



Organizational Culture, Work Environment, and Workload on the Performance of POLRI Members (Case Study in Pekanbaru Police Criminal Reserve Unit)

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Abstract

This study aims to determine and analyze the influence of organizational culture, work environment, and workload on job satisfaction and performance of the Pekanbaru Police Criminal Investigation Unit. The number of samples in this study was the entire population of the study as many as 79 personnel of the Criminal Investigation Unit of the Pekanbaru Police. Data collection techniques with Interval. This study uses SEM PLS Models. The results show that organizational culture has a negative but not significant effect on job satisfaction, the work environment has a positive but not significant effect on job satisfaction and workload has a positive but not significant effect on job satisfaction of the Criminal Investigation Police personnel. Pekanbaru. But organizational culture has a positive and significant effect on job satisfaction, the work environment has a positive and significant effect on performance and workload has a positive and significant effect on the performance of the Pekanbaru Police Criminal Investigation Unit. While job satisfaction has a positive but not significant effect on the performance of the Pekanbaru Police Criminal Investigation Unit.

Keywords: Organizational Culture, Work Environment, Workload, Job Satisfaction, Performance

1.0 INTRODUCTION

Performance (Habibi et al., 2022; Kloutsiniotis & Mihail, 2018) itself is the degree of task arrangement that regulates one's work. So, performance is the willingness of a person or group of people to carry out activities or perfect them in accordance with their responsibilities with the expected results. Performance is the result achieved by a person according to the applicable size for the job in question. Performance (Bakhroini et al., 2022) is an expression of a person's potential in fulfilling his responsibilities by setting certain standards. Performance (Gazali et al., 2022) is one of the total collections of work that exists in workers. Performance is the extent to which a person has played his part in implementing the organization's strategy, both in achieving specific goals related to individual roles and or by demonstrating competencies that are declared relevant to the organization.

Based on Law No. 2 of 2002 concerning the Indonesian National Police and State Police Regulation No. 18 of 2012 concerning performance evaluation indicators within the Police and State Police Regulation No. 2 of 2018 concerning Performance Assessment of Members of the Indonesian National Police, Dissemination of superior organizational culture through assessment 13 the individual competency of Polri and PNS Polri personnel with a Performance Management System is a creative product that can provide strategic, contextual brainstorming in creating Polri with superior human resources, "through a transparent and accountable assessment of the competence (Istiana et al., 2022; Moreo et al., 2018) of each personnel in order to find a measure of individual ability evenly. The component consists of 13 aspects of individual assessment for Polri and PNS Polri members, including performance appraisal (Fongtanakit & Suteerachai, 2019; Renaldo, Putra, et al., 2022) through the Performance Management System (*Sistem Manajemen Kinerja / SMK*), research on recording of Polri personnel and civil servants (Catpers), regular health, self-defense skills, physical fitness (Samjas), Spiritual, Psychology, Academic, Personal data, Education, Language proficiency, Rank level, Position level, Service marks owned (Hidayat et al., 2022), the final results of each competence are expected to improve performance (Marliza et al., 2022) through increased performance achievements, development of the potential and career of the personnel concerned, as well as managerial organization in the work environment.

Following is the table for the settlement of Criminal Cases for the Pekanbaru Police every year starting from 2017 to 2021.

Table 1. Settlement of Cases from 2017 to 2021

Year	Case	In the Process	Settlement of Cases (Selra)	Selra Percentage
2017	415	115	300 Kss	66.60%
2018	561	197	364 Kss	64.80%
2019	486	171	315 Kss	64.80%
2020	360	90	250 Kss	69.40%
2021	359	94	265 Kss	73.80%
Average	436	133	298 Kss	67.80%

Source: Min Pekanbaru Police Criminal Investigation Unit 2022

Based on Table 1, you can see an overview of how cases are handled every year with an average settlement of 67.8%, while from the settlement of cases mentioned above there are also cases reported in previous years which can only be resolved in the following year, in the sense of the word settlement of cases this is not optimal and can be said to be low, and there are still cases that have not been revealed. There are many criminal cases that have occurred in Pekanbaru City that have not been revealed, such as mugging, theft with violence (curas), theft with motorized vehicles (curanmor), robbery, murder and cases of sexual violence against minors. To handle so many cases, the Pekanbaru Police have a number of members to assist in disclosing these criminal cases, namely the ranks of the Pekanbaru Police Criminal Investigation Unit (Sat Reskrim) to be able to complete and hope that case disclosure and prevention of criminal acts can be suppressed, so that incidents that befall the community can be taken through appropriate legal channels, and aspects of law and justice can be fulfilled.

2.0 METHODOLOGY

Place and time of research

This research was conducted at the Pekanbaru Police Criminal Investigation Unit, which is a unit in the Pekanbaru Police. having his address at Jalan Jendral Ahmad Yani No. 11 Ex. Sago Kec. Senapelan City of Pekanbaru. The time of research starts from June 2022 to August 2022.

Population

The population taken was all members of the Pekanbaru Police Criminal Investigation Unit, totaling 79 people.

Sample

The sample of this research was all personnel of the Pekanbaru Police Criminal Investigation Unit, totaling 79 people. So this study uses total sampling with the census method.

Operational Definition of Research Variables

A research variable is an attribute or characteristic or value of a person, object or activity that has certain variations determined by the researcher to be studied and then conclusions drawn. The research variables that are set to be studied, are given operational definitions, and then the indicators to be measured are determined (Sugiyono, 2013).

The variables in this study consisted of: organizational culture (X1), work environment (X2), workload (X3), job satisfaction (Y1), and performance (Y2).

Data Types and Sources

The types and sources of data used in this study are: (1) Primary data: Primary data sources in this study were obtained from questionnaires filled in by the Pekanbaru Police Criminal Investigation Unit Personnel, (2) Secondary data: Secondary data in this research are in the form of organizational structure, Organizational profile, number of Personnel, Personnel identity data (gender, age, last education, work unit, and length of service), SMK grades, and Personnel absences.

Data collection technique

In this study, the data collection technique used was a questionnaire in the form of a Google form which was distributed to the Pekanbaru Police Criminal Investigation Unit personnel with the help of the internet.

Research Instruments

This research is survey research so the research instrument used is a questionnaire by giving statements to respondents. Respondents were asked to respond by giving answers to one of the answer choices provided.

Qualitative answers are then quantified. Each answer is given a numerical score to reflect the degree of conformity of the respondent as measured by a Likert Scale.

Indicators and measurements in the form of intervals consist of five levels of answers, each of which is weighted with a choice of answers: (1) If the respondent's answer strongly agrees, it is given a weight of 5, (2) If the respondent's answer agrees, it is given a weight of 4, (3) If the respondent's answer quite agree is given a weight of 3, (4) If the respondent's answer disagrees is given a weight of 2, and (5) If the respondent's answer strongly disagrees is given a weight of 1.

Data analysis technique

Descriptive Analysis

The descriptive analysis in this study contains a discussion of the characteristics of the respondents associated with the responses of the respondents. (1) Analysis of the characteristics of the respondents: Analysis of the characteristics of the respondents consists of the age of the respondent, the gender of the respondent, the position of the respondent, the certification of the respondent. The analysis that will be carried out is in the form of analysis using mode, (2) Analysis of the description of the research variables: The analysis of the respondents' responses contains a discussion of the respondents' responses associated with the characteristics of the respondents.

3.0 RESULTS AND DISCUSSION

Validity test

Validity test is a test conducted to measure the accuracy of research instruments or questionnaires. The questionnaire is said to be valid if the questions or statements from the questionnaire are able to reveal something that will be measured by the questionnaire. The accuracy of the questionnaire was measured using the correlation coefficient, by comparing the Corrected Item – Total Correlation > 0.30 compared to the r table value with an α level of 0.03. The questionnaire is said to be valid if the correlation coefficient is significant or r count $> r$ table. Where $df = n - 2$ with a 2-tailed test (Ghozali, 2016).

Path Analysis Hypothesis Test with Smart PLS

The test tool used in this study uses Partial Least Square (PLS), which is an alternative model estimation method for managing Structural Equation Modeling (SEM). The Smart PLS design was created to overcome the limitations of the SEM method. The SEM method requires large data, no missing values, must be normally distributed, and must not have multicollinearity, while the Smart PLS uses a distribution free approach where data can have a certain distribution. In addition, Smart PLS can also be used on small sample sizes.

This technique is used to test the magnitude of the contribution (contribution) shown by the path coefficients on each path in the path diagram of the causal relationship between variables X_1, X_2, X_3 to Y_1 and X_1, X_2, X_3 to Y_2 , as well as the impact of Y_1 on Y_2 . The results of processed data have been taken from the questionnaire data tabulation filled out by the respondents.

The results of hypothesis testing in this study can be seen in the following table.

Table 3. Hypothesis Test Results

Hypothesis	Variable Relations	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values	Hypothesis Results
H1	Organizational Culture_X1 -> Job Satisfaction_Y1	-0.133	-0.114	0.095	1.391	0.164	Not significant
H2	Work Environment_X2 -> Job Satisfaction_Y1	0.114	0.106	0.114	0.997	0.319	Not significant
H3	Workload X3 -> Job Satisfaction_Y1	0.770	0.763	0.085	9.021	0.770	Not significant
H4	Organizational Culture_X1 -> Police Performance_Y2	0.710	0.703	0.081	8.766	0.000	Significant Positive
H5	Work Environment_X2 -> Police Performance_Y2	0.710	0.703	0.081	8.766	0.000	Significant Positive
H6	Workload X3 -> Police Performance_Y2	0.180	0.184	0.105	1.711	0.087	Significant Positive
H7	Job Satisfaction_Y1 -> Police Performance_Y2	0.021	0.008	0.128	0.163	0.870	Not significant

Note: *Sig<0.1, **Sig<0.05, ***Sig<0.01

Source: Processed data from SEM_PLS Analysis, 2022

Hypothesis one (H1) Organizational culture affects the job satisfaction of the Pekanbaru Police Criminal Investigation Personnel. In table 3, it can be seen that the original sample value is -0.710* and the p value is 0.164 > 0.1. This means that organizational culture has a negative but not significant effect on job satisfaction. Thus, the first hypothesis is accepted.

Hypothesis two (H2) The work environment influences the job satisfaction of the Pekanbaru Police Criminal Investigation Personnel. From table 3, it can be seen that the original sample value was 0.114 and the p value was 0.319 > 0.1. This means that the work environment has a positive but not significant effect on job satisfaction. Thus, the second hypothesis is accepted.

Hypothesis three (H3) Workload affects the job satisfaction of the Pekanbaru Police Criminal Investigation Personnel. Based on table 3, the original sample value is 0.770 and the p value is 0.770 > 0.01. This means that workload has a positive but not significant effect on police job satisfaction. Thus, the third hypothesis is accepted.

Hypothesis four (H4) Organizational culture has an effect on the performance of the Pekanbaru Police Criminal Investigation Personnel. Based on table 3, the original sample value is 0.710 and the resulting p value is 0.000 < 0.1. This means that Organizational Culture has a positive and significant effect on performance. Thus, the fourth hypothesis is accepted.

Hypothesis five (H5) The work environment has a positive effect on the performance of the Pekanbaru Police Criminal Investigation Personnel. From table 3, the original sample value is 0.710 and the resulting p value is 0.000 < 0.1. This means that the work environment has a positive and insignificant effect on performance. Thus, the fifth hypothesis is accepted.

Hypothesis six (H6) Workload has an effect on the performance of the Pekanbaru Police Criminal Investigation Personnel. From table 3, the original sample value is 0.180 and the resulting p value is 0.087 < 0.1. This means that workload has a positive and significant effect on performance. Thus, the sixth hypothesis is accepted.

Hypothesis seven (H7) job satisfaction has an effect on the performance of the Pekanbaru Police Criminal Investigation Personnel. From table 3, the original sample value is 0.021 and the resulting p value is 0.870 > 0.1. This means that job satisfaction has a positive but not significant effect on performance. Thus, hypothesis seven is accepted.

Structural Equation Analysis

The structural equations in this study are:

$$Y1 = -0.133X1 + 0.114X2 + 0.770X3$$

$$Y2 = 0.710X1 + 0.710X2 + 0.180X3 + 0.021Y1$$

From the structural equation above, it can be concluded that: (1) Organizational culture variables have a negative but not significant effect on job satisfaction. If organizational culture increases, job satisfaction does not necessarily decrease, (2) Work Environment Variables have a positive but not significant effect on job satisfaction. If the work environment increases, job satisfaction does not necessarily increase, (3) the workload variable has a positive but not significant effect on job satisfaction. If workload increases, job satisfaction does not necessarily increase, (4) Organizational culture variables have a positive and significant effect on performance. If organizational culture increases, performance also increases, (5) Work environment variables have a positive and significant effect on performance. If performance increases, performance will increase, (6) Workload Variable has a positive and significant effect on performance. If workload increases, police performance also increases, (7) Job satisfaction variable has a positive but not significant effect on performance. If job satisfaction increases, police performance does not necessarily increase.

Discussion

Based on the results of the description previously stated that this research was to find out, test, and analyze the influence of organizational culture (Putra & Renaldo, 2020; Saleem et al., 2020), work environment, and workload on job satisfaction and performance of Criminal Investigation Unit of Pekanbaru Police.

Based on the test results using Partial Least Square (PLS) Structural Equation Modeling (SEM) the results show that: (a) Organizational culture, work environment and workload do not affect the job satisfaction of the Pekanbaru Police Criminal Investigation Personnel, this means that even though the organizational culture of the police has changed from meanset it's been a long time since the police asked to be served, the subordinates served the superiors, even though that is no longer there but based on research how satisfied the Criminal Unit personnel are with the existing culture, even though the work environment has started to be better than before the infrastructure also exists although some are still incomplete and the burden Work is adjusted to the ability of

personnel according to the level of rank in the sense that whatever the organizational culture, however the work environment and no matter how much workload does not affect the job satisfaction (Gusriani et al., 2022; Migacz et al., 2018) of the Pekanbaru Police Criminal Investigation Personnel, however, this organizational culture, work environment and workload (Elfita et al., 2022; Jäppinen et al., 2022) are able to make changes to the quality (Jäppinen et al., 2022; Sudarno et al., 2022) the work of the Criminal Investigation Unit of the Pekanbaru Police. This means that organizational culture, a good work environment can improve performance (Alshaibani & Bakir, 2017; Sirait et al., 2022), and a heavy workload actually increases (Joseph & Kibera, 2019; Renaldo et al., 2021) the performance of the Pekanbaru Police Criminal Investigation Personnel, on the contrary organizational culture, a bad work environment decreases the performance of the Pekanbaru Police Criminal Investigation Personnel and less workload actually makes the performance of Criminal Investigation Personnel not optimal, (b) While job satisfaction does not have an effect on the performance of the Pekanbaru Police Criminal Investigation Personnel. This means that even though the Pekanbaru Police Criminal Investigation Personnel are satisfied with the existing culture, the work environment has started to improve and the existing workload does not make the performance of some Polresta Criminal Police personnel optimal and vice versa for personnel who are satisfied with the existing organizational culture, work environment which were considered inadequate and the workload which was felt to be heavy also did not decrease the performance of the Pekanbaru Police Criminal Investigation Personnel.

The Effect of Organizational Culture on Job Satisfaction

Based on the results of the study, it shows that organizational culture has a small impact on job satisfaction of Pekanbaru Police Criminal Investigation personnel. The results of this study are supported (Renaldo, Jollyta, et al., 2022) empirically from Hefrizon's research, 2014, with the title "The Influence of Transformational Leadership (Abasilim et al., 2019; Ngatno et al., 2022) and Organizational Culture on Job Satisfaction of Police Members in the Mobile Brigade Unit of Polda DIY" the results of his research: organizational culture has no significant effect on job satisfaction.

In contrast to the results of empirical research from research conducted by: Mohammad Bagus Kurniawan, 2021, with the title "The Influence of Leadership Style and Organizational Culture on Job Satisfaction of Members of the Polri Brimob Corps" the results of his research: organizational culture influences job satisfaction of the Brimob Polri corps.

The Effect of the Work Environment on Job Satisfaction

Based on the results of the study, it shows that the work environment has a small impact on the job satisfaction of the Pekanbaru Police Criminal Investigation Personnel. In contrast to the results of empirical research from research conducted by Agustina Wijayanty with the research title "The Influence of Transactional Leadership Style and Work Environment on Job Satisfaction of Police Members at Tanjung Jabung Barat Police" the results of her research: work environment has a significant effect on job satisfaction of Polri members at Tanjung Jabung Police West Java.

The Effect of Workload on Job Satisfaction

Based on the results of the study, it showed that workload had a small impact on the job satisfaction of the Pekanbaru Police Criminal Investigation Personnel. In contrast to the results of empirical research from research conducted by: (Nabawi, 2019) the results of his research Workload have a significant effect on job satisfaction.

The Effect of Organizational Culture on Performance

Based on the results of the study, it shows that organizational culture has a large impact on the performance of the Pekanbaru Police Criminal Investigation Personnel. This is in line with the results of research conducted empirically from Cahyana, 2018, Prayoga and Yuniati, 2019, Juwita, 2016, Kurniawan, Wulan and Wahyono, 2018, showing that organizational culture has a significant effect on performance.

The Effect of the Work Environment on Performance

Based on the results of the study, it shows that the work environment has a very large impact on the performance of the Pekanbaru Police Criminal Investigation Personnel. The results of empirical research from Nabawi's research, 2019 show that the work environment has a significant effect on performance.

The Effect of Workload on Performance

Based on the results of the study, it shows that workload has a major impact on the performance of the Pekanbaru Police Criminal Investigation Personnel. This is in line with the results of empirical research from Nabawi, 2019,

which shows that workload has a significant effect on performance. In contrast to the results of empirical research from Ilham, 2021 shows that workload has a negative effect on performance.

The Effect of Job Satisfaction on Performance

Based on the results of the study, it shows that job satisfaction has a very small impact on the performance of the Pekanbaru Police Criminal Investigation Personnel. These results are in line with research conducted empirically from, Nabawi, 2019, Putra et al., 2019, Irawati, Sudarno, 2019, which shows that organizational culture has no effect on performance. In contrast to the results of empirical research from Jmm17, 2014, Tetuko, 2012, Wardani, 2018, Rasmi, Mahlia Muis, 2020, Rezaee, Khoshsima and Esmail Zare-Bahtash, 2018 which shows that job satisfaction affects performance.

4.0 CONCLUSION

Conclusion

Based on the results of the description previously stated that this research was to find out, test, and analyze the influence of organizational culture, work environment, and workload on job satisfaction and performance of Criminal Investigation Unit of Pekanbaru Police.

Based on the analysis of SPSS 22 and Smart PLS 3.0 data which have been described in the discussion in the previous chapter, the conclusions of this study can be explained as follows.

Organizational culture variable has no significant negative effect on job satisfaction, but has a significant positive effect on performance. Which means that a good organizational culture will not reduce job satisfaction, and conversely a bad organizational culture will not increase job satisfaction. However, a good organizational culture can increase performance and vice versa, a bad organizational culture can reduce performance.

The work environment variable has a positive but not significant effect on job satisfaction, but the work environment has a positive and significant effect on performance. This means that a good work environment will not affect the increase in job satisfaction or conversely a bad work environment does not reduce job satisfaction, but a good work environment increases performance otherwise a bad work environment reduces performance.

The workload variable has no significant positive effect on job satisfaction, but has a positive and significant effect on performance. This means that the higher the workload will not affect the increase in job satisfaction, conversely a small workload will not reduce job satisfaction. However, a high workload can actually increase performance and vice versa, low workload can reduce performance.

For the variable job satisfaction has no significant positive effect on performance. This means that an increase in job satisfaction does not affect the performance of the Pekanbaru Police rescript personnel, on the other hand a decrease in job satisfaction does not result in a decrease in performance.

Suggestion

Based on the results of the description previously stated that this research was to find out, test, and analyze the influence of organizational culture, work environment, and workload on job satisfaction and performance of Criminal Investigation Unit of Pekanbaru Police.

Based on the conclusions described above, operational suggestions can be given as follows: (1) For the head of the Pekanbaru Police Criminal Investigation Unit to improve organizational culture and work environment, because organizational culture and work environment have a major effect on improving performance, and managing workloads by good because a good workload affects performance, (2) For future researchers, who are interested in researching with similar variables, it is recommended to use a well-targeted sample so that the effect of the independent variable on the dependent variable can be more accurate. The research object can also be extended to other work function units, such as traffic and samapta which have quite a lot of personnel which are also functional units in the Pekanbaru Police unit.

Research Limitations

This research still has many shortcomings and imperfections. Limitations on writing methods, data collection, data processing, and the number of independent variables and dependent variables in the research, as well as the less broad range of research objects because they are limited to one work function unit only.

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