

# **The Workload of Police Personnel in the Professional and Security Sector of the Southeast Sulawesi Regional Police**

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## **Abstract**

This study aims to identify and analyze the Workload of Police Personnel at Profession and Security (Bidpropam) Regional Police (Polda) Southeast Sulawesi. This research was conducted at Bidpropam Polda Southeast Sulawesi. The population in this study was 111 Polri personnel at Bidpropam Polda Southeast Sulawesi, and the researchers took a sample of 111 ASN people with saturated sampling techniques. The data analysis technique in this study used quantitative analysis using SPSS 21. The results showed that the workload was well managed. By someone and the condition of the work-life balance maintained will impact the emergence of satisfaction in the work process so that organizational commitment can be upheld firmly by all stakeholders at the Southeast Sulawesi Police Bidpropam office.

## **Keywords**

Job Satisfaction, Organizational Commitment. Workload, and Work-life balance

## **1. Introduction**

Human resources in globalization today are determining factors in the national development process, both physical and non-physical. This is because the apparatus has a more significant role, especially in the administration and implementation of development requiring coaching (Azisah et al., 2020). Managers have a significant role in directing people to achieve the expected goals, including thinking about how to have human resource management (HRM) capable of working effectively and efficiently. It has become the general goal of the HR department to be able to provide maximum job satisfaction to the company's management which is further able to impact company value both in the short and long term.

In an organization, employees' satisfaction becomes one of the many vital factors to get the results of the work with optimal quality (Wagner and Hollenbeck, 2009), in Moody's research, described job satisfaction as a feeling that arises as to the outcome of the fulfillment of a job along with work experiences. One of the most common psychological problems faced in recent years is stress and high workload. Due to the ever-changing world, everyone is affected by stress and workload regardless of gender, profession, social or economic status (Ozkan and Ozdev, 2012).

The workload can be a factor to measure the amount of work that an employee must carry out in carrying out the task until the completion of the task given until an employee can carry out the job in a healthy and comfortable feeling without causing harm to himself or colleagues or others around him. That effort is needed to align the work capacity, workload, and work environment to obtain optimal work productivity (Health Law No. 36 of 2009; Novriansyah et al., 2019).

According to Greenhaus, work-life balance is one of the many factors that can control the effects of workload. Work Life Balance can show how far an employee's condition has been partially affected by a family job and the creation of situations in which the role of work and the role of the family are created (Greenhaus, 2003). Workload analysis is a management technique that is carried out systematically to obtain information about the level of effectiveness and efficiency of the organization's work based on the volume of work. An employee is said to be underloaded in the workload analysis if the working hours still meet the adequate active time per year. In contrast, the employee is overloaded if the employee exceeds the adequate working time per year.

Regional Police of the Southeast Sulawesi is the executor of police duties. Based on initial interviews and observations showing problems in the workload of the police, this is shown with a high workload and a high risk of making police officers spend more time working in comparison with family. This makes the life balance or work-life balance police officers disrupted to affect the job satisfaction of the police officers.

## **2. Literature Review**

Human resource management can play a role in carrying out all tasks performed by humans to support the mission of management (organization) in running the wheels of the organization and achieving the organizational goals. Sunyata suggests that there are four objectives of human resource management, namely: Social goals can be ethically responsible; A formal assessment of an organization is for the establishment of organizational purposes; Functional objectives maintain the contributions of employees; Personal purposes can also be used as individual goals of those who are members of the organization through organizing activities (Sunyata, 2015).

The workload is a set of tasks received to be performed by each employee in an organization. Workload with excessive levels can affect employee performance and satisfaction in work activities (Gustina; Umanailo, Bugis, et al.; Suharyanto et al.; Umanailo, Apriyanto, et al.) It also explains the workload in Regulation of the Ministry of Home Affairs (Permendagri) No. 12/2008 Article 7 paragraph (2). It is related to workload as a measure of the employee as an obligation to be carried out as part of the organization, the work volume, and the time norms. Adapun explanation according to the Minister, the workload is defined as a target in working both in the form of quantity and quality that must be achieved at a particular period Decree of the Minister of State Apparatus Empowerment (Kepmenpan) No: KEP/75/M.PAN/7/ 2004, Chapter II A.5); (Arifin et al., 2016).

Work-life balance can be discussed as a balance in an employee's life at work or in the profession as a theory to explain an employee's ability to regulate the atmosphere and work for the environment and family. Besides that, there are also boundaries between the two to achieve work and family balance. (Siwalankerto, 2020; Prowse and Prowse, 2015) (Siwalankerto, 2020; Prowse and Prowse, 2015).

Work-life balance is when a person can manage and divide between work responsibilities, family life and other responsibilities. These conditions help to avoid conflicts between personal life and work. Put, this is a condition in which a worker can manage time and energy to balance work, individual needs, recreation, and family life. By having a work-life balance, a person can be more productive. This is because the conditions felt by the person are supportive and increase their satisfaction in doing work. In addition, he also becomes more creative because he has more time, energy, or capital to do things he enjoys. Conversely, if a person does not have an excellent work-life balance, his performance declines, and damages other life areas.

Job satisfaction is expected to show a positive attitude to employees' work as individuals. When the expectations have been built and are met, job satisfaction will arise, and vice versa (Robbins and Judge, 2008). Richard et al. (2012) divide job satisfaction into three components: Value, Importance of Value, and Perception.

According to Hasibuan, Job satisfaction is an emotional attitude that is pleasant and loves his job. Employee job satisfaction must be created as well as possible to increase employee morale, dedication, love, and discipline. This attitude is reflected by work morale, discipline, and work performance (Hasibuan, 2007). Job satisfaction is enjoyed

at work, outside of work, and a combination of inside and outside work. Job satisfaction at work is job satisfaction enjoyed at work by obtaining praise for work, placement, treatment, equipment, and a good working environment. Employees who prefer to enjoy job satisfaction at work will prioritize their work over remuneration even though remuneration is essential.

### 3. Methods

This type of research is a type of quantitative research using questionnaires that look for patterns of relationships and or influences between variables on one object, intending to know the power between dependent variables (bound variables), mediation variables (intervening), and independent variables (free variables).

In this study, researchers determined the object of the study, namely at the Bidpropam Office of Southeast Sulawesi Police, While the time needed during the research took approximately two months, starting from October to December 2020.

The population in this study were all police personnel at the Southeast Sulawesi Police Bidpropam Office, totaling 111 personnel. The research sample used in this study was all employees of the Southeast Sulawesi Police Bidpropam Office or the so-called saturated model. The example in this study was 111 respondents. In this study, researchers used data collection methods by distributing questionnaires to respondents, in this case, all police personnel of the Southeast Sulawesi Police Bidpropam Office, through questionnaires.

### 4. Results

The collected data is processed using SPSS software aids where it has been found which path is the most appropriate and short an independent variable to the last dependent variable (Sugiyono, 2016). The results of theoretical test analysis in this study can be seen in the following Table 1 and 2:

Table 1. Coefficients Line 1 (Variable Dependent: Work-Life Balance)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.706	.576		2.961	.004
	Workload (X1)	.336	.089	.406	3.761	.000
	Work life (X2)	.652	.125	.561	5.196	.000

Table 2. Coefficients Line 2 (Variable Dependent: Job Satisfaction)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.594	.557		-1.066	.289
	Workload (X1)	.259	.088	.364	2.931	.004
	Work life (X2)	.817	.130	.817	6.263	.000
	Satisfaction (Y1)	.431	.090	.501	4.819	.000

### 5. Discussion

#### 5.1. Effect of workload on job satisfaction

Police personnel in Bidpropam Polda at Southeast Sulawesi have a high workload where the personnel do a lot of work every day that must be completed immediately. The target that must be achieved in a career is too high, as well as the personnel working with the picket shift system and bestowing duties and authority when the picket duty ends to the next picket officer. In addition, the police personnel work responsibly with excellent health conditions and complete the work with a high degree of difficulty. The increased workload makes the satisfaction of personnel work also increased. This is shown with the personnel are happy with exciting and challenging work and feel the agency has provided a salary that can meet the needs of family life. In addition, the personnel apparatus is pleased with the

assessment for promotion based on the achievements and work of personnel and is happy with the supervision of superiors who can provide support to subordinate personnel. Another point also shows that personnel enjoy working with coworkers who help each other get the job done.

### **5.2. Effect of work-life balance on job satisfaction**

Police personnel in Bidpropam Polda at Southeast Sulawesi have an excellent work-life balance where the personnel are working but can arrange a time to be with family and loved ones. In addition, problems in their personal lives do not interfere with their performance while working. Other things also show activities in private life support and motivate the personnel in carrying out work. The atmosphere in work supports activities that are favored in personal life. This is shown related to job satisfaction. Namely, the personnel are happy with exciting and challenging work and feel the agency has provided a salary that can meet the needs of family life. In addition, the personnel apparatus is pleased with the assessment for promotion based on the achievements and work of personnel and is happy with the supervision of superiors who can provide support to subordinate personnel. Another point also shows that personnel enjoy working with coworkers who help each other get the job done.

### **5.3. Impact of organizational commitment workload**

Workload variables in the study are compiled by several indicators consisting of work attitudes, responsibilities, job complexity, worker emotions, and so on, health conditions, perceptions, beliefs, motivations, desires, etc. At the same time, the variables of organizational commitment are prepared by indicators consisting of being part of the organization, pride, concern, intense desire. Police personnel in Bidpropam Polda at Southeast Sulawesi have a high workload. The personnel do a lot of work every day that must be completed immediately. The target that must be achieved in career is too high, and the personnel working with the picket shift system and bestowing duties and authority when the picket duty ends to the next picket officer. In addition, the police personnel work responsibly with excellent health conditions and complete the work with a high degree of difficulty.

### **5.4. Effect of work-life balance on organizational commitment**

Police personnel in Bidpropam Polda at Southeast Sulawesi have an excellent work-life balance where the personnel are working but can arrange a time to be with family and loved ones. In addition, problems in their personal lives do not interfere with their performance while working. Other things also show activities in private life support and motivate the personnel in carrying out work, and the atmosphere in work supports activities favored in personal life. Another thing related to the organization's commitment is that the working period makes the personnel more committed to this agency. There is a division of work that suits the capabilities of personnel. In addition, active personnel to communicate about the work charged and the challenges of the work are not an obstacle to not completing the work.

### **5.5. The effect of job satisfaction on organizational commitments**

Based on the study results, if job satisfaction is getting better, it will increase its commitment. The results also showed respondents' responses about job satisfaction to organizational obligations that showed a high/good average response. However, there are still those who showed a hesitant reaction and disagreed with the organization's current commitment to job satisfaction. Based on interviews with personnel Bidpropam Polda Southeast Sulawesi encountered, job satisfaction related to the organization's commitment shows that the organization's responsibility in the office Police personnel in Bidpropam Polda at Southeast Sulawesi is good enough, but there needs to be an increase.

### **5.6. Influence of organizational commitment workload through job satisfaction**

Para personnel works with the picket shift system and delegate duties and authority when picket duty ends to the next picket officer. In addition, police personnel work responsibly with excellent health conditions and complete the work with a high degree of difficulty. Another thing related to the organization's commitment is shown by the organization's commitment, namely with the working period, making the person more committed to this agency. There is a division of work that suits the capabilities of personnel. In addition, active personnel to communicate about the work charged and the challenges of the work are not an obstacle not to finish the job.

### **5.7. Effect of work-life balance on organizational commitment through job satisfaction**

Based on the results of the research shows the work-life balance is getting better. It will increase the commitment of the organization if through job satisfaction. The results also showed respondents' responses about work-life balance

to organizational commitment through job satisfaction that showed a high/good average response. However, there are still those who showed a hesitant reaction and disagreed with the organization's commitment through job satisfaction that is currently felt to work-life balance. Based on the interviews with Police personnel in Bidpropam Polda at Southeast Sulawesi, work-life balance is related to the organization's commitment through job satisfaction. It shows that the organization's commitment to the office Police personnel in Bidpropam Polda at Southeast Sulawesi is good enough, but there needs to increase.

## **6. Conclusion**

Based on the results of this study can be concluded as follows: In this study, some conclusions show that the workload has a positive and significant effect on work-life balance in the Police personnel in Bidpropam Polda at Southeast Sulawesi. It means offering a better workload of personnel in work will increase work-life balance. Similarly, the workload has a positive and significant effect on job satisfaction at the Office of Police personnel in Bidpropam Polda at Southeast Sulawesi. It means that the personnel's workload in the office of police personnel is better Bidpropam Polda Southeast Sulawesi will increase job satisfaction. Work-life balance partially positively and significantly affects job satisfaction in the office Police personnel in Bidpropam Polda at Southeast Sulawesi. This shows that a better work-life balance will increase job satisfaction

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