficiency, ineffectiveness, lack of professionalism and a lack of human resources with the competencies needed to carry out their duties.

METHODS

This study used a quantitative approach, in which the study population was all members of the West Lombok Police, the Sub Satker (polsek) totaling 808 people from the West Lombok Police and the Sub Satker (polsek). The sampling technique used in this study was proportionate stratified sampling, namely random sampling from each population unit by taking into account the size of the population sub-work units. Based on the slovin formula, the samples obtained in this study were 89 people. The number of respondents is considered to represent the state of the population as a whole. In addition, data were also obtained from previous research, literature, and journals related to the research problem. The sampling technique was carried out by stratified proportion sampling. Questionnaires that have been tested for validity and reliability were given to 89 respondents. The data analysis method used includes descriptive analysis and inferential analysis using Structural Equation Model-Partial Least Square (SEM-PLS) analysis.

RESULTS AND DISCUSSION

Hypothesis test

Hypothesis testing includes direct effects testing for hypotheses 1 to 5 and indirect effects testing for hypotheses 6 and 7. Hypothesis testing was carried out through a t-statistic test with an alpha level of 0.05 (5%) or t-table 1.96. If the value of the t-statistic > t-table (1.96), this means that the test results are significant, whereas if the t-statistic \leq t-table, it means that the test is not significant. For the purposes of statistical testing, the data is shown in Table 5.13 as follows.

Table 2 Statistical Testing Path Analysis

Path Coefficient Between Variables	Original Sample (O)	Sample Means (M)	STADEV standard deviation	T-Statistics	P Values	Criteria
Workload (X1) → Member Performance (Y)	-0.098	-0.094	0.039	2,479	0.013	Significant
Position Transfer (X2) → Member Performance (Y)	0.446	0.448	,0,093	4,773	0.000	Significant
Workload (X1) → Work Motivation (Z)	-0.197	-0.198	0.068	2,888	0.004	Significant
Position Transfer (X2) → Work Motivation (Z)	0.799	0.798	0.051	15,717	0.000	Significant
Work Motivation (Z) → Member Performance (Y)	0.499	0.497	0.101	4,949	0.000	Significant



Workload (X1)→Work Motivation (Z) → Performance Member (Y)	-0.099	-0.101	0.045	2,170	0.030	Significant
Position Transfer (X2)→Work Motivation(Z) → Member Performance (Y)	0.399	0.395	0.080	4,982	0.000	Significant

The results of testing the influence analysis between the variables above can also be presented in the form of the model as follows.

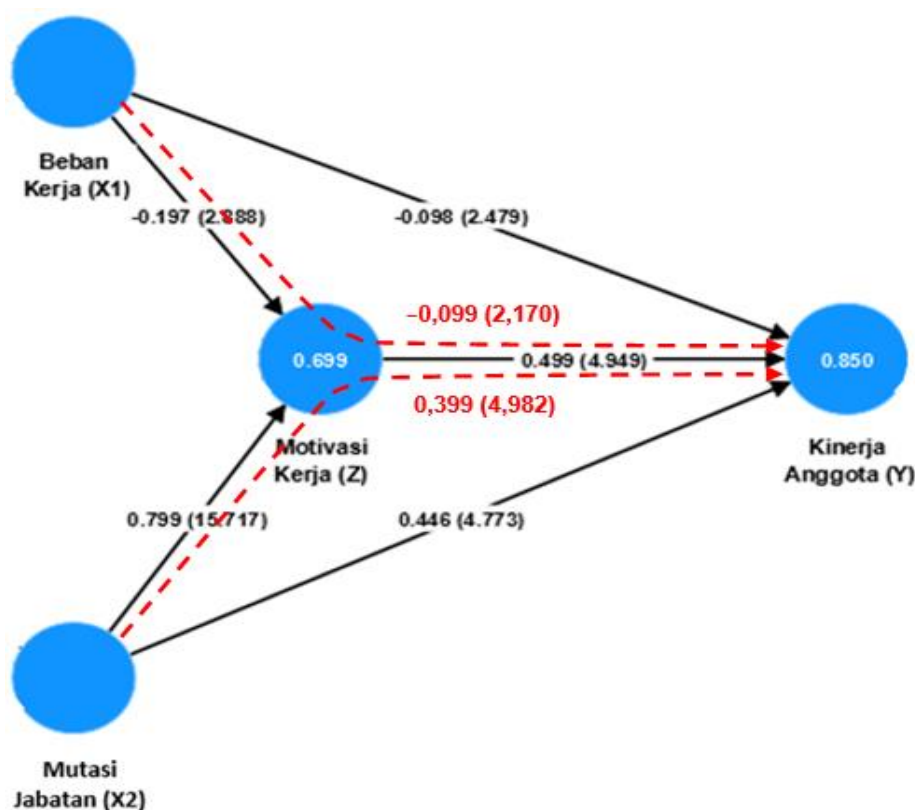


Figure 2 Statistical Test Results

Discussion of research results in this case is intended to juxtapose research findings with previous studies.

The Influence of Workload on Performance at Bintara Polri West Lombok Police

Based on the results of this study, it shows that workload has a negative and significant effect on the performance of members of the Bintara Polri Polres Lombok Barat. Thus, H1 in this study is accepted. This can be seen from the test results which show that workload has a negative effect of -0.098 on performance and the relationship is significant at the 0.05 level because the t-statistic value is > 1.96 which is equal to 2.479. The most powerful

indicator affecting workload is the use of working time (X1.3), followed by work standards (X1.4), working conditions (X1.2), and targets to be achieved (X1.1). This shows that the workload given to the Bintara Polri Polres Lombok Barat and the Sub Satker (polsek) has a relatively high influence on the performance of the Bintara Polri Polres Lombok Barat and their Sub Satkers. Thus, in this study it can be explained that the workload is above normal in that the time used to complete the work is greater than the available working hours or the volume of work exceeds the ability of the work resulting in a decrease in the quality or quantity of performance at the Bintara Polri Polres Lombok Barat. These results are in line with Rindorindo's research findings *et al.*, (2019), which states that workload has a negative and significant effect on performance. The same thing was also expressed by Layuk *et al.*, (2019) and Tumini *et al.* (2022), that workload has a negative and significant effect on performance. So that the findings of this study can strengthen the findings of previous researchers.

The influence of position mutations on performance at the Bintara Polri Polres West Lombok

Based on the results of the study, it was shown that position mutations had a positive and significant effect on the performance of Bintara Polri Polres Lombok Barat. Thus, H2 in this study is accepted. This can be seen from the results of hypothesis testing which shows that position mutations have a positive effect of 0.466 on performance and the relationship is significant at the 0.05 level with an s-statistic value > 1.96 which is equal to 4.773. The most powerful indicator influencing job transfers is experience (X2.1) followed by responsibility (X2.5), skills (X2.4), needs (X2.3) and knowledge (X2.2). This shows that the position mutation at the Bintara Polri Polres Lombok Barat has an effect on the performance of the Bintara Polri Polres Lombok Barat. Thus, in this study, job transfers in general have a driving factor in improving the performance of Bintara Polri, West Lombok Police. The results of this study are in line with the findings of Bou's research *et al.*, (2022), Yusmanto & Nurwanah (2020) and Malikhah *et al.*, (2021) in their research obtained the result that mutations have a positive and significant effect on performance. Hudiya, *et al.*, (2022), in his research stated that position mutations have a positive and significant effect on performance. As well as research conducted by Balatif, *et al.*, (2022), states that position mutations have a positive and significant effect on performance. So that the findings of this study can strengthen the findings of previous researchers.

The effect of workload on work motivation at the Bintara Polri West Lombok Police

Based on the results of the study, it showed that workload had a negative and significant effect on work motivation at the West Lombok Police Commissioner's Office. Thus, H3 in this study is accepted. This can be seen from the test which shows that workload has a negative effect of -0.197 on work motivation at the Bintara Polri Polres Lombok Barat and the relationship is significant at the 0.05 level, with a t-statistic value > 1.96 which is equal to 2.888. This shows that workload has a negative and significant influence on work motivation at the West Lombok Regional Police Commissioner's Office. This means that the



higher the workload received by the Bintara Polri Polres West Lombok, the lower the motivation felt by the Bintara Polri Polres Lombok Barat.

Workload refers to all activities involving members, the time required to carry out tasks and work either directly or indirectly, workload can be measured by the total time required to complete certain tasks. If a worker is able to complete and adapt to a given number of tasks, then this does not become a workload. However, if the worker is not successful, the tasks and activities become a workload even though they are motivated by not having a positive impact on the performance produced by the Bintara Polri Polres Lombok Barat. This research is in line with Johari's research findings *et al.*, (2018), the higher the workload, the lower the work motivation. Conversely, the lower the workload, the higher the work motivation. However, this is not in line with the results of research conducted by Balatif, *et al.*, (2022), which shows that work motivation has a positive and significant effect on performance. In line with what was expressed by Layuk, *et al.*, (2019) and Hardono *et al.*, (2019), where the results of the study show that workload has a positive and significant effect on work motivation. So, the findings of this study support the findings of Johari *et al.*, (2018).

The influence of position mutations on work motivation at the Bintara Polri Polres West Lombok

Based on the results of the study, it showed that position mutations had a positive and significant effect on work motivation at the Bintara Polri Polres Lombok Barat. Thus H4 in this study is accepted. This can be seen from the test which shows that position mutations have a positive effect of 0.799 on work motivation at Bintara Polri Polres Lombok Barat and the relationship is significant at the 0.05 level, with a t-statistic value > 1.96 which is equal to 15.717. This shows that position mutations have a positive and significant effect on work motivation at the West Lombok Police Commissioner's Office. This means that the position mutation carried out by the bearer of the human resources function for the Bintara Polri Polres West Lombok, the higher the motivation felt by the Bintara Polri Polres Lombok Barat.

Position mutation is a change in the status of the West Lombok Police commissioner in the organizational structure horizontally and vertically, position mutations can increase performance productivity and provide stimulation in advancing to a higher career and eliminating boredom / boredom with work that has long been carried out so that the West Lombok Police Commissioner in Chief requires deep attention from the bearer of the human resource function. This research is in line with the findings of Bou's research *et al.*, (2022) and Firman, *et al.*, (2022), the results of the study show that position mutations have a positive and significant effect on work motivation. So that the findings of this study can strengthen the findings of previous researchers.

The effect of work motivation on performance at the Bintara Polri West Lombok Police

Based on the results of the study, it shows that work motivation has a positive and significant effect on performance at the Bintara Polri Polres Lombok Barat. Thus, H5 in this study is accepted. This can be seen from the test which shows that work motivation has a

positive effect of 0.499 on the performance of Bintara Polri Polres Lombok Barat and the relationship is significant at the 0.05 level with a t-statistic value > 1.96 which is equal to 4.949. A strong indicator influencing work motivation is the need for affiliation (Z.2), followed by the need for competence (Z.3), the need for achievement (Z.1) and the need for power (Z.4). This shows the higher the power-motivation factor and hygiene factors owned by Bintara Polri Polres Lombok Barat can stimulate and encourage work more actively, efficiently and effectively to achieve organizational goals.

Motivation is one of the things that influence human behavior. Motivation is also known as a mover, desire, supporter or need that can arouse and motivate people to reduce and satisfy their impulses so that they can act and act according to their wishes. This research is in line with Hakman's research findings *et al.*, (2023), Nurmawati *et al.*, (2023), Lioni., (2021) and Latuk, *et al.*, (2019), whose research results show that work motivation has a positive and significant effect on performance. so that the findings of this study can strengthen the findings of previous researchers.

The influence of workload on performance with work motivation as an intervening variable at the West Lombok Regional Police Chief of Police

Based on the results of this study, it shows that workload has a negative and significant effect on performance with work motivation as an intervening variable at Bintara Polri Polres Lombok Barat. Thus, H6 in this study is accepted. This can be seen from the test results which show that workload has a negative effect of -0.099 on the performance of work motivation as an intervening variable and the relationship is significant at the 0.05 level because the t-statistic value is > 1.96 which is equal to 2.170. The test results prove that work motivation is negative and significantly unable to mediate the influence of workload on the performance of the West Lombok Police Commissioner of Police. This means that the greater the workload, the lower the work motivation and the performance produced is not optimal by the Bintara Polri Polres Lombok Barat. *et al.*, (2022), have looked at the role of motivation between workload and performance. The findings show that work motivation is not able to mediate workload and employee performance. In line with what was expressed by Cahyani, ML (2022) and Turmini *et al* (2022), where the results of the study show that workload does not affect performance through work motivation.

The influence of position mutations on performance through work motivation at the Bintara Polri West Lombok Police

Based on the results of this study, it shows that position mutations have a positive and significant effect on performance with work motivation as an intervening variable at Bintara Polri Polres Lombok Barat. Thus, H7 in this study is accepted. This can be seen from the test results which show that job mutations have a positive effect of 0.399 on the performance of work motivation as an intervening variable and the relationship is significant at the 0.05 level because the t-statistic value is > 1.96 which is equal to 4.773. The test results prove that work motivation positively and significantly mediates the influence of position mutations on the performance of Bintara Polri, West Lombok Police. This means that with work motivation,



the position mutations carried out can improve the performance of Bintara Polri West Lombok Police. *et al.*, (2022) explained that mutations have a positive and significant effect on performance through motivation. so that the findings of this study can strengthen the findings of previous researchers.

CONCLUSION

Based on the description and results of the research, several conclusions can be put forward as follows, workload has a negative and significant effect on the performance of the Bintara Polri Polres Lombok Barat, thus the first hypothesis proposed is proven and the hypothesis is accepted. That is, the higher the workload received will reduce the performance of the Bintara Polri West Lombok Police. If improving the performance of the Bintara Polri Polres Lombok Barat, an evaluation of two factors can be carried out, namely external factors and internal factors. For external factors that need attention such as the physical work environment, biological work environment, and psychological work environment and for internal factors that need attention such as psychological factors (motivation, perception, belief, desire and satisfaction). Furthermore, position mutations have a significant positive effect on performance at the Bintara Polri Polres Lombok Barat. Thus the second hypothesis proposed is proven and the hypothesis is accepted. This means that the transfer of positions at the West Lombok Police and Sub Satker (polsek) is not assumed to be a form of sanction by members but as a form of appreciation or attention from the leadership or the West Lombok Police Satker for the dedication of the performance of members and from field observations that position mutations are highly expected by members who have long served in one function to eliminate boredom or boredom and to improve abilities in functions that have never been done / as a form of challenge in new assignments. The workload has a negative and significant effect on work motivation at the Bintara Polri Polres Lombok Barat. Thus, the third hypothesis proposed is proven and the hypothesis is accepted. It means. The higher the workload received by members; it can significantly reduce work motivation at the Bintara Polri Polres Lombok Barat. This can be seen from the workload felt by members with minimal work completion time resulting in a decrease in psychology or confidence in their abilities and to increase work motivation at the Bintara Polri Polres Lombok Barat it is necessary to evaluate the workload given by paying attention to the level of ability to receive workload or assignments and work motivation in this not only providing compensation or benefits but in office but reward for performance and dedication in carrying out tasks. Position mutations have a positive and significant effect on work motivation at the Bintara Polri West Lombok Police. Thus, the fourth hypothesis proposed is proven and the hypothesis is accepted. That is, by periodically transferring positions within the West Lombok Police, it can encourage the West Lombok Police Officers to get rid of boredom in the task. And as a form of stimulation / encouragement to Bintara Polri Polres Lombok Barat to compete in showing quality work results in accordance with their abilities and as a form of appreciation with the resulting performance results. Work motivation has a positive and significant effect on performance at the Bintara Polri Polres Lombok Barat. Thus, the fifth hypothesis proposed is proven and the hypothesis is accepted. Workload has a negative and

significant effect on the performance of members with work motivation as an intervening variable for the Bintara Polri at the West Lombok Police Station. Thus, the sixth hypothesis proposed is proven and the hypothesis is accepted. That is, the high workload felt by members will reduce their performance even though there is encouragement or motivation, this is due to loss of confidence in the ability to complete a job in a short period of time such as disclosure of criminal acts that require the ability to carry out investigations and investigations as well as inadequate support or facilities so that the output produced is not as expected. Position mutations have a positive and significant effect on the performance of members with work motivation as an intervening variable for the Bintara Polri at the West Lombok Police Station. Thus, the seventh hypothesis proposed is proven and the hypothesis is accepted. This means that position mutations can improve member performance, either indirectly or directly without going through work motivation. So that the transfer of positions within the West Lombok Regional Police is a form of attention and appreciation by the satker leadership to improve the performance of its members.

Based on the results of the research and discussion that refers to respondents' perceptions of workload, job transfers and work motivation at the West Lombok Police Headquarters Police, there are suggestions that can be put forward by researchers, namely, to improve the abilities of the West Lombok Police Commissioner of Police so that the leadership in this case pays attention to the human resources that exist in each satker and sub-satker of the West Lombok Police and explore every potential possessed by members and place functions according to their abilities. Furthermore, in order to carry out the human resources function at the West Lombok Police Satker to carry out an evaluation related to the National Police Officer who holds the position of Inspector or echelon IVB, and implement the decision of the Chief of Police Number: Kep/1349/IX/2022 as an initial requirement in the recruitment of Bintara Polri to occupy the position of Inspector or echelon IVB. As well as conducting assessments before occupying certain positions. The next suggestion is to improve the ability of each member to provide protection, protection and service to the community so that the leadership of the Lombok Barat Police to evaluate it thoroughly and not disregard the rules that have been determined, such as the decision of the National Police Chief Number: Kep/1349/IX/2022 concerning the status of superintendents within the Republic of Indonesia National Police, as one of the motivations for the Bintara Polri in occupying positions so that the Bintara Polri who already has the ability and legality of education can be utilized by the Polri institution and implemented in carrying out their duties. In order for the leadership of the West Lombok Police Sarker and sub-works units to provide motivation or encouragement to the Non-Commissioned Officers who have finished carrying out education for the formation of National Police officers at the West Nusa Tenggara Regional Police School of Police to continue their education to higher education as one of the human resource development programs according to psychology and capabilities so that they can be placed according to their functions. To form and develop capabilities in improving the performance of non-commissioned officers for the West



Lombok Regional Police so that each member is encouraged to take part in training and development functions and to place a function on the basis of performance evaluation.

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