

Performance is Assessed In Terms of Workload, Leadership, Competence and Training

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ABSTRACT.

This study aims to understand and explain the influence of workload, leadership, competence, and training on the performance of employees of the Criminal Investigation Unit of Surakarta Police Department. The population of this study is the Criminal Investigation Unit of Surakarta Police Department, consisting of 102 people, and the sample consists of 52 people using a simple proportion sampling technique. Data was collected using a questionnaire. The data analysis technique used the Multiple Linear Analysis method. The results of the study show that workload, leadership, competence, and training contribute 80.5% to performance, while the remaining 19.5% is explained by other variables not included in this study. The suggestion from this study is that the employees of the Criminal Investigation Unit of Surakarta City Police can improve their competence and training, as well as leadership, which is able to manage employee workloads to achieve optimal performance results for the Criminal Investigation Unit of Surakarta City Police.

Keywords: *performance, workload, leadership, competence and training, employees*

INTRODUCTION

One factor that must be considered by any agency is human resources, namely the people or individuals who contribute energy, talent, creativity, and effort for the advancement of the organization in question. Therefore, every organization or company is required to always pay attention to this aspect, not just the technological and economic aspects of every endeavor. Human resources are the most important organizational asset and make other organizational resources work. The most important resource for an organization is the people who contribute their energy, talent, and creativity to the organization. Therefore, the performance of an organization, whether a business organization or a government organization, is inseparable from individual performance.

The Indonesian National Police, abbreviated as Polri, is a state apparatus that plays a role in maintaining public security and order, enforcing the law, and providing protection, guidance, and services to the community in order to maintain domestic security. One of the determining factors for the success or failure of an organization is the Human Resources (HR) factor. The competitive advantage of an organization is largely determined by the quality of its human resources. Human resource management must be carried out comprehensively within the framework of a strategic, integrated, interrelated, and unified human resource management system. Organizations desperately need competent workers/human resources, possessing the specific competencies needed to support the successful implementation of their work.

The performance of Indonesian National Police (Polri) members is crucial in achieving the goals set out in the police force's vision and mission. The Indonesian National Police (Polri) utilizes performance as a strategic instrument to measure its members' ability to carry out their duties in accordance with the laws governing them. The performance of Polri members is regulated in Article 13 of Law Number 2 of 2002 concerning the Police, which includes maintaining public security and order, enforcing the law, and providing protection, guidance, and service to the community.

Another factor that can affect performance is workload, which is the difference between an employee's capacity or ability and the demands of the job they must face (Kurniawan et al., 2024). In carrying out their work as a leader, each employee faces a burden. Workload is the requirement to complete excessive tasks, usually within a limited timeframe. Therefore, leaders should assign workloads that are appropriate and aligned with the main duties and functions of each employee, not exceeding the established requirements (Suriadi, Putri & Sandria, 2023).

The existence of the Chief of Police at the regional level, whether the Chief of Police or the Chief of Police must have the ability and maximize the role and function in developing the personnel they lead, also based on a standardized and strong police culture, in achieving work performance. The determinant of the creation of optimal work results, it must be fully supported by the presence of a leader who cares in managing his personnel, which in turn will bring productive work results for the Police Resort/Polsek. Leadership in the police uses a chain of command, but is still based on coaching and protecting and motivating members to continue working, serving the State and achieving. This means that leadership leads members to work professionally and have high performance as expected in the vision of the Republic of Indonesia Police, namely "The realization of excellent public security and order services, the enforcement of law and domestic security, and the establishment of proactive police synergy." (Mahyudin & Azhari, 2021)

Institutions will thrive and survive in a competitive environment if supported by competent employees in their respective fields, thereby driving performance to achieve institutional goals. This is evident in the National Police Chief Regulation No. 16 of 2011 concerning the Performance Evaluation of State Employees in the Indonesian National Police. The performance management system is one of many policies created by the National Police leadership to improve personnel service and performance. One of the objectives of this National Police Chief Regulation is to improve the performance of competency-based Indonesian National Police employees (Sihite, Nasution & Asnora, 2024).

Employee performance is determined by their competencies. Competence and performance are key to achieving optimal organizational performance. Organizations require competent and professional human resources to achieve their vision and be able to carry out their mission. Human resource competence and performance relate to the authority of each employee to carry out tasks or make decisions in accordance with their role in the organization, which is in accordance with their expertise, knowledge, and abilities.

Human resource competency and performance must be able to support the implementation of organizational strategies to achieve optimal results. Employee competencies must support the organization's existing performance systems in the face of increasingly competitive work environments. High competency will influence employee performance. High employee performance will significantly impact overall organizational performance (Hidayat & Agustina, 2020).

In accordance with Law No. 2 of 2002 concerning the Indonesian National Police, Article 13 states that the main duties of the Indonesian National Police are to maintain public security and order, enforce the law, and act as protectors, guardians, and servants of the community. With this law, the Surakarta Police Criminal Investigation Unit, which is part of the Indonesian National Police organization, must be able to provide the best service for the people of Surakarta to create security, safety, order, and smoothness throughout the jurisdiction of the Surakarta Police. Especially in the current post-reform era, where the people of Surakarta City are increasingly critical and demand that the Indonesian National Police personnel in the Surakarta Police Criminal Investigation Unit be more professional in serving the community. Problems that occur due to the diverse character of human resources owned by the Surakarta Police Criminal Investigation Unit and the mismatch between the workload and the capabilities of human resources can result in the work being given being of poor quality.

The poor performance of Surakarta Police Criminal Investigation Unit employees in carrying out tasks that are not commensurate with their workload can also result in poor agency performance. Therefore, appropriate workload allocation that aligns with employee capabilities is crucial because it can impact Polri performance. A high workload can lead to fatigue among Polri personnel, including physical, mental, and emotional exhaustion. This condition will lead to a decline in the performance of Polri personnel in the Surakarta Police Criminal Investigation Unit.

One way organizations improve the performance of their personnel is through training programs tailored to the needs of field personnel in completing tasks (Guntoro, Taufiq & Suhardi, 2024). Training is a method that supports employees in becoming more professional, in line with the company's goals. Training is a process designed to enhance technical knowledge and skills as well as improve employee performance (Susilowati, Ratnasari & Nasrul, 2020).

The leadership problem faced by the Criminal Investigation Unit of the Surakarta Police is that it is still not optimal in terms of coordination regarding programs and division of work so that it will cause misunderstandings which of course can lead to chaos, leaders who do not respect subordinates so that it will bring social jealousy among existing unit members. The number of personnel in the Criminal Investigation Unit of the Surakarta Police is quite large with various types of different competencies, causing insufficient personnel competency and positions held that do not match the tasks carried out daily so that the employee performance assessment is still less effective. Data shows that employees who match competencies are 37.89% and 62.11% do not match competencies. The personnel training of the

Criminal Investigation Unit of the Surakarta Police which is still not running optimally, especially for certain special case training, causes the unit's performance to be less than optimal.

RESEARCH METHODS

This research uses a quantitative descriptive approach. In this quantitative descriptive study, the author focuses on the influence of workload, leadership, competence, and training on the performance of employees of the Surakarta Police Criminal Investigation Unit. This study aims to examine the influence of workload, leadership, competence, and training on the performance of employees of the Surakarta Police Criminal Investigation Unit.. This research was conducted at the Surakarta Police Criminal Investigation Unit. The research period was conducted for one month, namely in February 2025. The location was chosen with the consideration that the Surakarta Police Criminal Investigation Unit had never been used for similar research and the less than optimal performance of the employees. The population used in this study were 102 employees at the Surakarta Police Criminal Investigation Unit. The sample taken in this study was 52 employees at the Surakarta Police Criminal Investigation Unit. In this study, the sampling technique used was nonprobability sampling with the technique taken, namely simple random sampling with a simple proportion approach, so that the sample used in this study amounted to 52 people.

RESULTS AND DISCUSSION

Table 1 Multiple Linear Regression Results1

No	Variables	Unstandardized B	Information
1	(Constant)	4,389	Positive
2	Workload	.666	Positive
3	Leadership	.192	Positive
4	Competence	.453	Positive
5	Training	.029	Positive

Source: Primary Data processed in 2025

Based on the table above, it can be seen that the regression equation formed is:

$$Y = 4.389 + 0.666 X_1 + 0.192 X_2 + 0.453 X_3 + 0.029 X_5$$

From this equation it can be explained that:

a. Constant (a)

The constant value of 4.389 indicates that the variables Workload, Leadership, Competence and Training if the value is 0 then the Performance of the Surakarta Police Criminal Investigation Unit has a Performance level of 4.389.

b. Workload Coefficient (b₁)

The Workload coefficient value or Workload variable (β₁) is 0.666 with a positive value. This means that for every 1x increase in Workload, the Performance of the Surakarta Police Criminal Investigation Unit will increase by 0.666, assuming other variables remain constant.

b. Leadership Coefficient (b2)

The Leadership coefficient or Leadership variable (β_2) is 0.192 with a positive value. This means that for every one-fold increase in Leadership, the Performance of the Surakarta Police Criminal Investigation Unit will increase by 0.192, assuming other variables remain constant.

c. Competency Coefficient (b3)

The Competency Value or Competency variable (β_3) is 0.453 with a positive value. This means that for every 1-fold increase in Competency, the Performance of the Surakarta Police Criminal Investigation Unit will increase by 0.453, assuming other variables remain constant.

c. Training Coefficient (b4)

The Training Value or Training variable (β_3) is 0.029 with a positive value. This means that for every 1-fold increase in Training, the Performance of the Surakarta Police Criminal Investigation Unit will increase by 0.029, assuming other variables remain constant.

Model Feasibility Test

Table 2. Model Testing Results

Model	F count	Ftable	Sig.	Standard	Information
Regression	54,708	2.79	0,000	0.05	Eligible Model

Source: Primary Data processed in 2025

From the results of the model feasibility test, $F_{count} > F_{table}$ of $54.708 > 2.79$ was obtained with a significance of 0.000, meaning that this analysis is significant with a significance level of less than 0.05, so H_0 is rejected and H_a is accepted. In other words, there is a simultaneous and significant influence between Workload, Leadership, Competence and Training on the Performance of the Surakarta Police Criminal Investigation Unit and meets the feasibility test for the model.

Hypothesis Testing

Table 3. Hypothesis Testing Results

Hypothesis	thitung	table	Sig.	Standard	Information
H1	3,174	>2,006	.003	0.05	H_a Accepted
H2	3,167	>2,006	.009	0.05	H_a Accepted
H3	2,318	>2,006	.025	0.05	H_a Accepted
H4	2,404	>2,006	.038	0.05	H_a Accepted

Source: Primary Data processed in 2025

Based on the results of the t-test in the table above, it can be explained in the following form:

- a. The Influence of Workload on the Performance of the Surakarta Police Criminal Investigation Unit

The Workload variable has a calculated t value > t table (3,174 > 2.006) and significance 0.003 < 0.05, then Ho is rejected and Ha is accepted. It can be concluded that there is a positive and significant influence of Workload on the Performance of the Surakarta Police Criminal Investigation Unit

- b. The Influence of Leadership on the Performance of the Surakarta Police Criminal Investigation Unit

The Leadership variable has a t-value > t-table (3.167 > 2.006) and a significance of 0.009 < 0.05, so Ho is rejected and Ha is accepted. It can be concluded that there is a positive and significant influence of Leadership on the Performance of the Surakarta Police Criminal Investigation Unit.

- c. The Influence of Competence on the Performance of the Surakarta Police Criminal Investigation Unit

The Competence variable has a calculated t value > t table (2.318 > 2.006) and a significance of 0.025 < 0.05, so Ho is rejected and Ha is accepted. It can be concluded that there is an influence of Competence on the Performance of the Surakarta Police Criminal Investigation Unit.

- d. The Influence of Training on the Performance of the Surakarta Police Criminal Investigation Unit

The Training variable has a calculated t value > t table (2.404 > 2.006) and a significance of 0.038 < 0.05, so Ho is rejected and Ha is accepted. It can be concluded that there is a positive and significant influence of Training on the Performance of the Surakarta Police Criminal Investigation Unit.

Coefficient of Determination Test (R²)

Table 4. Results of the Determination Coefficient

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Information</i>
1	.906a	.820	.805	Eligible Model

Source: data processing

Based on the calculation results, the adjusted R square value was 0.805. This means that the variables Workload, Leadership, Competence, and Training contributed 80.5% to Performance, while the remaining 19.5% was explained by other variables not included in this study.

Discussion

1. The Influence of Workload on the Performance of the Surakarta Police Criminal Research Unit

The Workload variable has a calculated t value > t table (3,174 > 2.006) and significance 0.003 < 0.05, then the workload has a positive and significant effect on the performance of the Surakarta Police Criminal Research Unit

The results of the study on Workload have a positive and significant effect on the Performance of the Surakarta Police Criminal Research Unit in line with Research conducted by 1. Kurniawan, et.al. (2024); Suriadi, Putri & Sandria

(2023) found that workload influences the performance of the Surakarta Police Criminal Investigation Unit.

2. The Influence of Leadership on the Performance of the Surakarta Police Criminal Research Unit

The Leadership variable has a calculated t value $> t$ table ($3.167 > 2.006$) and a significance of $0.009 < 0.05$, so leadership has a positive and significant effect on the performance of the Surakarta Police Criminal Research Unit.

Research results on Leadership have a positive and significant effect on Performance according to Mahyudin & Zahari (2021); Ali, Zaharuddin & Pratikno (2024) obtained results that Leadership has a positive and significant effect on Performance.

3. The Influence of Competence on Performance on the Performance of the Surakarta Police Criminal Research Unit.

Competency variables have $\text{value}_{hitung} > \text{table}$ ($2,318 > 2,006$) and significance $0.025 < 0.05$ then competence has an influence on the performance of the Surakarta Police Criminal Research Unit.

Research on Competence towards on the Performance of the Surakarta Police Criminal Research Unit According to research by Sumarlihan, Upe & Saksana (2022); Sihite, Nasution & Asnora (2024), work experience has a positive and significant effect on competency.

4. The Influence of Training on the Performance of the Surakarta Police Criminal Research Unit

The Training Variable has a $\text{value}_{hitung} > \text{table}$ ($2,404 > 2,006$) and significance $0.038 < 0.05$, then training has a positive and significant effect on the performance of the Surakarta Police Criminal Research Unit.

The results of the research on Training on the Performance of the Surakarta Police Criminal Investigation Unit have a positive and significant effect in accordance with research conducted by Susilowati, et.al. (2020); Guntoro, Taufiq & Suhardi (2024) obtained results that Training has a positive and significant effect on Competence.

CONCLUSION AND SUGGESTIONS

This study aims to test and analyze employee performance, so the researcher raised the research title Performance Reviewed from Workload, Leadership, Competence and Training (Study at the Surakarta Police Criminal Investigation Unit). This study is a descriptive quantitative study with a population of 102 employees of the Surakarta Police Criminal Investigation Unit and a sample of 52 (fifty-two) people using a simple proportion sampling method. The research instrument is a questionnaire with a Likert scale and multiple linear regression analysis. Based on the research results, Workload, Leadership, Competence and Training have a significant influence on employee performance. Therefore, the researcher provides suggestions Institutions are advised to carry out periodic evaluations and adjustments

to workload, competency, training and leadership so that they can improve performance. Surakarta Police Criminal Research Unit employee.

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