

# Determinants of Employee Performance in Law Enforcement Organizations

Andre Febrian<sup>1</sup>, Dinurrahman Dinurrahman<sup>2\*</sup>, Akhmadi Waridyanto<sup>3</sup>, Rizqi Muhamad Fazri<sup>4</sup>  
Universitas Ekuitas Indonesia, Bandung, Indonesia<sup>1,2,3,4</sup>

[andrefebriano19@gmail.com](mailto:andrefebriano19@gmail.com)<sup>1</sup>, [dinurrahman00@gmail.com](mailto:dinurrahman00@gmail.com)<sup>2</sup>, [akhmadi664@gmail.com](mailto:akhmadi664@gmail.com)<sup>3</sup>,  
[rizqimuhamadf@gmail.com](mailto:rizqimuhamadf@gmail.com)<sup>4</sup>



## Article History:

Received on 22 December 2025

1<sup>st</sup> Revised on 06 January 2026

2<sup>nd</sup> Revised on 24 January 2026

3<sup>rd</sup> Revised on 02 February 2026

Accepted on 26 February 2026

## Abstract

**Purpose:** This study aims to examine the determinants of employee performance in the Criminal Investigation Unit of the Bandung City Police Resort, focusing on the roles of work environment, work competency, and workload.

**Research Methodology:** This study employed a quantitative survey design. Data were collected using structured questionnaires administered to employees of the Criminal Investigation Unit. Data were analyzed using multiple linear regression as a predictive analytical model to identify patterns of association among the variables without implying causal relationships.

**Results:** The results indicate that a supportive work environment is positively associated with employee performance. Work competency also showed a significant and relatively stronger association with employee performance than other variables. In contrast, workload was not significantly associated with employee performance when examined alongside the work environment and work competency.

**Conclusions:** The findings suggest that employee performance in law enforcement organizations is more closely associated with qualitative organizational and individual factors, particularly the work environment and work competency, than with workload intensity alone.

**Limitations:** This study is limited to a single police unit and examines only a specific set of variables. Employee performance may also be associated with other factors not included in this study.

**Contributions:** This study contributes to the public sector human resource management literature by providing empirical evidence of the factors associated with employee performance in law enforcement institutions, offering practical insights for organizational development through workplace support and competency enhancement.

**Keywords:** *Employee Performance, Work Competency, Work Environment, Workload*

**How to Cite:** Febrian, A., Dinurrahman, D., Waridyanto, A., Fazri, R.M. (2026). Determinants of Employee Performance in Law Enforcement Organizations. *Studi Ilmu Manajemen dan Organisasi*, 7(1) 229-240.

## 1. Introduction

Public sector bureaucratic reform in Indonesia is a national strategic agenda aimed at improving governance quality, accountability, and public trust in state institutions. One of the key institutions central to this reform agenda is the *Kepolisian Negara Republik Indonesia (POLRI)*, given its strategic role in law enforcement, maintenance of public order, and the delivery of public services. In response to increasing societal demands for professionalism and transparency, Polri introduced the concept of *Polri Presisi* (Predictive, Responsible, and Transparent Justice) as a guiding framework to modernize policing practices and improve organizational performance.

Despite the formal implementation of *Polri Presisi* in 2021, empirical indicators suggest that operational performance improvement has not yet been optimally achieved. Data from the *Komisi Kepolisian Nasional (KOMPOLNAS)* in 2024 show that public complaints against Polri remain high, exceeding 4,000 reports annually, with dominant issues related to slow case handling, unprofessional conduct, and alleged abuse of authority. These conditions indicate a persistent gap between reform objectives and actual performance outcomes, particularly in operational units that directly engage in criminal case handling and public interaction.

This discrepancy is particularly evident in criminal investigation units. Internal records from the Criminal Investigation Unit of the Bandung City Police Resort show that annual criminal reports range from 2,500 to 3,500 cases. However, the crime clearance rate has remained consistently below 60%, which, according to the *Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi (Parmen PANRB)* Number 8 of 2021, is categorized as very poor performance. This empirical pattern raises an important analytical question: Why do units with substantial institutional authority and resources continue to display relatively low clearance rates? Addressing this issue requires moving beyond descriptive performance indicators to examine the internal organizational and human resource conditions associated with performance variation.

Low clearance rates cannot be solely attributed to crime complexity. From a human resource management perspective, organizational performance in law enforcement is closely related to the interaction between the work environment, work competency, and workload. An uncondusive work environment may be associated with reduced focus, coordination, and investigative effectiveness; insufficient work competency may be related to limitations in analytical and procedural accuracy; and excessive or poorly distributed workloads may correspond with diminished decision quality and task completion. Accordingly, persistent clearance rate challenges suggest the presence of structural and behavioral conditions linked to these factors, rather than isolated operational inefficiencies.

Previous studies consistently indicate that the work environment and work competency are positively associated with employee performance, while empirical findings regarding workload remain inconclusive. Contemporary organizational behavior literature emphasizes that the relationship between workload and performance is not necessarily linear. Moderate workload levels may be associated with heightened alertness and productivity, whereas excessive workloads tend to coincide with fatigue, cognitive overload, and declining performance levels ([Dessler, 2020](#); [Gibson, Ivancevich, Donnelly, & Konopaske, 2018](#)). This context-dependent relationship provides a strong theoretical basis for further empirical investigation, particularly in high-pressure organizational settings such as police criminal investigation units, where workload intensity is structurally inherent and fluctuates continuously.

Nevertheless, empirical research that simultaneously examines the work environment, work competency, and workload within law enforcement organizations, especially criminal investigation units, remains limited. Most existing studies focus on private-sector organizations or relatively stable public sectors, such as education and healthcare, which differ substantially from policing in terms of task uncertainty, risk exposure, and legal accountability. Consequently, existing empirical insights cannot be directly generalized to criminal investigation contexts.

The selection of the *Kepolisian Resor Kota Besar Bandung (POLRESTABES Bandung)* as the research locus is methodologically and substantively justified. As one of the largest metropolitan police jurisdictions in Indonesia, Polrestabes Bandung operates in a dense urban environment characterized by high crime intensity, diverse cases, and sustained public scrutiny. These characteristics make it a relevant and representative setting for examining how internal organizational conditions are associated with performance patterns in complex and high-pressure circumstances. Moreover, the persistent gap between case volume and clearance rates in this unit provides a concrete empirical basis for examining the predictive relevance of the work environment, work competency, and workload.

Based on these considerations, this study aims to empirically examine the associations between the work environment, work competency, and workload with employee performance in the Criminal Investigation Unit of the Bandung City Police Resort. This study seeks to bridge the gap between observed performance indicators and internal organizational conditions while contributing empirical evidence to the public sector human resource management literature, particularly within the context of law enforcement institutions.

## **2. Literature Review and Hypotheses Development**

### **2.1 Employee Performance**

Employee performance refers to the extent to which employees successfully execute their task responsibilities in accordance with organizational goals, quality standards, and ethical principles ([Mangkunegara, 2017](#); [Robbins & Judge, 2024](#)). In public organizations, particularly law enforcement institutions, performance is evaluated not only through productivity indicators but also through service quality, accountability, and public trust ([Dwiyanto, 2020](#); [Hadyan & Rahayu, 2023](#)).

From an organizational behavior perspective, employee performance is not isolated. Rather, it emerges from the interaction between individual capabilities, organizational resources and job demands ([Armstrong & Taylor, 2020](#); [Parker, Morgeson, & Johns, 2017](#)). This interaction is especially salient in criminal investigation units, where task complexity, legal responsibility, and public scrutiny intensify performance expectations of employees.

The Job Demands–Resources (JD–R) theory provides a robust theoretical framework for explaining this interaction. According to this model, performance is shaped by the balance between job resources factors that facilitate goal achievement and reduce strain and job demands factors that require sustained effort and may lead to fatigue when excessive ([Bakker & Demerouti, 2017](#); [Schaufeli, 2017](#)). Within this framework, the work environment and work competency function primarily as job resources, whereas workload represents a core job demand.

### **2.2 Work Environment**

The work environment encompasses the physical and non-physical conditions surrounding employees, including workspace layout, lighting, noise, safety, interpersonal relations, communication patterns, and organizational climate ([Dul, Ceylan, & Jaspers, 2011](#); [Sedarmayanti, 2017](#)). In the JD–R framework, these conditions act as contextual job resources that support employees in effectively managing task demands ([Humphrey, Nahrgang, & Morgeson, 2007](#); [Zhenjing, Chupradit, Kuo, Nassani, & Haffar, 2022](#)).

In criminal investigation units, a supportive work environment is particularly critical because of the nature of investigative work, which requires high accuracy, sustained concentration, effective coordination, and ethical judgment. Adequate physical conditions facilitate focus and reduce fatigue, whereas positive social and organizational climates enhance information sharing, trust, and collaborative problem-solving ([Dumitriu et al., 2025](#)). Conversely, poor environmental conditions, such as inadequate facilities, weak coordination, or dysfunctional interpersonal relations, can increase stress levels, disrupt investigative processes, and undermine performance quality ([Ali, Chua, & Lim, 2015](#); [Soriano, Kozuszniak, & Peiro, 2018](#)).

Over the past decade, empirical evidence has consistently demonstrated a positive relationship between the work environment and employee performance in public organizations. Studies by ([Goedurov, 2020](#); [Widiana et al., 2025](#); [Widiawati, Roswiyanti, Suci, Irdawati, & Yuliany, 2025](#)) show that conducive physical and psychosocial environments significantly enhance performance outcomes by enabling employees to fully utilize their skills and experience. Accordingly, within the JD–R perspective, a supportive work environment is expected to function as a critical job resource that directly enhances the employee performance.

### **2.3 Work Competency**

While the work environment represents an external resource, work competency reflects an internal resource. Work competency refers to a set of knowledge, skills, abilities, and attitudes that enable employees to perform tasks effectively and responsibly ([Spencer & Spencer, 2019](#)). In law enforcement contexts, competency extends beyond technical skills to include analytical judgment, emotional regulation, and social interaction ([Boyatzis, 2008](#); [Schafer, Varano, Galli, & Ford, 2020](#)).

Within the JD–R framework, competency strengthens employees' ability to cope with job demands. Employees with high competency are more capable of problem-solving, decision-making under pressure, and adapting to task complexity, thereby maintaining their performance even in challenging situations ([Campion et al., 2011](#)).

Previous empirical research has confirmed that work competency is one of the strongest predictors of employee performance in public sector organizations ([Lestari et al., 2024](#); [Putra, 2025](#); [Rubina, Seswandi, & Zargustin, 2024](#)). These findings suggest that competence not only has a direct effect on performance but also enhances employees' resilience to demanding work conditions. Accordingly, higher work competency is expected to lead to superior employee performance.

### **2.4 Workload**

Workload refers to the quantity and complexity of tasks that must be completed within a given timeframe, encompassing both physical and mental demands ([Bowling, Alarcon, Bragg, & Hartman, 2015](#); [Tarwaka, 2019](#)). In the JD–R model, workload is categorized as a primary job demand that requires sustained effort and may deplete employees' physical and psychological resources when excessive.

The relationship between workload and performance is nuanced and empirically contested. Contemporary organizational behavior literature emphasizes that this relationship is not always linear in nature. Moderate workload levels may enhance alertness, focus, and productivity, whereas excessive workloads can lead to cognitive overload, fatigue, emotional exhaustion, and performance decline ([Gibson et al., 2018](#); [Pindek, Shen, Gray, & Spector, 2023](#)). This inverted-U or conditional relationship explains the inconsistency of empirical findings on workload and performance.

JD–R theory further suggests that the performance impact of workload depends on the availability of adequate job resources. When employees possess strong competencies and operate in a supportive work environment, a high workload does not necessarily impair performance and may even be perceived as a challenge rather than a hindrance ([Abdel Hadi, Mojzisch, Janurek, & Häusser, 2025](#); [Taris & Kompier, 2014](#)). However, in the absence of sufficient resources, an excessive workload is likely to undermine performance quality.

Given the inherently high workload in criminal investigation units, characterized by case backlogs, time pressure, and legal complexity, examining the association between workload and employee performance remains theoretically and empirically relevant.

### **2.5 Research Gap**

Although numerous studies have examined factors related to employee performance, several conceptual and empirical gaps persist. First, prior research consistently demonstrates that the work environment and work competency are positively associated with employee performance. However, findings related to workload remain inconclusive, with some studies reporting negative associations, others identifying no statistically significant relationship, and several suggesting curvilinear or context-dependent associations ([Gibson et al., 2018](#); [Pindek et al., 2023](#); [Spagnoli et al., 2020](#)).

Second, many existing studies examine these variables in isolation, focusing on their individual relationships with performance rather than considering them as an interrelated system of job resources and demands. This fragmented approach limits the understanding of how organizational context (work

environment), individual capacity (work competency), and task demands (workload) are jointly related to employee performance outcomes.

Third, empirical studies that simultaneously test these relationships within law enforcement organizations, particularly criminal investigation units, remain scarce. Most existing evidence originates from private-sector organizations or relatively stable public sectors, such as education and healthcare, which differ substantially from policing in terms of uncertainty, risk exposure, and legal consequences ([Tan, Zalzuli, Ang, Ho, & Tan, 2022](#)).

Accordingly, this study addresses these gaps by simultaneously examining the associations between the work environment, work competency, and workload with employee performance within a criminal investigation unit, using the Job Demands–resources (JD–R) framework as an integrative analytical lens. This approach is expected to provide both theoretical refinement and empirical insights into performance dynamics in high-demand public sector contexts without implying strict causal relationships.

## **2.6 Conceptual Framework**

This study conceptualizes employee performance as an outcome associated with the interaction between organizational and individual resources and job demands. Drawing on the Job Demands–Resources (JD–R) theory, the work environment and work competency are positioned as key job resources, while workload is conceptualized as a primary job demand.

A supportive work environment provides the physical and psychological conditions that facilitate task execution, coordination, and sustained concentration. These conditions enable employees to effectively utilize their competencies to complete complex investigative tasks. Work competency represents an individual's internal capacity to process information, regulate emotions, and collaborate with others, thereby strengthening their ability to respond to high job demands.

Workload reflects the intensity and complexity of tasks that must be managed within limited timeframes. When job resources are sufficient, the workload does not necessarily impair performance. However, when demands exceed the available resources, performance may decline. Thus, employee performance is not determined by workload alone but by how workload interacts with the work environment and work competency.

Based on this framework, employee performance in the Criminal Investigation Unit of the Bandung City Police Resort is associated with the combined and interactive configuration of the work environment, work competency, and workload, consistent with a predictive and non-causal analytical perspective.

## **2.7 Hypotheses**

Employee performance in the Criminal Investigation Unit of the *Kepolisian Resor Kota Besar Bandung* is an outcome associated with the interaction between organizational resources, individual capabilities, and job demands. A supportive work environment provides physical and psychosocial conditions that facilitate concentration, coordination, and task effectiveness when law enforcement personnel perform complex and high-risk tasks. Under such conditions, employee performance is expected to be relatively high.

Work competency represents a critical individual resource in law enforcement contexts, where employees are required to exercise professional judgment, technical skills, and accurate decision making under pressure. Higher levels of work competency enhance employees' capacity to respond to operational demands and are, therefore, expected to be positively associated with employee performance.

Workload reflects the intensity and volume of the job demands faced by employees. In law enforcement organizations, the relationship between workload and employee performance may vary depending on

the availability of supporting resources, such as adequate competency and a conducive work environment. Accordingly, workload remains an important variable to be empirically examined in relation to employee performance without assuming a strictly linear or deterministic relationship.

Based on this theoretical framework, which emphasizes predictive and associative relationships rather than causal claims, the following hypotheses are proposed:

$H_1: X_1 \rightarrow Y$

Work environment is positively associated with employee performance

$H_2: X_2 \rightarrow Y$

Work competency is positively associated with employee performance

$H_3: X_3 \rightarrow Y$

Workload is associated with employee's performance

$H_4: X_1, X_2, X_3 \rightarrow Y$

The work environment, work competency, and workload collectively contribute to the prediction of employees

### 3. Research Methodology

This study employed a quantitative approach using explanatory research and a survey method. This study aimed to examine the statistical associations between work environment, work competency, workload, and employee performance. The study was conducted at the Criminal Investigation Unit of Bandung City Police Resort. The research population consisted of all employees in the unit, totaling 148 individuals. Given the relatively limited population size, a saturated sampling technique was applied, whereby all members of the population were included as the respondents. Consequently, the sample size was equal to the total population.

The data in this study consisted of both primary and secondary sources. Primary data were collected through structured questionnaires distributed to respondents, and secondary data were obtained from institutional documents, relevant regulations, and scientific literature supporting the research topic. The research instrument was developed based on established indicators for each variable and measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The work environment variable was measured using indicators of physical and non-physical work environments ([Sedarmayanti, 2017](#)). The physical work environment includes lighting, air temperature, air circulation, noise, color arrangement, spatial layout, cleanliness, and safety of the workplace. The non-physical work environment includes interpersonal relationships with supervisors and colleagues, communication patterns, and the work climate. Work competency was measured using indicators of intellectual, emotional, and social competence ([Gibson et al., 2018](#)). Workload was measured based on quantitative workload, qualitative workload, responsibility level, and scope of work ([Tarwaka, 2019](#)). Employee performance was measured using indicators of work quality, quantity, independence, and attitude ([Robbins & Judge, 2024](#)).

Instrument validity was assessed using Pearson's product-moment correlation, while reliability was evaluated using Cronbach's alpha coefficient, with a threshold value greater than 0.70 indicating acceptable reliability. Data analysis was conducted using multiple linear regression as a predictive analytical model to examine the associations between independent variables and employee performance both partially and simultaneously. Prior to the regression analysis, classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, were performed to ensure that the regression model met the statistical assumptions and yielded reliable estimates.

## 4. Results and Discussion

### 4.1 Classical Assumption Tests

The classical assumption tests are presented in three subsections to clearly justify the appropriateness of the multiple linear regression model as a predictive tool.

#### 4.1.1 Normality Test

Table 1. Normality test of regression residuals

Indicator	Statistic	Interpretation
Kolmogorov–Smirnov (Monte Carlo Sig.)	> 0.05	Residuals are approximately normally distributed

The residuals demonstrated an approximately normal distribution, indicating that the parameter estimation and hypothesis testing in the regression model were statistically reliable. This finding supports the use of ordinary least squares estimation for prediction.

#### 4.1.2 Multicollinearity Test

Table 2. Multicollinearity diagnostics

Predictor	Tolerance	VIF	Conclusion
Work Environment ( $X_1$ )	0.647	1.545	No multicollinearity
Work Competency ( $X_2$ )	0.571	1.750	No multicollinearity
Workload ( $X_3$ )	0.730	1.369	No multicollinearity

The tolerance and VIF values suggest that the regression estimates are not distorted by strong correlations among the predictors. Therefore, the model can be used to examine how each variable contributes to predicting employee performance.

#### 4.1.3 Heteroscedasticity Test

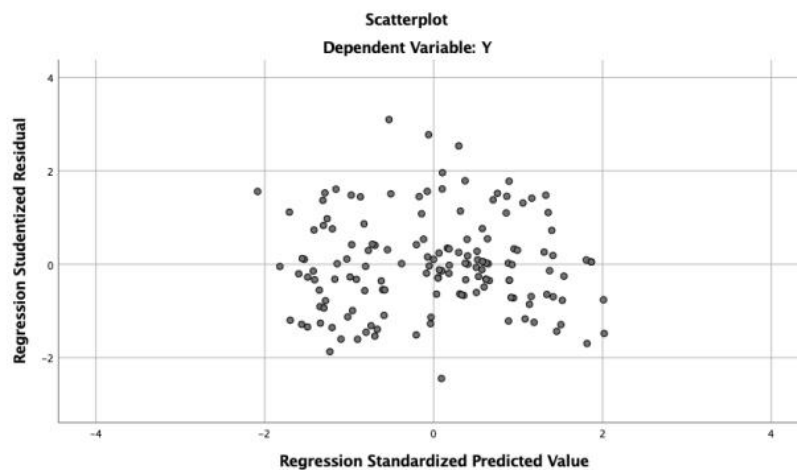


Figure 1. Heteroscedasticity assessment

The random dispersion of residuals above and below zero indicates a constant variance, supporting the efficiency of the regression estimates.

#### 4.2 Multiple Linear Regression

Table 3. Multiple regression results

Dependent Variable: Employee Performance (Y), N = 148

Predictor	B	Std. Error	Beta	t	p-value	Interpretation
Constant	2.257	0.253	-	8.920	<0.001	Baseline level of performance
Work Environment ( $X_1$ )	0.109	0.046	0.202	2.371	0.019	Significant positive predictor
Work Competency ( $X_2$ )	0.184	0.051	0.328	3.620	<0.001	Strongest significant predictor
Workload ( $X_3$ )	0.143	0.076	0.151	1.884	0.062	Not a significant predictor

The regression equation is interpreted as a statistical association model, explaining how variations in the work environment, work competency, and workload relate to variations in employee performance

in the Criminal Investigation Unit of the Bandung City Police Resort, holding other variables constant. Importantly, the coefficients do not imply direct causality but rather indicate the direction and strength of predictive relationships within the observed organizational context. Among the predictors, work competency exhibited the largest standardized coefficient, suggesting that performance differences across employees are most strongly associated with variations in work competency levels compared to work environment conditions and workload.

### 4.3 Model Fit and Explained Variance

Table 4. Model fit statistics and hypothesis testing summary

Test	Statistic	Sig.	Interpretation
R	0.568	-	Moderate correlation between predictors and performance
R <sup>2</sup>	0.323	-	Predictors explain 32.3% of variance in performance
t-test ( $X_1$ )	2.371	0.019	Work environment significantly associated with employee performance
t-test ( $X_2$ )	3.620	0.000	Work competency significantly associated with employee performance
t-test ( $X_3$ )	1.884	0.062	Workload not significantly associated with employee performance
F-test	22.898	0.000	Regression model is statistically adequate as a predictive model

The coefficient of determination ( $R^2 = 0.323$ ) indicates that approximately 32.3% of the variance in employee performance in the Criminal Investigation Unit of the Bandung City Police Resort is explained by the combined predictors. This level of explanatory power is moderate, implying that while the model is informative, a substantial portion of performance variability is attributable to other factors, such as leadership, motivation, organizational culture, or individual psychological characteristics. This finding reinforces the role of the regression model as a partial explanatory framework rather than a comprehensive causal model.

### 4.4 Hypothesis Test

Table 5. Matrix of hypotheses

Hypothesis	Theoretical Expectation	Empirical Result	Decision	Discussion Alignment
$H_1$	Work environment positively associated with employee performance	Significant ( $\beta = 0.202$ ; $p < 0.05$ )	Supported	Conducive work environments function as organizational resources enhancing focus and coordination
$H_2$	Work competency positively associated with employee performance	Significant ( $\beta = 0.328$ ; $p < 0.01$ )	Supported	Work Competency is the dominant determinant enabling effective decision-making under pressure
$H_3$	Workload associated with employee performance	Not significant ( $\beta = 0.151$ ; $p > 0.05$ )	Not supported	Workload acts as a contextual condition moderated by resources rather than a direct driver
$H_4$	Predictors collectively contribute to employee performance prediction	Model significant ( $F = 22.898$ ; $p < 0.001$ )	Supported	Regression model is adequate as a predictive framework, despite heterogeneous partial effects

#### 4.4.1 Partial Effects (t-tests)

The partial regression results showed differentiated patterns across the predictors. The work environment and work competency display statistically significant associations with employee performance, whereas workload does not. The non-significant coefficient for workload suggests that, within this organizational unit, variations in workload do not systematically correspond to variations in employee performance once work competency and the work environment are accounted for. This may indicate adaptive mechanisms, such as experience, teamwork, or informal workload redistribution. Crucially, the insignificance of workload does not invalidate the regression model but rather highlights the heterogeneity in predictor relevance.

#### 4.4.2 F-test

The F-test result ( $F = 22.898$ ;  $p < 0.001$ ) should be interpreted as evidence that the regression model as a whole provides better predictive accuracy than a null model without predictors. Methodologically, the F-test evaluates whether at least one predictor contributes meaningful explanatory power to the model. Thus, the significance of the F-test remains logically consistent even when one predictor (workload) is non-significant.

#### 4.5 Discussion

The empirical findings are discussed by integrating the statistical results with relevant prior studies to strengthen theoretical and empirical coherence in the context of law enforcement organizations. The significant association between the work environment and employee performance in law enforcement organizations is consistent with prior organizational behavior research in law enforcement contexts. Previous studies have shown that supportive physical and psychosocial work environments enhance concentration, reduce work-related stress, and facilitate effective task execution ([Afandi, 2016](#); [Sedarmayanti, 2017](#)). Empirical evidence from law enforcement and public sector organizations also confirms that conducive work environments are positively associated with performance ([Zohar & Polachek, 2014](#)).

Work competency has emerged as the strongest predictor of employee performance in law enforcement organizations, aligning with competency-based performance theory. [Spencer and Spencer \(2019\)](#) emphasize that competencies represent underlying characteristics that directly support superior work behavior. Similar findings were reported by [Wibowo \(2016\)](#) and [Lesmana \(2017\)](#), who found that higher levels of employee competency significantly improved performance quality and effectiveness, particularly in task-intensive and decision-critical organizational settings.

In contrast, workload did not demonstrate a statistically significant association with performance. This finding corroborates previous studies suggesting that workload effects are context-dependent and may be moderated by experience, skill level, and organizational support mechanisms ([Gibson et al., 2018](#); [Mangkunegara, 2017](#)). Recent empirical studies in public service institutions have also reported non-significant or indirect relationships between workload and performance ([Friadi, Satriawan, & Dewi, 2025](#); [Susanti, Hadiyati, Hendrakusuma, & Gunadi, 2025](#); [Yumnaa, 2025](#)).

Taken together, these findings indicate that employee performance in law enforcement organizations is more strongly related to qualitative factors, such as competence and environmental support, than to quantitative task demands. This pattern reinforces the interpretation of the regression model as a predictive framework, rather than a deterministic causal explanation.

These findings suggest a hierarchical pattern of influence rather than equal contribution among the predictors. Work competency emerges as the primary performance-related factor, which is supported by a conducive work environment. However, workload appears to function as a contextual condition rather than a direct performance driver.

This pattern aligns with contemporary organizational behavior theory, which emphasizes capability and environmental support over sheer task quantity in determining performance. For law enforcement organizations, competence enables effective decision-making under pressure, and environmental support facilitates coordination and focus. Workload may only indirectly affect performance or under extreme conditions. Overall, the regression results provide a coherent predictive narrative when interpreted cautiously, avoiding causal overstatements and inappropriate claims of simultaneity.

## 5. Conclusions

### 5.1 Conclusion

This study examines the determinants of employee performance in the Criminal Investigation Unit of the Bandung City Police Resort using a regression-based predictive method. The findings indicate that employee performance in this law enforcement unit is not shaped by a single factor but by the combined role of organizational resources and individual capabilities.

The results show that the work environment is significantly associated with employee performance in the Criminal Investigation Unit of the Bandung City Police Resort. A supportive physical and psychosocial environment helps investigators and staff maintain focus, coordination, and effectiveness when handling complex and high-pressure tasks. In addition, work competency emerged as the strongest determinant of performance, highlighting the critical importance of knowledge, investigative skills, and professional judgment in criminal investigation work.

Conversely, workload was not significantly associated with employee performance when examined together with the work environment and work competency. This suggests that workload alone does not directly predict performance outcomes in the Criminal Investigation Unit and may instead function as a contextual condition whose impact depends on the availability of adequate competencies and a supportive work environment.

At the model level, the regression analysis confirms that work environment, work competency, and workload collectively contribute to predicting employee performance in the Criminal Investigation Unit of the Bandung City Police Resort, although the model explains a moderate proportion of the performance variance. Overall, this study emphasizes that strengthening employee competence and maintaining a supportive work environment are more closely associated with performance in criminal investigation units than managing workload intensity alone.

### ***5.2 Research Limitations***

This study has several limitations. First, the research variables were limited to work environment, work competency, and workload, whereas employee performance may also be influenced by other factors such as motivation, leadership, organizational culture, reward systems, and job satisfaction. Second, the scope of the study is confined to a single organizational unit, which limits the generalizability of the findings to other police units and public sector organizations. Third, the use of a cross-sectional research design restricts the ability to capture changes in employee performance and its determinants over time.

### ***5.3 Suggestions and Directions for Future Research***

Based on the limitations identified, future research should incorporate additional variables that may influence employee performance, such as leadership style, motivation, organizational culture, and compensation systems. Expanding the research setting to include different police units or other public sector institutions would enhance the generalizability of these findings. Future studies should employ longitudinal designs or mixed-method approaches to provide a more comprehensive understanding of performance dynamics and to capture causal relationships more effectively.

### **Acknowledgments**

The author would like to thank all the employees of the Criminal Investigation Unit of the Bandung City Police Resort for their support and participation in this research. We also thank Universitas Ekuitas Indonesia, especially the supervisors and fellow academics, for their guidance and constructive input during the research and writing process of this article.

### **Author Contributions**

AF conceptualized the study, designed the research, developed the analytical framework, and drafted the original manuscript. DD and AW contributed to data collection, verification, and preliminary analysis. AF conducted formal statistical analysis and interpreted the results. RMF contributed to the manuscript review and editing, as well as the improvement of language clarity and academic consistency. AW provided supervision and methodological guidance throughout the research process. All authors reviewed and approved the final version of the manuscript and agreed to be held accountable for all aspects of the work.

## References

- Abdel Hadi, S., Mojzisch, A., Janurek, J., & Häusser, J. A. (2025). A challenge-hindrance perspective on the relationship between job demands, self-regulatory capacity, and employee physical activity. *Work & Stress*, 39(4), 353-368. doi:[10.1080/02678373.2025.2468719](https://doi.org/10.1080/02678373.2025.2468719)
- Afandi, P. (2016). *Concept & indicator human resources management*: Deepublish.
- Ali, A. S., Chua, S. J. L., & Lim, M. E.-L. (2015). The effect of physical environment comfort on employees' performance in office buildings: A case study of three public universities in Malaysia. *Structural Survey*, 33(4-5), 294-308. doi:[10.1108/SS-02-2015-0012](https://doi.org/10.1108/SS-02-2015-0012)
- Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice* (15 ed.): Kogan Page.
- Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3). doi:[10.1037/ocp0000056](https://doi.org/10.1037/ocp0000056)
- Bowling, N., Alarcon, G., Bragg, C., & Hartman, M. (2015). A meta-analytic examination of the potential correlates and consequences of workload. *Work & Stress*, 29, 95-113. doi:[10.1080/02678373.2015.1033037](https://doi.org/10.1080/02678373.2015.1033037)
- Boyatzis, R. E. (2008). *Competencies in the 21st century* (Vol. 27(1)): Journal of Management Development.
- Campion, M., Fink, A., Ruggenberg, B., Carr, L., Phillips, G., & Odman, R. (2011). Doing Competenceis Well: Best Practices in Competency Modeling. *Personnel Psychology*, 64, 225-262. doi:[10.1111/j.1744-6570.2010.01207.x](https://doi.org/10.1111/j.1744-6570.2010.01207.x)
- Dessler, G. (2020). *Human Resource Management (16th ed.)*: Pearson Education Limited.
- Dul, J., Ceylan, C., & Jaspers, F. (2011). Knowledge workers' creativity and the role of the physical work environment. *Human Resource Management*, 50(6), 715-734. doi:[10.1002/hrm.20454](https://doi.org/10.1002/hrm.20454)
- Dumitriu, S., Bocean, C. G., Bocean Vărzaru, A., Al-Floarei, A., Sperdea, N., Popescu, L., & Baloi, I. (2025). The Role of the Workplace Environment in Shaping Employees' Well-Being. *Sustainability*, 17, 2613. doi:[10.3390/su17062613](https://doi.org/10.3390/su17062613)
- Dwiyanto, D. (2020). Performance The Bpsdm Of East Java Province In Improving The Quality Of Government Aparature Services. *Jurnal Administrasi Publik*, 18(1), 67-89. doi:[10.30996/dia.v18i1.3339](https://doi.org/10.30996/dia.v18i1.3339)
- Friadi, J., Satriawan, B., & Dewi, N. P. D. (2025). Pengaruh Beban Kerja, Kompetensi, dan Penempatan Kerja Terhadap Kinerja PPPK sebagai Variabel Intervening. *Studi Ilmu Manajemen dan Organisasi*, 6(1), 39-52. doi:<https://doi.org/10.35912/simo.v6i1.3544>
- Gibson, J. L., Ivancevich, J. M., Donnelly, J. H., & Konopaske, R. (2018). *Organizations: Behavior, structure, processes* (15 ed.): McGraw-Hill Education.
- Goedurov, R. (2020). Public Sector Organizations: Work Environment, Employee Behavior and Discipline. *International Journal Papier Public Review*, 1(2), 31-36. doi:[10.47667/ijppr.v1i2.17](https://doi.org/10.47667/ijppr.v1i2.17)
- Hadyan, M., & Rahayu, I. (2023). The Influence of Accountability and Transparency on Employee Performance in the PUPESDM Service Environment Case Study: DIY CIALAM Center. *Jurnal Riset Akuntansi*, 1(2), 95-109. doi:[10.54066/jura-itb.v1i2.374](https://doi.org/10.54066/jura-itb.v1i2.374)
- Humphrey, S. E., Nahrgang, J. D., & Morgeson, F. P. (2007). Integrating motivational, social, and contextual work design features: a meta-analytic summary and theoretical extension of the work design literature. *The Journal of applied psychology*, 92(5), 1332-1356. doi:[10.1037/0021-9010.92.5.1332](https://doi.org/10.1037/0021-9010.92.5.1332)
- Lesmana, R. (2017). Competency and employee performance. *Journal of Management Science*, 5(2), 85-94. doi:[10.31289/jms.v5i2.1243](https://doi.org/10.31289/jms.v5i2.1243)
- Lestari, P., Indrawan, M. G., Friadi, J., Wibisono, C., Satriawan, B., & Ngaliman, N. (2024). Analisis Peningkatan Kinerja Pegawai Sekretariat Daerah Kabupaten Bintan Dalam Upaya Mewujudkan Tata Kelola Pemerintahan Yang Baik (Good Governance). *Jurnal Akuntansi, Keuangan, dan Manajemen*, 6(1), 163-177. doi:[10.35912/jakman.v6i1.3461](https://doi.org/10.35912/jakman.v6i1.3461)
- Mangkunegara, A. P. (2017). *Manajemen sumber daya manusia perusahaan*: PT Remaja Rosdakarya.
- Parker, S. K., Morgeson, F. P., & Johns, G. (2017). One hundred years of work design research: Looking back and looking forward. *Journal of Applied Psychology*, 102(3), 403-420. doi:[10.1037/apl0000106](https://doi.org/10.1037/apl0000106)

- Pindek, S., Shen, W., Gray, C. E., & Spector, P. E. (2023). Clarifying the inconsistently observed curvilinear relationship between workload and employee attitudes and mental well-being. *Work & Stress*, 37(2), 195-221. doi:[10.1080/02678373.2022.2120562](https://doi.org/10.1080/02678373.2022.2120562)
- Putra, D. P. E. (2025). Pengaruh Kompetensi dan Pengembangan Karier terhadap Kinerja Pegawai Setjen DPDRI Pasca Pandemi. *Reviu Akuntansi, Manajemen, dan Bisnis*, 5(1), 229-247. doi:[10.35912/rambis.v5i1.4674](https://doi.org/10.35912/rambis.v5i1.4674)
- Robbins, S. P., & Judge, T. (2024). *Organizational behavior (19th ed.)*: Pearson Education.
- Rubina, R., Seswandi, A., & Zargustin, D. (2024). Peran Komitmen Organisasi dalam Memediasi Pengaruh Kompetensi terhadap Kinerja Pegawai pada Inspektorat Kabupaten Pelalawan. *Jurnal Akuntansi, Keuangan, dan Manajemen*, 5(2), 133-147. doi:[10.35912/jakman.v5i2.2873](https://doi.org/10.35912/jakman.v5i2.2873)
- Schafer, J., Varano, S., Galli, P., & Ford, T. (2020). Police supervisor attitudes toward organizational change. *Journal of Crime and Justice*, 44, 1-17. doi:[10.1080/0735648X.2020.1803952](https://doi.org/10.1080/0735648X.2020.1803952)
- Schaufeli, W. B. (2017). Applying the Job Demands-Resources model: A 'how to' guide to measuring and tackling work engagement and burnout. *Organizational Dynamics*, 46(2), 120-132. doi:[10.1016/j.orgdyn.2017.04.008](https://doi.org/10.1016/j.orgdyn.2017.04.008)
- Sedarmayanti. (2017). *Perencanaan dan pengembangan sumber daya manusia*: Refika Aditama.
- Soriano, A., Kozusznik, M., & Peiro, J. (2018). From Office Environmental Stressors to Work Performance: The Role of Work Patterns. *International Journal of Environmental Research and Public Health*, 15, 1633. doi:[10.3390/ijerph15081633](https://doi.org/10.3390/ijerph15081633)
- Spagnoli, P., Haynes, N. J., Kovalchuk, L. S., Clark, M. A., Buono, C., & Balducci, C. (2020). Workload, Workaholism, and Job Performance: Uncovering Their Complex Relationship. *International Journal of Environmental Research and Public Health*, 17(18), 6536-6536. doi:[10.3390/ijerph17186536](https://doi.org/10.3390/ijerph17186536)
- Spencer, L. M., & Spencer, S. M. (2019). *Competence at work: Models for superior performance*: Wiley.
- Susanti, N. E., Hadiyati, E., Hendrakusuma, F. X. B., & Gunadi, G. (2025). Pengaruh Beban Kerja, Stress Kerja terhadap Kinerja Pegawai Dengan Motivasi sebagai Variabel Moderasi pada Badan Keuangan Daerah Kabupaten Kayong Utara. *SENTRI: Jurnal Riset Ilmiah*, 4(10), 2801-2818. doi:[10.55681/sentri.v4i10.4820](https://doi.org/10.55681/sentri.v4i10.4820)
- Tan, Y. S., Zalzuli, A. D., Ang, J., Ho, H. F., & Tan, C. (2022). Understanding the Workload of Police Investigators: a Human Factors Approach. *Journal of Police and Criminal Psychology*, 37(2), 447-456. doi:[10.1007/s11896-022-09506-w](https://doi.org/10.1007/s11896-022-09506-w)
- Taris, T., & Kompier, M. (2014). Cause and effect: Optimizing the designs of longitudinal studies in occupational health psychology. *Work & Stress*, 28. doi:[10.1080/02678373.2014.878494](https://doi.org/10.1080/02678373.2014.878494)
- Tarwaka. (2019). *Ergonomi industri: Dasar-dasar pengetahuan ergonomi dan aplikasi di tempat kerja*: Harapan Press.
- Wibowo. (2016). *Manajemen kinerja (5 ed.)*: Rajawali Pers.
- Widiana, I. M. E., Surya, A., Desmon, D., Yudhinanto, Y., Hasbullah, H., & Meidasari, E. (2025). Pengaruh Kompetensi, Pengalaman, dan Lingkungan Kerja terhadap Kinerja Pegawai Desa. *Studi Ilmu Manajemen dan Organisasi*, 6(3), 719-730. doi:[10.35912/simo.v6i3.3574](https://doi.org/10.35912/simo.v6i3.3574)
- Widiawati, A., Roswiyanti, R., Suci, Y. R., Irdawati, I., & Yuliany, N. (2025). Work Environment, Work Discipline, and Job Satisfaction: Strategic Pathways to Enhancing Employee Performance. *Jurnal Minds: Manajemen Ide dan Inspirasi*, 12(2), 511-522. doi:[10.24252/minds.v12i2.59213](https://doi.org/10.24252/minds.v12i2.59213)
- Yumnaa, Y. I. (2025). The Effect of Teamwork and Workload on Employee Performance through Job Satisfaction in Employees of PT Arsakha Cipta Nusantara. *International Journal of Asian Business and Management*, 4(4), 1093-1110. doi:[10.55927/ijabm.v4i4.487](https://doi.org/10.55927/ijabm.v4i4.487)
- Zhenjing, G., Chupradit, S., Kuo, Y., Nassani, A. A., & Haffar, M. (2022). Impact of Employees' Workplace Environment on Employees' Performance: A Multi-Mediation Model. *Frontiers in Public Health*, 10. doi:[10.3389/fpubh.2022.890400](https://doi.org/10.3389/fpubh.2022.890400)
- Zohar, D., & Polachek, T. (2014). Discourse-based intervention for modifying supervisory communication as leverage for safety climate and performance improvement: A randomized field study. *Journal of Applied Psychology*, 99(1), 113-124. doi:[10.1037/a0034096](https://doi.org/10.1037/a0034096)