Effect of Workload and *Perceivedbehavioral Control* of Performance through Motivation as a Mediation Variable in Lampung Polda Satlantas Members

Harith Kurniawan [1] , Habibullah Jimad [2],RR Erlina [3]

[1] *(Management, University of Lampung, Indonesia)*
[2] *(Management, University of Lampung, Indonesia)*
[3] *(Management, University of Lampung, Indonesia)*

Abstract:

The occurrence of an increase in violations and victims (1) Knowing the effect of workload on performance at the Lampung Police Traffic Unit (2) Knowing the influence of Perceived Behavioral Control on performance at the Lampung Police Traffic Traffic Unit (3) Knowing the effect of motivation on performance at the Lampung Police Traffic Traffic Unit (4) Knowing the effect of workload on the motivation of Satlantas Polda Lampung (5) Knowing the effect of Perceived Behavioral Control on motivation at Satlantas Polda Lampung (6) Knowing motivation is a mediating variable between workload and performance at Satlantas Polres Lampung Timur and Lampung Tengah (7) Knowing motivation is a mediating variable between Perceived Behavioral Control on performance at the Lampung Regional Police Traffic Unit.The type of research in this study was 135 people , namely survey research. Sample size (sample size). The research instrument used is a questionnaire. The analytical method used is Inferential analysis with a path analysis approach.Based on the results of the research and discussion that has been carried out, the conclusions that can be drawn are (1) the majority of respondents are male, then have a working period of 11-20 years, and the education level of the majority graduated from high school (2) The results of the first hypothesis testing show that the variable workload on performance has a significant negative effect on performance. (3) The results of testing the second hypothesis indicate that the Perceived Behavioral Control variable has a positive and significant effect on performance. (4) The results of testing the third hypothesis indicate that the motivation variable has a positive and significant effect on performance. (5) The results of testing the fourth hypothesis indicate that the workload variable has a significant negative effect on motivation. (6) The results of testing the fifth hypothesis indicate that the Perceived Behavioral Control variable has a positive and significant influence on motivation. (7) The results of testing the sixth hypothesis indicate that the motivation variable is the intervening variable the effect of workload on the performance of members of the Lampung Regional Police Satlantas . (8) The results of testing the seventh hypothesis indicate that the motivation variable is an intervening variable for the effect of Perceived Behavioral Control on Performance .

Keywords: Workload, Perceived Behavioral Control , Motivation, Performance

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I. Introduction

Police performance really needs attention to carry out their duties as a law enforcement agency in a professional, objective, proportional, transparent and accountable manner to ensure legal certainty and a sense of justice to develop community policing based on law-abiding communities. More than that, the police must be able to provide services and protection as stated in the vision and mission of the police itself.

The traffic police is a traffic unit that is tasked with fostering, and within the prescribed authority limits, carrying out traffic functions which include public education activities, law enforcement and identification of motorized vehicle drivers, assessment of traffic problems, as well as inter-regional highway patrols. the law of the Republic of Indonesia (Jayanegara, 2014).

The work of the police in dealing with criminal acts is closely relatedwith a high risk of danger, the hazard can not always be anticipated, but can appear suddenly. Based on these conditions, it is not uncommon for the police to carry out tasks with targets that are quite heavy and require high focus and discipline.This causes the police to always be ready and alert under any circumstances so that this can contribute to the emergence of stress (Nugrahini, 2015).

The movement carried out by the police is to implement the Police Bureaucratic Reform (RBP) Phase I Year 20 20 which was compiled based on the results of the analysis and evaluation of the achievements of the

Police in the Bureaucratic Reform Program Wave I, as well as by referring to the direction of the National Bureaucratic Reform Team by integrating the National Police Strategic Plan in the *Grand National Police Strategy* 2005 - 2025, National Police Strategic Plan Year 201 6-20 20 Phase II on Partnership Building and Police Revitalization Program. At this stage, the police make a change of attitude and behavior (*mind set and culture set*) for Polri personnel, which is the Polri's response to the demands for *democratic policing* , transparency, accountability, upholding the rule of law and human rights.

Phase III in 2016 – 2025 is the *Strive for Excellence stage,* inAt this stage, community needs will expect more effective and efficient multi-dimensional service quality in the midst of increasingly sophisticated crime globalization. The implementation of the three stages of the Bureaucratic Reform of the Indonesian National Police requires members of the National Police to continuously improve their knowledge and skills in carrying out the main tasks of the National Police in accordance with Article 13 of Law Number 2 of 2002 concerning the Indonesian National Police in a professional, moral and modern manner.

The fact shows that the documentation data of the East Lampung and Central Lampung Police Traffic Units (2019) regarding motor vehicle accidents shows that the number of accidents is 1,260 people with 160 deaths, 24 serious injuries and 1,850 minor injuries. The total loss borne is 1,325,550 rupiah. Based on these data, it shows that there have been extraordinary losses, including fatalities, injuries, disabilities and material losses. Some of the causes of accidents apart from road users, in other cases the cause is the lack of supervision from the traffic police because it is constrained by access and distance .

The East Lampung Police Satlantas and Central Lampung Police have actually taken action against traffic violations that occur so that the number of traffic accidents can be reduced, including through ticketing and reprimands as follows:

Table 1 . 1. Number of Trafficking and Reprimand Actions carried out by Satlantas Polres Lampung Timur and Lampung Tengah in 201 8 -2020

Description	201 8	201 9	2020
ticket	30,377	28.202	34,016
rebuke	15,300	12,645	13,452
Amount	45,677	40,847	47,468

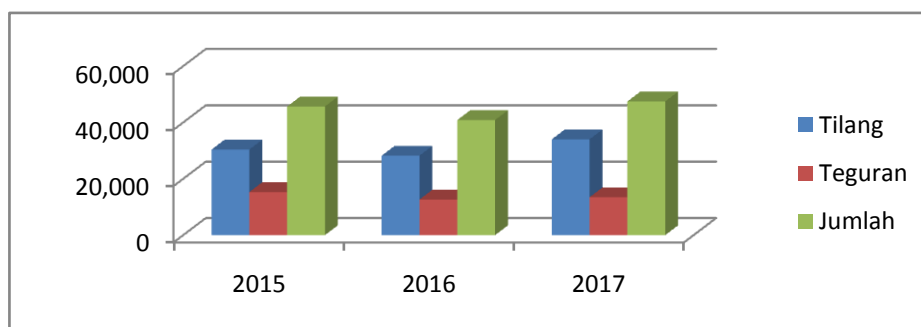Source: East Lampung Police Satlantas and Central Lampung, 20 20

Figure 1 . 1. Number of Trafficking and Reprimand Actions carried out by Satlantas Polres Lampung Timur and Lampung Tengah 201 8 -2020

table and graph above, it can be seen that the number of actions taken by the police for violations increased in 2017 9 compared to 201 6 and 201 7 . This increase in violations is also one of the evidences of the sub-optimal performance of members of the East Lampung Police Satlantas and Central Lampung Police. Therefore, efforts are needed to improve performance through a study of various factors that are considered to have an effect on the performance of the East Lampung Police Satlantas and Central Lampung itself.

One of the factors that can be studied is *Perceived Behavioral Control.* Ajzen (1991) that *perceived behavioral control* is defined as a person's perception of obstacles in performing a behavior. *Behavioral control* views the control / control that a person has over his behavior on a continuum from behavior that is easy to do with sufficient effort and resources. Based on the research of Cruz et al. (2018) proposes a model in which *Perceived Behavioral Control* has a direct effect on performance satisfaction and examines the effect of innovation on performance using the performance satisfaction variable. Thus, in this context, *Perceived Behavioral Control* provides an understanding of how a member of the police force has the urge to provide the best implementation of tasks so that performance can be fulfilled.

Another factor that is considered influential is the workload. According to Gibson (20-17) workload is a set or number of activities that must be completed by an organizational unit or position holder within a certain

period of time. According to Putera (2001-8) there are three indicators of workload, namely targets to be achieved, working conditions, use of working time and work standards. Employee workload can occur in three conditions. First, the workload according to standards. Second, the workload is too high (*over capacity*). Third, the workload is too low (*under capacity).* Workloads that are too heavy or light will have an impact on work inefficiency. A workload that is too light means that there is an excess of manpower. This excess causes the organization to have to pay more employees with the same productivity resulting in cost inefficiency. Conversely, if there is a shortage of manpower or there are many jobs with a small number of employees, it can cause physical and psychological fatigue for employees. Finally, employees become unproductive because they are too tired. Therefore, the appropriate workload is considered to influence the performance of the Traffic Unit members (Anggit, 2019).

Motivational factors are also considered to have an effect on performance. Understanding motivation is the driving force from within to carry out activities to achieve goals (Sardiman, 20-17) . According to George and Jones (20 18) , indicators consist of the direction of behavior (*direction of behavior*), level of effort (level of effort) and level of persistence (*level of persistence*). Based on the results of research related to work motivation and employee performance conducted by Sari (201 7) with the results of research stating that motivation has a positive and significant influence on performance.

II. Materials And Methods

2. 1 Workload Theory
The suitability of the workload regulated by the company to the conditions of workers needs to be considered. Excessive workload can cause an uncomfortable working atmosphere for workers because it can trigger work stress more quickly. On the other hand, lack of workload can cause losses for the organization (Lituhayu *et al.* , 20 1 8). Meanwhile, according to Soleman (2001 9), workload is the amount of work that must be carried out by a position or organizational unit and is the product of the work volume and time norms.

2. 2 Theory of *Perceived Behavioral Control*
According to Ajzen (2016), *Perceived Behavioral Control* is defined as a person's perception of obstacles in carrying out a behavior. *Perceived Behavioral Control* views a person's control / control over his behavior as being on a continuum from behavior that is easy to do with sufficient effort and resources.

2. 3 Theory of Motivation
Work motivation can be defined as a psychological encouragement to someone who determines the direction of a person's behavior (*direction of behavior*) in the organization, level of effort (*level of effort*), and level of persistence or resilience in the face of an obstacle or problem (*level of persistence*). . So work motivation can be interpreted as the work spirit that exists in employees which makes these employees able to work to achieve certain goals (George and Jones, 2005).

2. 4 Performance Theory
Mangkunegara (2005) defines performance as the result of work in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. Brahmasari and Suprayetno (2008) also stated that performance is the achievement of organizational goals which can be in the form of quantitative or qualitative *output* , creativity, flexibility, reliability, or other things desired by the organization.

2. 5 Mindset
Paying attention to all the explanations or theoretical descriptions in the previous session, it can be visualized into an image of the framework of this research, as shown in the following figure.
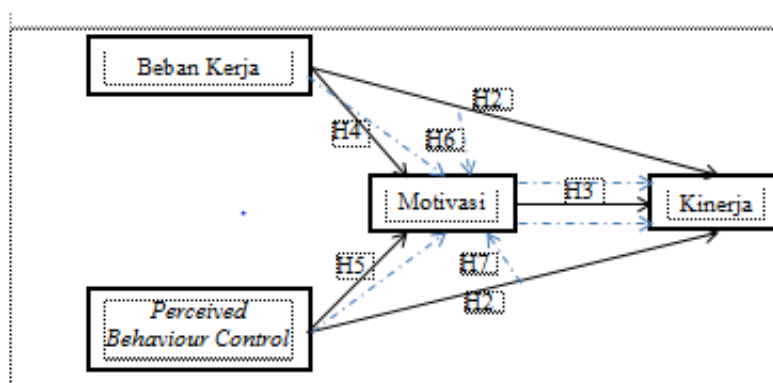

Figure 2 . 1. Research framework model

Information : The arrows represent the direct effect coefficient , so that the model can lead researchers to prove the first hypothesis to the fifth hypothesis.

III. Research Methods

3.1 Research Design

The research design in this research is survey research. In general, the meaning of surveylimited to research in which data are collected from a sample of the population torepresent the entire population. Thus survey research is "research"which takes a sample from one population and uses a questionnaire as a toolbasic data collection" (Singarimbun and Effendi , 2018) . In survey research, information is collected from respondents by usingquestionnaire or questionnaire. Survey research is an investigation carried out toget facts from existing symptoms and look for factual information about social, economic or political institutions from a group or an individual (Nazir, 2005). Survey research is research thattake a sample from one population and use a questionnaire as a toolbasic data collection (Singarimbun and Effendi , 200 8) .

3.2 Population

One of the research steps is to determine the object to be studied and the size of the population in the research object. According to Sugiyono (2016) what is meant by population is a generalization area consisting of subjects or objects that have certain qualities and characteristics set by researchers to study and draw conclusions. The sample is part of the number and characteristics possessed by the population (Sugiyono, 2016). The number of Kasat Past Lampung east and Central Lampung is 198

3. 3 Research Samples

The sample is part of the number and characteristics possessed by the population (Sugiyono, 2016). The sample size was taken using the Hair Formula. The Hair formula is used because the population size is not known with certainty. According to (Hair in Mwesiumo et al. 2021) it is suggested that the minimum sample size is 5-10 observations for each estimated parameter. In this study, the number of samples was 120 people who came from the Traffic Units of the East Lampung Police and Central Lampung So, with the number of indicators being 2 4 multiplied by 5. So, through calculations based on this formula, the number of samples from this study was 120 people. from the East Lampung and Central Lampung Police Traffic Units. The sampling technique in this study is probability sampling. Probability sampling is a sampling technique that provides equal opportunities for each member of the population to be selected as a sample member (Sugiyono, 2016). The type of sample design that will be used by the researcher is in the form of Simple Random Sampling, where the sampling of members from the population is carried out randomly without regard to the strata that exist in the population (Sugiyono, 2016).

Table 3 . 1. Members of the Population Who Entered the Respondent's Criteria

NO	DEPARTMENT	POPULATION
1	Traffic accident	21
2	Turjawali	76
3	Resident	52
4	Dikyasa	26
5	Minops	23
	Amount :	198

Source: East Lampung and Central Lampung Police, 2021.

3.3 Identification of Research Variables

Judging from its position, the variables of this study include the independent variable, the intermediate variable, and the dependent variable. The independent variable is a variable whose value can affect the value of other variables, which in this study are workload (X1) and *Perceived Behavioral Control* (X2). The intermediate variable is a variable whose position is between the independent variable and the dependent variable. So the position of the intermediate variable as a liaison or as a bridge of influence between the independent variable and the dependent variable. The intermediate variable is often called the *Intervening variable* , which in this study is motivation and is given the notation Y1.

3.4 Data Analysis Techniques

In accordance with the formulation of the problem and also the hypothesis in this study, the analytical tools used cover two fields, the first is descriptive analysis and the second is inferential analysis with a path analysis *approach* .

3.5 Descriptive Analysis

Descriptive analysis is a data analysis that uses a description or explanation of the figures from the research. Descriptive analysis will describe the research findings in full so that the meaning and significance of these findings will be captured. Thus in this analysis no testing or proof is carried out, but will help discuss the results of inferential analysis.

3. 6 Hypothesis Test

This section is intended to test the research hypotheses that have been proposed previously. Considering the regression model, the main test carried out is partial testing. The test steps are:
1Determining the working hypothesis:

$H_0 : i = 0$

$H_1 : i \; 0$

Calculating the "t" statistic to determine the level of significance.
Test decision :

If the value of the significance level of the calculation results is 0.05, then H_0 is rejected, meaning that partially the independent variables tested have an effect on the dependent variable. Conversely, if the value of the significance level of the calculation results > 0.05, then $H_{0 \; is}$ accepted, meaning that partially the independent variables tested have no effect on the dependent variable.

3. 7 Path Coefficient

After obtaining the regression coefficients of all the variables that are connected as *direct effects* , look again at Figure 3.1. and Figure 3.2. in the previous explanation .

IV. Results and Discussion

This research was conducted by distributing questionnaires to members of the East Lampung Police Satlantas and Central Lampung Police. In this study, the population belonging to the Satlantas Polres Lampung Timur and Lampung Tengah, totaling 135 members. Of the 135 questionnaires distributed, all of the questionnaires were returned and could be used for further analysis in this study. The results of statistical analysis are as follows:

Product Moment correlation coefficient (r). With the price of the correlation coefficient (r), it can be calculated the magnitude of t_{count} ($t_{statistic}$). With the value of the $t_{statistic}$, the level of significance can then be determined.

If the value of the significance level resulting from the calculation of the test is less than 0.05 (or less than 5%), then the questions are declared valid. And vice versa if the value of the significance level resulting from the calculation of the test is greater than 0.05 (or more than 5%), then the question item is declared invalid.

Based on data analysis, it can be seen that all questions in the questionnaire are declared valid because the significance level resulting from the test is <0.05. Completely the results of the validity test are presented in the following table.

4.1 Validity Test

Whether or not the research instrument is valid can be seen based on the price of the *Product Moment* correlation coefficient (r). With the price of the correlation coefficient (r), it can be calculated the magnitude of t_{count} ($t_{statistic}$). With the value of the $t_{statistic}$, the level of significance can then be determined.

4.2 Reliability Test

After testing the validity, then continued the reliability test. Instrument reliability is used to determine the level of reliability of an instrument, so that if a measuring instrument is used to measure several different respondents, relatively similar results will be obtained. (Arikunto, 2010). Testing the level of reliability of the instrument using the formula from *Cronbach Alpha* , the criterion of which is that an instrument is declared reliable if the value is more than 0.6. According to (Ghozali, 2002) if the *Cronbach Alpha value* is less than 0.60, the reliability level is not good .

Table 4 . 1. Reliability Test Results of Research Variables

No	Variable	Cronbach Alpha	Information
1	Workload (X1)	0.876	Reliable
2	Perceived Behavioral Control (X2)	0.766	Reliable
4	Motivation (Y1)	0.886	Reliable
6	Performance (Y)	0.894	Reliable

Source: Primary Data (processed), 20 22

4.3 Normality Test

A reliable graphical method for testing the normality of the data is by looking at the normal *probability* plot, so almost all statistical computer applications provide this facility. Normal *probability* plot is to compare the cumulative distribution of the actual data with the cumulative distribution of the normal distribution (*hypotheeical distribution*).
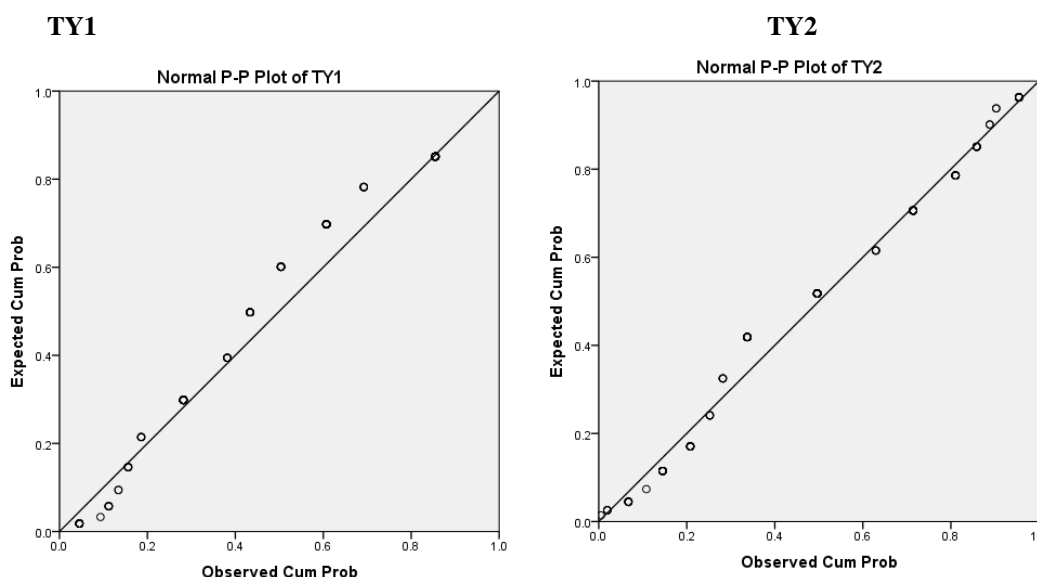
TY1   **TY2**

Figure 4 . 1. Normality Test of Regression Equations 1 and 2

4.2.3.1 The results of multiple regression analysis

Based on the results of data processing using the SPSS program, a table of relationships between workload variables, *Perceived Behavioral Control* , and motivation on performance can be made which is presented in the following table:

Table 4 . 2. Multiple linear regression analysis results

Dependent Variable	Independent Variable	Regression Coefficient	The significance of t count	Derivation Coefficient (R^2)	Significance F count
Y1	X1	-0.284	0.000	0.536	0.000
	X2	0.623	0.000		
Y2	X1	-0.116	0.045	0.639	0.000
	X2	0.162	0.025		
	Y1	0.631	0.000		

Source: Primary Data(processed), 20 22

4.4 Description of Respondents Characteristics.

The members of the East Lampung Police Satlantas and Central Lampung Police consist of men and women. Although the number of female members is still small, the last few years have shown good developments in the interest of women to become members of Satlantas . Summary of research data can be seen in the following table :

Table 4 . 3. Characteristics of Respondents Based onGender

Gender	Frequency	%
Man	124	91.9%
Woman	11	8.1%
Amount	135	100 .0%

Source: Primary Data(processed), 20 22

Based on Table 4.3, it can be seen that most of the respondents were male, as many as 124 people or 91.9% and only 11 people or 8.1% were women. In practice in the field, gender greatly influences the type of work done . Satlantas is one part of the police whose duties are manyfield and often come into contact with or face to face with people whose behavior is very diverse in traffic. Therefore most of these tasks are carried out by men.

Years of service

In this case, the term of service is calculated from the time they get the Decree as a member of the Traffic Traffic Unit until now in the same field , excluding the period of service in other sections. The results of research on tenure can be seen in the following table :

Table 4 . 4. Characteristics of Respondents Based on Working Period

Years of service	Frequency	%
10 Years	13	9.6%
11-20 Years	117	86.7%
>20 Years	5	3.7%
Total	135	100%

Source: Primary Data (processed), 20 22

Based on Table 4.4. it can be seen that most of the respondents have worked for 11-20 years as many as 117 people or 86.7%. Kreitner and Kinicki (2004) stated that, a long working period will tend to make an employee feel more at home in an organization, this is due to, among other things, having adapted to his environment long enough so that an employee will feel comfortable with his job. In addition, it is stated by (Siswanto, 2011), that the tenure is the cause of increased performance because with a long working period, of course, an employee will get a better quality of work than before.

4.5 Description of Research Variables.
This research involves 4 (four) variables, namely workload, *Perceived Behavioral Control* , motivation and performance. The three variables, namely workload, *Perceived Behavioral Control* and motivation were measured by each respondent by filling out a questionnaire or questionnaire provided by the researcher. As for the performance variable, the filling is done by the leader or direct supervisor, this is done to reduce the level of value subjectivity.The measurement or assessment of each indicator uses the basis of the average score. The lowest score used is 1 (one) and the highest is 6 (six), so the interval for each group is

4.6 Workload Variables.
The workload borne by each member is measured through 6 (six) indicators or questions whose answers use options developed by Likert (Likert scale). Each question or statement is given a score gradation of 1 (lowest) to 6 (highest). The results of the measurement of the workload variable, both with the average score price, also use the frequency of each indicator. All data analysis results can be followed

4.7 *Perceived Behavioral Control Variables* .
perceptions of behavioral control are measured by five indicators, the results of which are shown in the following table:

Table 4 . 5. Respondents' Perceptions of Each Perceived Indicator
Behavioral Control

No.	Statement	Sk or						mean
		6	5	4	3	2	1	
1.	Realizing that there are many obstacles at work	31	50	42	3	3	6	4.63
2.	I am able to solve various obstacles	18	81	36	0	0	0	4.87

3.	I'm sure that I can get the job done	63	58	14	0	0	0	5.36
4.	I am able to control myself for my tasks	54	59	20	2	0	0	5.22
5.	I prepare myself for various job risks	63	61	11	0	0	0	5.39
	Perceived Behavioral Control	65	59	11	0	0	0	5.40

Source: primary data processed 2022

V. Conclusion

Based on the results of research and discussions that have been carried out, the conclusions that can be drawn are as follows:The results of testing the first hypothesis indicate that the workload variable has a significant negative effect on performance. This means that Hypothesis 1 is accepted.The results of testing the second hypothesis indicate that the *Perceived Behavioral variableControl* has a positive and significant effect on performance. This means that Hypothesis 2 is accepted.The results of testing the third hypothesis indicate that the motivation variable has a positive and significant influence on performance. This means that Hypothesis 3 is accepted.The results of testing the fourth hypothesis indicate that the workload variable has a significant negative effect on motivation. This means that Hypothesis 4 is accepted.The results of testing the fifth hypothesis indicate that the *Perceived Behavioral Control variable* has a positive and significant influence on motivation. This means that Hypothesis 5 is accepted.The results of testing the sixth hypothesis indicate that the motivation *variable is the intervening variable the* effect of workload on the performance of the Satlantas members of the East Lampung Police and Central Lampung. This means that Hypothesis 6 is acceptedThe results of testing the seventh hypothesis indicate that the motivation variable is an intervening variable for the effect of *Perceived Behavioral Control* on Performance. This means that Hypothesis 7 is acceptedBased on the results of the discussion, as well as the conclusions obtained, the suggestions that can be submitted are as follows:Performance improvement can be done in the following ways:Increase the number of personnel to divide the delegation of tasks where the task will be delegated in order to reduce the existing workload. With reduced workload, motivation will increase so that the expected performance results can be achieved.Provide motivation by conducting training which provides encouragement and enthusiasm for members to be able to accept task challenges well.Improving *Perceived Behavioral Control* of members by providing training on *soft skills* and leadership so that increasing *Perceived Behavioral Control* will increase motivation so that performance will also increase , this is reinforced by the lowest score of 0.162 owned by the indicator .This study has several limitations such as the population of the questionnaire distribution is in East Lampung and the respondents are the leaders of the open agency . So there is still the possibility that if the scale of the research area is expanded it will produce different research results .

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