

The Effect of Workload, Work Discipline, and Competence on the Performance of Police Officers at the Banyuwangi Regional Police through Job Satisfaction as an Intervening Variable

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ABSTRACT

This study aims to analyze the effect of workload, work discipline, and competence on the performance of police officers at Polresta Banyuwangi, with job satisfaction as an intervening variable. This research uses a quantitative approach with a survey method involving 219 respondents selected using proportional random sampling. Data were analyzed using Structural Equation Modeling (SEM) with WarpPLS. The results show that work discipline and competence have a positive and significant effect on job satisfaction and performance, while workload does not significantly affect job satisfaction or performance. Job satisfaction is proven to mediate the effect of discipline and competence on performance, but it does not mediate the effect of workload on performance. This study concludes that improving police officers' performance is more influenced by competence and work discipline than workload.

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Introduction

The performance of police officers is a crucial factor in supporting public service delivery and maintaining public security and order. High-quality performance reflects an organization's ability to achieve its objectives and strengthen public trust in law enforcement institutions. According to Mangkunegara (2021), employee performance refers to the quality and quantity of work achieved by individuals in carrying out their responsibilities. Within the context of human resource management, employee performance is influenced by various organizational and individual factors that determine the effectiveness of work outcomes.

One of the factors that may influence employee performance is workload. Workload refers to the amount of work that must be completed by an individual within a specified period. Excessive workload may lead to physical fatigue, psychological stress, and decreased work effectiveness, whereas a balanced workload can encourage employees to perform more efficiently. Hasibuan (2021) argues that workload should be aligned with employees' capabilities and capacities to ensure optimal performance outcomes. Therefore,

understanding workload dynamics is important for organizations seeking to improve employee productivity and effectiveness.

In addition to workload, work discipline plays a significant role in determining employee performance. Work discipline reflects employees' compliance with organizational rules, procedures, and standards. A disciplined workforce tends to demonstrate greater responsibility, punctuality, and consistency in carrying out organizational tasks. Consequently, work discipline contributes to organizational effectiveness by ensuring that employees perform their duties according to established expectations. Organizations that successfully foster a culture of discipline are more likely to achieve sustainable performance improvements.

Another important determinant of employee performance is competence. Competence encompasses the knowledge, skills, abilities, and attitudes required to perform specific tasks effectively. Employees possessing higher levels of competence are generally better equipped to solve problems, adapt to changing work environments, and achieve organizational goals. Consequently, competence is frequently recognized as a key driver of individual and organizational performance. In the context of police institutions, competence is particularly important because officers are required to perform diverse responsibilities that demand both technical expertise and professional judgment.

Furthermore, job satisfaction is widely acknowledged as an important factor influencing employee behavior and performance. Job satisfaction represents an employee's positive emotional response toward their job and work environment. Employees who experience higher levels of job satisfaction are generally more motivated, committed, and productive. As a result, job satisfaction has often been linked to improved organizational outcomes and employee performance. In many organizations, job satisfaction also serves as an important mechanism through which organizational factors influence performance.

The Banyuwangi Regional Police currently face challenges related to human resource availability and workforce management. Organizational data indicate that the institution employs 484 personnel, while the ideal staffing requirement is estimated at 731 personnel. This shortage of personnel may increase workload pressures across various functional units and potentially affect organizational performance. In addition, performance evaluation results indicate that work discipline remains one of the lowest-rated performance indicators, with an achievement level of approximately 80.13% in 2024. In contrast, competency and work quality indicators have achieved performance levels of approximately 95 percent, suggesting that police officers generally possess adequate capabilities despite challenges related to discipline and work conditions.

The existence of discrepancies between theoretical expectations and empirical conditions highlights a research gap that warrants further investigation. Theoretically, workload, work discipline, and competence are expected to influence employee performance. However, empirical findings from previous studies have produced inconsistent results. Some studies report significant relationships among these variables, while others

find insignificant effects. Such inconsistencies suggest that additional factors may influence these relationships and that contextual differences may affect the strength and direction of the observed effects.

Considering these issues, this study investigates the effects of workload, work discipline, and competence on the performance of police officers at the Banyuwangi Regional Police, with job satisfaction serving as an intervening variable. The findings are expected to contribute to the development of human resource management strategies within public sector organizations, particularly law enforcement institutions, by providing empirical evidence regarding the factors that influence employee performance.

Method

This study employed a quantitative research approach using a survey method to examine the relationships among workload, work discipline, competence, job satisfaction, and police officer performance. The quantitative approach was considered appropriate because it enables the measurement and analysis of causal relationships among variables through statistical procedures.

The population of this study consisted of 484 police officers serving at the Banyuwangi Regional Police (Polresta Banyuwangi). A total of 219 respondents were selected using proportional random sampling to ensure that each organizational unit was adequately represented. Data were collected through a structured questionnaire utilizing a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5).

The research model included workload, work discipline, and competence as exogenous variables, job satisfaction as an intervening variable, and police officer performance as an endogenous variable. The collected data were analyzed using Structural Equation Modeling (SEM) with the assistance of WarpPLS 8.0 software. The analysis procedure consisted of evaluating the measurement model (outer model) through validity and reliability testing, followed by evaluating the

Results and Discussion

Measurement Model Evaluation (Outer Model)

WarpPLS 8.0 was utilized to assess the validity and reliability of the measurement model, including the evaluation of the research instrument.

1. Validity Test

The validity assessment was conducted using two validity testing procedures in WarpPLS 8.0. The results are presented as follows

1) Convergent Validity

Convergent validity was evaluated to determine the extent to which the indicators adequately represented their respective latent constructs. The results of the convergent validity test are presented in Table 1:

Table 1. Convergent Validity Results (Factor Loadings)

Construct	Indicator	Loading Factor	Standart Error	P-value	Status
<i>Workload (X1)</i>	X1.1	0.817	0.058	<0.001	Valid
	X1.2	0.817	0.058	<0.001	Valid
	X1.3	0.796	0.058	<0.001	Valid
	X1.4	0.815	0.058	<0.001	Valid
	X1.5	0.792	0.058	<0.001	Valid
	X1.6	0.818	0.058	<0.001	Valid
	X1.7	0.814	0.058	<0.001	Valid
<i>Work Discipline (X2)</i>	X2.1	0.753	0.059	<0.001	Valid
	X2.2	0.802	0.058	<0.001	Valid
	X2.3	0.728	0.059	<0.001	Valid
	X2.4	0.811	0.058	<0.001	Valid
	X2.5	0.749	0.059	<0.001	Valid
	X2.6	0.813	0.058	<0.001	Valid
<i>Competence(X3)</i>	X3.1	0.760	0.059	<0.001	Valid
	X3.2	0.772	0.059	<0.001	Valid
	X3.3	0.777	0.059	<0.001	Valid
	X3.4	0.739	0.059	<0.001	Valid
	X3.5	0.780	0.059	<0.001	Valid
	X3.6	0.770	0.059	<0.001	Valid
<i>Police Office Performance (Y)</i>	Y.1	0.737	0.059	<0.001	Valid
	Y.2	0.771	0.059	<0.001	Valid
	Y.3	0.755	0.059	<0.001	Valid
	Y.4	0.797	0.058	<0.001	Valid
	Y.5	0.752	0.059	<0.001	Valid
	Y.6	0.776	0.059	<0.001	Valid
	Y.7	0.704	0.059	<0.001	Valid
<i>Job Satisfaction (Y)</i>	Z.1	0.772	0.059	<0.001	Valid
	Z.2	0.776	0.059	<0.001	Valid
	Z.3	0.719	0.059	<0.001	Valid
	Z.4	0.727	0.059	<0.001	Valid
	Z.5	0.745	0.059	<0.001	Valid
	Z.6	0.727	0.059	<0.001	Valid
	Z.7	0.774	0.059	<0.001	Valid

Source: WarpPLS 8.0 Output, Processed Data (2026).

2) Discriminant Validity

Discriminant validity was assessed using the combined loadings and cross-loadings approach. The results demonstrate the extent to which each indicator is more strongly associated with its corresponding construct than with other constructs. The findings are presented in Table 2.

Table 1. Nilai Combined Loadings and Cross Loadings

Indikator	<i>Workload</i>	<i>Work Discipline</i>	<i>Competence</i>	<i>Police Office Performance</i>	<i>Job Satisfaction</i>	Constructdominan
X1.1	0.817	-0.095	-0.011	-0.035	0.096	<i>Workload</i>
X1.2	0.817	0.054	0.065	-0.028	-0.038	<i>Workload</i>
X1.3	0.796	0.008	-0.046	0.046	-0.024	<i>Workload</i>
X1.4	0.815	-0.003	-0.122	0.139	-0.035	<i>Workload</i>
X1.5	0.792	0.015	0.087	-0.134	-0.023	<i>Workload</i>
X1.6	0.818	0.013	-0.003	-0.055	0.067	<i>Workload</i>
X1.7	0.814	0.008	0.031	0.065	-0.045	<i>Workload</i>
X2.1	0.013	0.753	-0.012	0.136	-0.092	<i>Workload</i>
X2.2	0.031	0.802	0.057	-0.111	0.125	<i>Work Discipline</i>
X2.3	-0.068	0.728	-0.106	0.071	-0.071	<i>Work Discipline</i>
X2.4	-0.020	0.811	0.109	0.020	-0.151	<i>Work Discipline</i>
X2.5	0.035	0.749	-0.123	-0.025	0.124	<i>Work Discipline</i>
X2.6	0.006	0.813	0.054	-0.077	0.062	<i>Work Discipline</i>
X3.1	0.016	-0.025	0.760	-0.022	0.034	<i>Competence</i>
X3.2	-0.045	0.028	0.772	0.063	-0.032	<i>Competence</i>
X3.3	0.037	-0.050	0.777	-0.045	0.086	<i>Competence</i>
X3.4	0.019	-0.057	0.739	0.154	0.000	<i>Competence</i>
X3.5	0.016	-0.010	0.780	-0.067	0.027	<i>Competence</i>
X3.6	-0.042	0.112	0.770	-0.077	-0.115	<i>Competence</i>
Z.1	0.080	-0.043	-0.013	0.772	-0.085	<i>Job Satisfaction</i>
Z.2	0.002	-0.018	0.019	0.776	0.053	<i>Job Satisfaction</i>
Z.3	-0.092	0.014	-0.047	0.719	0.050	<i>Job Satisfaction</i>
Z.4	0.034	-0.035	0.181	0.727	-0.159	<i>Job Satisfaction</i>
Z.5	0.032	0.029	-0.089	0.745	0.083	<i>Job Satisfaction</i>
Z.6	-0.035	0.059	0.064	0.727	0.004	<i>Job Satisfaction</i>
Z.7	-0.025	-0.002	-0.106	0.774	0.051	<i>Job Satisfaction</i>
Y.1	0.060	-0.063	0.119	-0.029	0.737	<i>Performance</i>
Y.2	-0.000	-0.014	-0.098	0.096	0.771	<i>Performance</i>

Indikator	<i>Workload</i>	<i>Work Discipline</i>	<i>Competence</i>	<i>Police Office Performance</i>	<i>Job Satisfaction</i>	Constructdominan
Y.3	-0.036	0.051	-0.087	0.014	0.755	<i>Performance</i>
Y.4	0.002	0.072	-0.104	-0.005	0.797	<i>Performance</i>
Y.5	0.023	0.024	-0.030	0.014	0.752	<i>Performance</i>
Y.6	-0.025	-0.036	0.063	-0.032	0.776	<i>Performance</i>
Y.7	-0.024	-0.041	0.157	-0.064	0.704	<i>Performance</i>

Source: WarpPLS 8.0 Output, Processed Data (2026).

2. Reliability Test

The reliability of the measurement model was evaluated using WarpPLS 8.0. Reliability testing was conducted to determine the internal consistency of the measurement items used in this study. The results of the reliability assessment are presented in Table 3.

Table 2. Reliability Test

Variabel	Composite Reliability	Cronbach's Alpha	AVE	Status CR	Status CA	Status AVE
X1 (<i>Workload</i>)	0.930	0.913	0.656	Sangat Reliabel	Sangat Reliabel	Valid (AVE>0.5)
X2 (<i>Work Discipline</i>)	0.901	0.868	0.603	Sangat Reliabel	Sangat Reliabel	Valid (AVE>0.5)
X3 (<i>Competence</i>)	0.895	0.859	0.587	Sangat Reliabel	Sangat Reliabel	Valid (AVE>0.5)
Z (<i>Job Satisfaction</i>)	0.899	0.869	0.561	Sangat Reliabel	Sangat Reliabel	Valid (AVE>0.5)
Y (<i>Performance</i>)	0.903	0.875	0.572	Sangat Reliabel	Sangat Reliabel	Valid (AVE>0.5)

Source: WarpPLS 8.0 Output, Processed Data (2026).

3. Structural Model Evaluation (Inner Model)

The structural model (inner model) was evaluated to assess the overall model fit and the relationships among the latent variables. The goodness-of-fit indices obtained from the WarpPLS 8.0 analysis are presented in Table 4.

Table 4. Goodness-of-Fit Test Results

Index	Value	Criteria	Status
Average Path Coefficient (APC)	0.254	P<0.001	Significant
Average R-squared (ARS)	0.476	P<0.001	Significant
Average Adjusted R-squared (AARS)	0.468	P<0.001	Significant
Average Block VIF (AVIF)	1.339	≤5, ideal ≤3.3	Excellent
Average Full Collinearity VIF (AFVIF)	1.708	≤5, ideal ≤3.3	Excellent

Index	Value	Criteria	Status
Tenenhaus GoF	0.533	Small ≥ 0.1 , Medium ≥ 0.25 Large ≥ 0.36	Large
Simpson's Paradox Ratio (SPR)	0.857	≥ 0.7 , ideal = 1	Ideal
R-squared Contribution Ratio (RSCR)	0.987	≥ 0.9 , ideal = 1	Ideal
Statistical Suppression Ratio (SSR)	1.000	≥ 0.7	Excellent
Nonlinear Bivariate Causality Directon Ratio	1.000	≥ 0.7	Good

Source: WarpPLS 8.0 Output, Processed Data (2026)

4. Structural Model Testing (Hypothesis Testing)

The structural model was evaluated to examine the proposed hypotheses and determine the direct and indirect relationships among the research variables. The results of the hypothesis testing are presented in Table 5.

Table 5. Results of Direct and Indirect Effects Hypothesis Testing

Hypothesis	Path	Direct Effect	Indirect Effect	Total Effect	P-value	Status
H1	BK→KK	-0.092	-	-0.092	0.085	Not Significant
H2	DK→KK	0.241	-	0.241	<0.001	Significant
H3	KS→KK	0.491	-	0.491	<0.001	Significant
H4	KP→KK	0.408	-	0.408	<0.001	Significant
H5	BK→KP	0.075	-0.037	0.038	0.130	Not Significant
H6	DP→KP	0.236	0.098	0.334	<0.001	Significant
H7	KS→KP	0.238	0.200	0.438	<0.001	Significant

Source: WarpPLS 8.0 Output, Processed Data (2026).

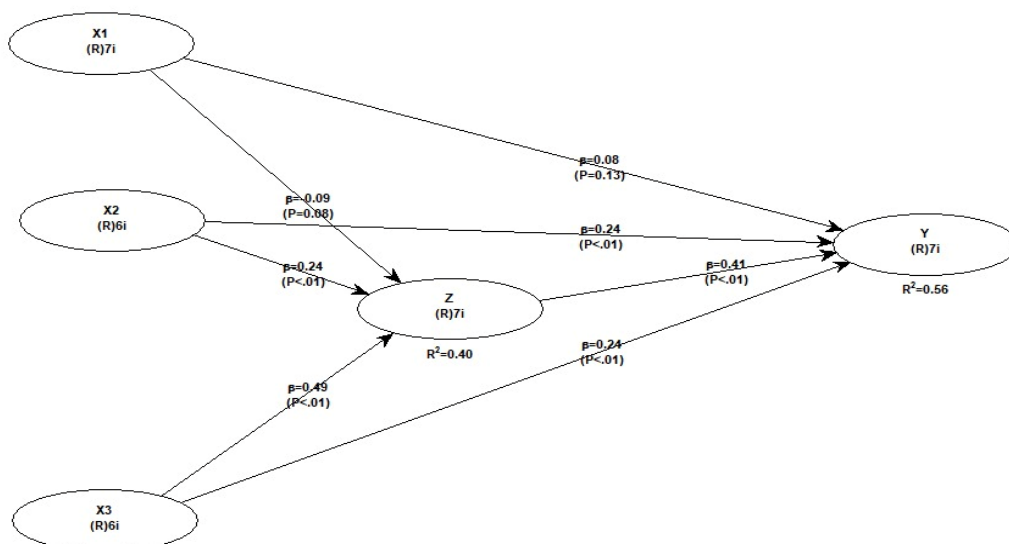


Figure 1. Structural Model of Direct and Indirect Effects

Source: WarpPLS 8.0 Output, Processed Data (2026).

5. Indirect Effects Analysis (Mediation Analysis)

The indirect effects, or mediation effects, were examined using WarpPLS 8.0 based on data collected from 219 respondents. This analysis was conducted to determine whether job satisfaction mediates the relationships between workload, work discipline, competence, and police officer performance. The results of the indirect effects analysis are presented in Table 6:

Table 3. Indirect Effect

Hypothesis	Path	Coefficient	Std. Error	P-Value	Effect Size	Status
H8	BK → KK → KP	-0.037	0.047	0.216	0.006	Tidak signifikan
H9	DK → KK → KP	0.098	0.047	0.019	0.054	Signifikan
H10	KS → KK → KP	0.200	0.046	< 0.001	0.119	Signifikan

Source: WarpPLS 8.0 Output, Processed Data (2026)

DISCUSSION

Based on the findings of the data analysis, the discussion of each hypothesized relationship is presented as follows:

1. The results indicate that workload has a negative but insignificant effect on job satisfaction ($\beta = -0.092$; $p = 0.085$). This finding suggests that an increase in workload tends to reduce job satisfaction among police officers; however, the effect is not statistically significant. In other words, although heavier workloads may create additional pressure, they do not substantially diminish employees' overall satisfaction with their jobs. This condition may be attributed to the ability of police officers to adapt to their work demands and responsibilities. These findings are consistent with those reported by Winoto and Perkasa (2024), Fitria Dewi et al. (2025), and Wulandari et al. (2022), who found that workload has a negative but insignificant effect on job satisfaction. However, the results contradict the findings of Mariana et al. (2024), Siboro (2022), Nursabah (2024), and Pratama and Kurniawan (2022), who reported a significant relationship between workload and job satisfaction.
2. The analysis revealed that work discipline has a positive and significant effect on job satisfaction ($\beta = 0.241$; $p < 0.001$). This finding indicates that higher levels of discipline are associated with greater job satisfaction among police officers. A disciplined work environment promotes order, certainty, and comfort in carrying out daily responsibilities, thereby enhancing employees' positive perceptions of their jobs. The result supports the studies conducted by Rachmaniah (2022), Yumhi (2021), and Gracella (2023), which demonstrated that work discipline positively influences job satisfaction because it fosters a structured and supportive working environment. Nevertheless, the finding differs from those of Roringkon et al. (2021), Rahayu (2023), Windi and Lahamid (2024), and Purnomo and Hasanah (2023), who found no significant relationship between work discipline and job satisfaction.

3. The findings show that competence has a positive and significant effect on job satisfaction ($\beta = 0.491$; $p < 0.001$). This result implies that police officers possessing higher levels of knowledge, skills, and professional capabilities tend to experience greater satisfaction in their work. Competent employees are generally more confident in performing their duties and achieving organizational objectives, which contributes to positive work attitudes and satisfaction. These findings are consistent with the studies of Yumhi (2021), Toreh and Trang (2022), and Suristya and Adi (2021), which reported a significant positive relationship between competence and job satisfaction. However, the results differ from those reported by Padli et al. (2023) and Waleleng et al. (2024), who found that competence did not significantly influence job satisfaction.
4. The results demonstrate that job satisfaction has a positive and significant effect on police officer performance ($\beta = 0.408$; $p < 0.001$). This finding indicates that police officers who experience higher levels of job satisfaction tend to perform better in carrying out their duties and responsibilities. Satisfied employees are generally more motivated, productive, and committed to achieving organizational goals. Consequently, job satisfaction serves as an important determinant of performance improvement. This finding is in line with previous studies conducted by Ismail (2021), Palupiningtyas et al. (2022), Windi and Lahamid (2024), Liana (2021), Djaya (2021), and Mulia (2021), which reported a significant positive effect of job satisfaction on employee performance. Nevertheless, this result differs from the findings of Suristya and Adi (2021), who found no significant relationship between job satisfaction and performance.
5. The findings indicate that workload has a positive but insignificant effect on police officer performance ($\beta = 0.075$; $p = 0.130$). This suggests that workload does not directly influence the performance of police officers at the Banyuwangi Regional Police. Although increased workload may be associated with greater work demands and responsibilities, its impact on performance remains statistically insignificant. Therefore, workload cannot be considered a primary determinant of police officer performance in this context. These findings support the studies of Siagian and Siamsa (2024), Adisti et al. (2024), Saragih et al. (2024), Putri and Fauzan (2024), Nila Sari and Safitri (2022), Indrayana and Putra (2022), and Juanita et al. (2024), which reported that workload does not significantly affect employee performance. However, the findings contradict those of Syamra et al. (2023), Edward and Nurmayanti (2023), and Hamidah and Mulyana (2024), who found a significant effect of workload on performance.
6. The results indicate that work discipline has a positive and significant effect on police officer performance ($\beta = 0.238$; $p = 0.043$). This finding suggests that higher levels of work discipline contribute to improved performance among police officers at the Banyuwangi Regional Police. Employees who consistently comply with organizational rules, procedures, and responsibilities tend to perform their duties more effectively and efficiently. Work discipline promotes accountability, punctuality, and commitment, all of which are essential for achieving organizational objectives. These findings are

consistent with previous studies conducted by Rachmaniah (2022), Roringkon et al. (2021), Rahayu (2023), Windi and Lahamid (2024), Purnomo and Hasanah (2023), Pranata et al. (2023), Abbe and Nuralam (2024), Crisviyan et al. (2024), Dita et al. (2023), and Putri et al. (2024), which reported a positive and significant relationship between work discipline and employee performance. However, this finding differs from those of Putri KA et al. (2021), D'Ornay (2024), Walalayo (2024), and Asri and Chanada (2023), who found that work discipline did not significantly affect employee performance.

7. The findings reveal that competence has a positive and significant effect on police officer performance ($\beta = 0.238$; $p < 0.001$). This result indicates that police officers with higher levels of competence tend to demonstrate better performance in carrying out their duties and responsibilities. Competence enhances employees' ability to solve problems, make appropriate decisions, and perform tasks effectively. As a result, competent officers are more likely to achieve superior performance outcomes. These findings support the studies conducted by Dwinanda (2023), Rachman et al. (2021), Budi Utomo and Widodo (2024), Ardansyah et al. (2022), Prayoga (2021), Ratnasari et al. (2021), Ismail (2021), and Toreh and Trang (2022), all of which reported a positive and significant effect of competence on employee performance. Nevertheless, the findings differ from those of Djaya (2021), Dermawan et al. (2022), Pariesti et al. (2022), Roni et al. (2023), Fauzi and Nugroho (2024), and Nurin et al. (2024), who found no significant relationship between competence and performance.
8. The mediation analysis indicates that the indirect effect of workload on police officer performance through job satisfaction is not significant ($\beta = -0.037$; $p = 0.216$). This finding suggests that job satisfaction does not mediate the relationship between workload and performance. In other words, variations in workload do not significantly influence police officer performance, even when job satisfaction is considered as an intervening variable. This result implies that workload may not be a critical factor in determining employee performance within the organizational context of the Banyuwangi Regional Police. The findings are consistent with those reported by Wulandari et al. (2022), Uma and Swasti (2024), and Aklia et al. (2024), who concluded that job satisfaction does not mediate the relationship between workload and performance. However, the results contradict the findings of Fitria Dewi et al. (2025), Syamsudin et al. (2023), Aulia and Setiani (2024), Niati et al. (2024), and Zahro and Abadiyah (2024), who found significant mediation effects. According to Putra (2012), employees' perceptions regarding working conditions, time utilization, and the amount of work to be completed contribute to the level of workload experienced. When workload becomes unbalanced, it may generate work pressure that negatively affects job satisfaction and performance.
9. The results demonstrate that the indirect effect of work discipline on police officer performance through job satisfaction is positive and significant ($\beta = 0.098$; $p = 0.019$).

This finding indicates that job satisfaction successfully mediates the relationship between work discipline and performance. In practical terms, higher levels of work discipline lead to greater job satisfaction, which subsequently enhances employee performance. Therefore, work discipline contributes not only directly to performance improvement but also indirectly through its positive impact on job satisfaction. These findings are consistent with previous studies conducted by Rachmaniah (2021), Yumhi (2021), and Purnomo and Hasanah (2023), which reported that job satisfaction mediates the relationship between work discipline and performance. However, the results differ from those of Windi and Lahamid (2024), who found that job satisfaction does not mediate the relationship between work discipline and employee performance.

10. The findings reveal that the indirect effect of competence on police officer performance through job satisfaction is positive and significant ($\beta = 0.200$; $p < 0.001$). This result indicates that job satisfaction plays a significant mediating role in the relationship between competence and performance. Police officers possessing higher levels of competence tend to experience greater job satisfaction, which subsequently contributes to improved performance outcomes. Therefore, competence influences performance both directly and indirectly through job satisfaction. This finding highlights the importance of competency development programs in enhancing employee satisfaction and organizational effectiveness. The results are consistent with previous studies conducted by Ismail (2021), Palupiningtyas et al. (2022), Toreh and Trang (2022), and Suristya and Adi (2021), which found that job satisfaction mediates the relationship between competence and performance. Nevertheless, the findings differ from those reported by Ratnasari et al. (2021), who concluded that job satisfaction does not mediate the relationship between competence and employee performance.

Conclusion

This study concludes that work discipline and competence are the primary factors influencing the performance of police officers at the Banyuwangi Regional Police. Both variables have direct positive and significant effects on performance and indirectly enhance performance through job satisfaction. These findings indicate that police officers who demonstrate high levels of discipline and competence are more likely to experience greater job satisfaction, which subsequently improves their work performance.

In contrast, workload was found to have no significant effect on either job satisfaction or police officer performance. Furthermore, job satisfaction does not mediate the relationship between workload and performance. These findings suggest that workload is not the principal determinant of employee performance within the studied organizational context.

The study also confirms the significant role of job satisfaction as an intervening variable in the relationships between work discipline, competence, and performance. Therefore, organizational efforts aimed at improving police officer performance should prioritize the development of employee competencies, the strengthening of work discipline,

and the creation of a supportive work environment that fosters job satisfaction. From a managerial perspective, the Banyuwangi Regional Police should implement sustainable human resource development programs, including competency enhancement initiatives, discipline reinforcement strategies, and employee welfare policies designed to improve job satisfaction. Such initiatives are expected to contribute to higher levels of organizational effectiveness and public service performance.

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