

**Article History:**

Upload: March 30<sup>th</sup> 2024;

Revision: March 31<sup>st</sup> 2024;

Accepted: April 9<sup>th</sup> 2024;

Available Online: April 10<sup>th</sup> 2024

## **The Influence of Workload and Perceived Behavioural Control on Performance Through Motivation in Satlantas Members Kampar Police**

**Suarni Norawati<sup>1</sup>, Rahmad Syamra<sup>2</sup>**

<sup>1,2</sup>Sekolah Tinggi Ilmu Ekonomi Bangkinang

[suarninorawati@pascabangkinang.ac.id](mailto:suarninorawati@pascabangkinang.ac.id), [rahmadasyamra93@gmail.com](mailto:rahmadasyamra93@gmail.com)

Satlantas is one of the implementing units at the Kampar Police with the main task of providing services, educational guidance to the community regarding traffic regulations. Therefore, the performance of members of the Kampar Police Traffic Unit needs to be improved and it is necessary to know the factors that influence this performance. This research aims to determine the influence of workload and perceived behaviour control on member motivation and performance, as well as to see the influence of workload and perceived behaviour control through motivation on member performance. The sample for this research was 135 respondents with Smart PLS data analysis. The study reveal that Workload and perceived behaviour control were found to have an empirically demonstrated significant impact on work motivation. Workload was also found to have a significant impact on performance, although perceived behaviour control variables did not show a significant impact on performance. The study's findings also indicated that motivation had a significant impact on performance, and that workload and perceived behaviour control influence performance through the work motivation of Kampar Police Traffic Unit members.

**Keywords: Motivation, Performance, Perceived Behaviour Control, Workload**

### **Introduction**

Traffic police are a traffic unit whose job is to develop, and carry out traffic functions within the bounds of the specified authority. These activities encompass community education, law enforcement, driver identification, traffic problem assessment, and inter-regional highway patrols as mandated by the laws of the Republic of Indonesia. Police duties are inherently fraught with high-risk situations that are often unpredictable and can arise unexpectedly. Consequently, it is common for police officers to undertake challenging tasks that demand intense focus and discipline. This necessitates their perpetual readiness and vigilance in handling stressful situations. In this case, the Kampar Police Traffic Unit has a high responsibility for developing and within the specified limits of authority, carrying out traffic functions which include community education activities, law enforcement, assessing traffic problems, registration and identification of drivers and motorized vehicles as well as general highway patrols. between the jurisdictions of the Republic of Indonesia. Another task carried out by the Kampar Police Traffic Unit is coordinating the implementation of tasks with Government Agencies or Agencies related to vehicle and road traffic.

According to the documentation data from the Kampar Police Traffic Unit (2020), there were 1,260 motor vehicle accidents resulting in 1,260 fatalities, 24 serious injuries, and 1,850 minor injuries. A total of 1,325,000,550 rupiah were lost. This data indicates that there have been exceptional losses, such as material losses, injuries, and impairments. Road user issues are not the

---

<sup>1</sup>Coressponden: Suarni Norawati. Sekolah Tinggi Ilmu Ekonomi Bangkinang. Jl. Dr. A. Rahman Saleh No. 54A Bangkinang, Kampar, Riau 28411. [suarninorawati@pascabangkinang.ac.id](mailto:suarninorawati@pascabangkinang.ac.id)

only cause of accidents; the Kampar Police Traffic Unit's poor performance can also be a contributing element in certain circumstances. In order to decrease the amount of traffic accidents, the Kampar Police Traffic Unit has actually started enforcing traffic laws. This includes issuing tickets and issuing warnings. It is known from the data that was gathered that in 2021 there were more police actions for infractions than in 2019 and 2020. The Kampar Police Traffic Unit's inadequate performance is further demonstrated by the rise in infractions. As a result, efforts must be made to enhance performance by researching numerous variables thought to affect the Kampar Police Traffic Unit's effectiveness.

Perceived Behavioural Control is one variable that can be researched. Perceived behavioural control, according to Ajzen (1991), is the ability to identify barriers to engaging in an activity. According to behavioural control, a person's ability to manage their behaviour falls along a continuum of actions that are simple to perform given enough time and energy. Based on research by Cruz et al. (2009), a model was presented wherein Perceived Behavioural Control directly affects performance satisfaction. The performance satisfaction variable was then used to examine the impact of innovation on performance.

Therefore, in this particular situation, Perceived Behavioural Control offers insight into the motivation behind a police officer's desire to perform to the best of their abilities. Workload is another element that is thought to have an influence. Workload, according to Gibson (2015), is the collection of tasks that an organizational unit or job holder needs to finish in a specific amount of time. Putera (2012) identifies three indications of workload: work standards, working conditions, usage of working time, and targets that must be met. Three circumstances can lead to a workload. The workload is first done in accordance with guidelines. Secondly, there is an excessive workload (over capacity). Third, there is not enough work (below capacity). Overly high or light workloads will lead to inefficiencies in the workplace. A workload that is too light means there is an excess of labor. This excess causes organizations to have to pay more personnel with the same productivity, resulting in cost inefficiencies. It is very likely that the burden and demands of duties as well as demands outside of duties exceed the capabilities of the members, this condition will have an impact on the emergence of prolonged work stress so that the performance of the traffic police personnel is not yet optimal. On the other hand, prolonged stress can change a member's behavior into behavior that is not accepted in the work environment or outside the work environment. Relations between members become less harmonious, full of suspicion which can lead to anger and aggressive behavior, as shown by several members of the National Police (Sumantri, 2011). From the interview above, the researcher concluded that there is a phenomenon of work stress and workload at the Kampar Police. And researchers also received information from a police officer that police who were absent or not on duty for several days or were often absent would be followed up by a team called Propam or Provos at the Kampar Police. Several police personnel said the reason they were absent was work stress caused by their work, as well as certain problems.

Motivational factors are also considered to influence performance. Motivation is defined as the internal drive to perform tasks in order to accomplish objectives (Sardiman, 2016). George and Jones (2015) state that signs include behaviour direction, effort level, and persistence level. According to Sari's (2012) research, which examined the relationship between employee performance and job motivation, motivation has a positive and significant impact on performance. The motivation and work environment of police personnel must be considered by agency management if they want to improve the performance of their personnel. On the one hand, motivation emphasizes psychological effects on personnel, and the work environment emphasizes physical and non-physical effects on personnel. Both directly affect the performance of personnel in carrying out their work. Furthermore, giving rewards or improving work facilities can maximize personnel performance. Pre-survey results show that the number of police who violate the rules is still large. However, most of the violations committed were still within the limits of disciplinary

violations. For example, playing truant, not participating in activities or being late for roll call, weapons licensing has been dead for a long time and was not immediately renewed. For some people, this kind of violation is seen as a minor offense. However, for the police, a violation is still a violation. They will still be sanctioned if proven. One of the sanctions is a maximum imprisonment of 21 days in Police Custody. The problems above show that the forms of violations committed by members of the National Police are quite high. The behavior of members that can be observed by the public, such as arriving late at roll calls, not appearing at the workplace while carrying out their duties, traffic control in the field is not carried out completely, the mail processing service looks relaxed, it appears as if they do not have the enthusiasm to carry out their duties. the low work motivation of traffic members can be seen directly by the community because traffic members deal directly with the community, in contrast to other work units which do not come into direct contact with the community. this low work motivation has a negative impact on the image of the national police in society. work motivation according to winardi (2002) is a person's desire to make a decision, act and use all the abilities he has, starting from his psychological, social and physical strength to fulfill his inner desires, a person's desire to carry out an activity or work actively, willing to devote time and costs to achieve the desired goals. this study aims to influence workload, perceived behavioural control on performance through motivation on the work motivation on performance police officers

Overwork can make it hard for employees to work since it can hasten the onset of work-related stress. However, a lack of workload can result in losses for the company (Lituhayu et al., 2018). Meanwhile, workload—which is a function of labor volume and time norms—is the quantity of work that an individual or organizational unit is required to perform, according to Soleman (2011). Both positive and negative workloads are perceived differently, according to Robbins and Judge (2017). Workload, according to Moekijat (2012), is the quantity of work results or data on work results that might demonstrate the quantity produced by several employees in a specific section.

There are two ways to look at the quantity of work that has to be done by a group or individual in given length of time: objective and subjective. When examining the components of workload, there are two main categories: first, as Prihatini (2018) noted, external factors—that is, loads that originate from sources other than the worker's body—such as tasks, organizations, and work environments. Then there are internal elements like psychological and physical aspects. The six dimensions of workload measurement in NASA TLX include performance, effort, mental demand, physical demand, and frustration level. In addition to these techniques, Ilyas (2010) lists three other methods for determining staff workload: work sampling, daily logs, and time and motion studies. Amrullah (2009) asserts that police officers who operate in the field and at lower levels typically handle more work than those who are stationed in an office.

Apart from that, events that are out of control such as traffic accidents also increase the workload as a traffic police officer (Chryshnanda, 2009). Members of the Kampar Police are on duty 24 hours a day, they must always be ready if needed at any time. In carrying out their duties, members of the Kampar Police must be prepared for high levels of physical activity. The increasing number of incidents in society that require the role of the police as protectors of the community, requires members of the Kampar Police to complete all their duties as optimally as possible. The relationship between perceived control over behavior is based on the theory of planned behavior. Ajzen (1991) in his article entitled "Organizational Behavior and Human Decision Processes", he said that perceived control over behavior is shown in an individual's perception of the ease or difficulty of showing an intended attitude. The theory put forward by Ajzen (1991) states that the greater a person's opportunities and how many obstacles he can anticipate, the greater the control he feels over his behavior. In line with this theory, research results from Hays (2013) state that perceived control over behavior has a strong relationship with the intention to carry out good behavior.

According to Ajzen in Ismail & Zain (2010), a person's conduct is not only within his control; it also needs control from other sources, such as the availability of chances, resources, and even particular abilities. A person's perception of how simple it is for someone to display a behaviour is known as Perceived Behavioural Control. According to planned behaviour theory, a person's assessment of how simple or complex a behaviour is to carry out is known as perception of behavioural control, or perceived behavioural control. A person's beliefs about the factors that encourage and/or hinder them from engaging in a behaviour (control beliefs) and the intensity of their emotions towards each of these factors (perceived power control) combine to determine their perceived behavioural control.

Work motivation shows that it is not solely based on the value of money earned (monetary value), because when a person's basic needs (to live) can be met, then he will need things that satisfy his soul (to love) such as job satisfaction, appreciation, respect, work atmosphere and things that satisfy his desire to develop (to learn), namely the opportunity to work and develop himself. Work motivation can be defined as the level of enthusiasm employees possess, which drives them to work towards specific goals (George and Jones, 2015). Umam (2012) suggests that motivation encompasses diverse aspects of human behavior, serving to either encourage or discourage certain actions.

According to Herzberg (2018), there are two factors that influence a person's work conditions, namely intrinsic motivation, namely the driving force that arises from within each person and extrinsic motivation, namely the driving force that comes from outside a person, especially from the organization where he works. According to Nawawi (2013) intrinsic motivation is encouragement from within the individual. Studied through process theory which discusses a lot about individual internal motivation, while extrinsic motivation arises due to encouragement from external factors. Cushway and Lodge, (2015) state that there are two factors that influence a person's working conditions, namely satisfaction factors (motivation factors) which are also called satisfier or intrinsic motivation and health factors (hygiene) which are also called dissatisfier or extrinsic motivation.

According to Herzberg, quoted by Luthans (2012), what are classified as motivational factors include achievement, recognition, work it yourself, responsibility, and advancement. Based on Agustina (2010), it shows that the factors that influence motivation consist of responsibility, recognition and development factors. Heckhausen, as quoted by Simamora (2016), stated several characteristics of people who have high work motivation, namely being success oriented, having more confidence in themselves in facing the tasks that must be completed, being goal-directed, future-oriented, liking tasks with higher levels of difficulty. above average and doesn't like wasting time, tolerates hard work, and prefers to work with more capable people even if those people are unpleasant.

Performance is defined by Mangkunegara (2013) as the amount and quality of work outputs that an employee may accomplish when completing duties in line with the obligations assigned to him. The accomplishment of organizational goals, which can include output that is quantitative or qualitative, creativity, adaptability, dependability, or other things that the organization desires, is what Brahmasari and Suprayetno (2018) also defined as performance. Employee performance, according to Simamora (2016), is the degree to which workers fulfil the requirements of their jobs. The degree of accomplishment of the duties that comprise an employee's employment is referred to as performance. Thus, performance can be defined as an employee's ability to meet job criteria.

Performance is the whole outcome of an individual's efforts over a given time period in completing predetermined and mutually agreed upon goals, such as work standards, targets, or target criteria (Rivai, 2013). Employee performance is more than just data that the corporation uses to decide on salaries and promotions. But how can businesses inspire workers and create a strategy to address declining performance? Particularly for the police, National Police Chief Regulation Number 16 of 2011 governs the National Police of the Republic of Indonesia's performance

management system and the civil officials' performance appraisal system. This National Police Chief Regulation was prepared with the aim of improving the performance of National Police personnel. This National Police Chief's Regulation is a new performance assessment system and replaces the old National Police personnel performance assessment system, namely the National Police Member Assessment List (Dapen Polri).

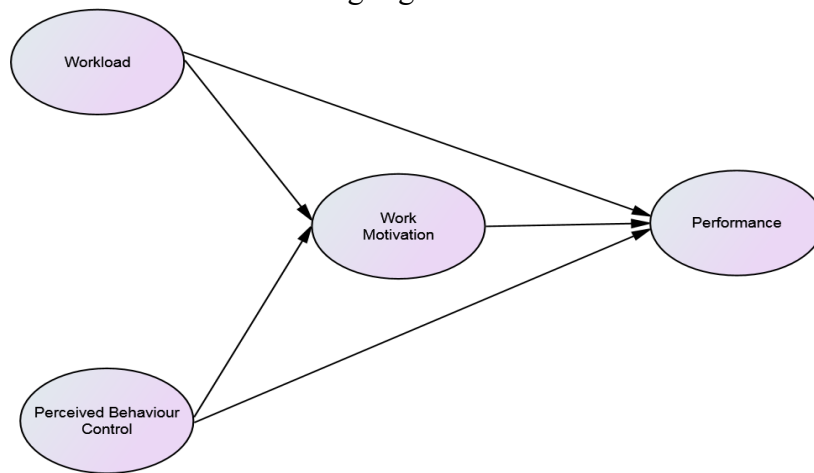
There are four fundamental principles for performing assessments in the National Police performance management system: transparent, clean, accountable, and objective. Mangkunegara (2013) explains that the purpose of a performance appraisal is to specifically increase mutual understanding among employees regarding performance requirements, record and acknowledge an employee's work in order to motivate them to do better, provide opportunities for employees to discuss their aspirations and desires, and improve concern for the job or career they are currently holding; define or reformulate future goals in order to motivate employees to achieve according to their potential; and examine implementation and development plans that are in line with special training needs.

According to Riduwan (2012), the indicators used to assess employee performance are the initiative to find the best steps, mastering the Job Description, the results achieved, the level of cooperation ability, thoroughness, the level of conformity of tasks with orders, the level of quality of work results, the level of accuracy. completion of work, level of quantity of work output. According to Prawirosentono (2018) performance can be assessed or measured using several indicators, namely effectiveness, responsibility, discipline and initiative. Research Zameer (2014) conducted research entitled *The Impact of the Motivation on the Employee's Performance in the Beverage Industry of Pakistan*. Research was conducted to analyze the influence of motivation on the performance of beverage industry employees in Pakistan. The research results show that motivation, both non-financial and financial, influences the performance of employees in the food and beverage industry. Onanda Research (2015) conducted research with the title *The Effects of Motivation on Job Performance A Case Study of KCB Coast Region*. The aim of this research is to analyze the influence of motivation on employee performance. The research results show that motivation, both non-financial and financial, influences the performance of banking industry employees.

Omolayo (2013) conducted research entitled *Influence of Mental Workload on Job Performance*. The aim of this research is to analyze the effect of mental workload on employee performance. The research results show that there is no significant relationship between non-psychological workload and performance. There is a significant influence between non-psychological workload on performance. There is no significant interaction effect between age, educational qualifications and length of job service on performance. Asamani et al. (2015) conducted research entitled *The influence of workload levels on performance in a rural hospital*. The aim of this research is to analyze the influence of workload levels on employee performance. The research results show that the workload for hospital employees (both health workers and non-health workers) is at a moderate level. There is an influence between workload on employee performance.

The role of goal importance in predicting university students' excellent academic achievement was the title of a study done in 2014 by Kyle et al. The goal of this study is to examine how motivation affects worker performance. The findings of the study demonstrate that academic performance and achievement are positively and significantly impacted by perceived behavioural control. *The Influence Of Attitude, Subjective Norms, And Perceived Behavioural Control On Intention To Return To Work: A Case Of Socso's Insured Employees* was a study done in 2015 by Dan Yean et al. The aim of this study is to ascertain the positive and substantial impact that Subjective and Perceived Behavioural Control have on the intention to return to work. The intention to return to work is positively and significantly impacted by subjective norms and attitudes. The

intention to go back to work is positively impacted by perceived behavioral control. The rationale for this research is as shown in the following Figure 1:



**Figure 1: Research Framework Model**

The hypothesis of this research is;

- H1: Excessive workload has a negative effect on the work motivation of members of the Kampar Police Traffic Unit
- H2: Perceived Behavioral Control has a positive effect on the work motivation of members of the Kampar Police Traffic Unit.
- H3 :Work motivation has a positive effect on the performance of members of the Kampar Police Traffic Unit
- H4: Excessive workload has a negative effect on the work motivation of members of the Kampar Police Traffic Unit
- H5: Perceived Behavioral Control has a positive effect on the performance of members of the Kampar Police Traffic Unit
- H6: Excessive workload has a negative effect on performance through the work motivation of members of the Kampar Police Traffic Unit
- H7: Perceived Behavioral Control has a positive effect on performance through work motivation of members of the Kampar Police Traffic Unit.

### Methods

This study used a survey research design for its investigation. The Kampar Police Station, situated on Jalan Professor Moh. Yamin SH, Laggini, Kampar Regency, is the location where this study was carried out. June 2023 to August 2023, or three (three) months, were dedicated to conducting the research. Primary and secondary data for this study were gathered via questionnaires, interviews, research files, and observations. The 135 members of the Kampar Police Traffic Unit who made up the study's population were all used as samples. Thus, the census method was used to carry out the sampling approach. Path analysis is an appropriate analytical technique for this study model because it makes it possible to forecast the total amount of influence that the independent factors will have on the dependent variable, which is mediated by the intermediate variables.

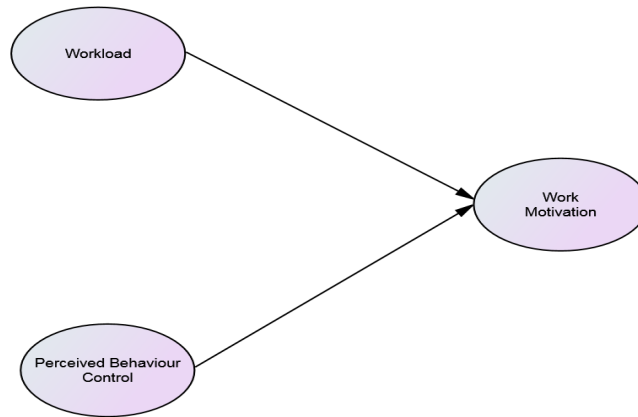
The degree of influence can be obtained from the linear multiple regression equation.

1. Equation I:

$$Y_1 = b_0 + b_1X_1 + b_2X_2 + e_1 \dots\dots \text{coefficients are not standardized}$$

$$ZY_1 = b_1ZX_1 + b_2ZX_2 + e_1 \dots\dots \text{coefficients are standardized}$$

A visualization of equation I can be seen in the following image:



**Figure 2. Direct influence model I**

2. Equation II :

$$Y_2 = b_0 + b_3X_1 + b_4X_2 + b_5Y_1 + e_2 \dots\dots\dots \text{coefficients are not standardized}$$

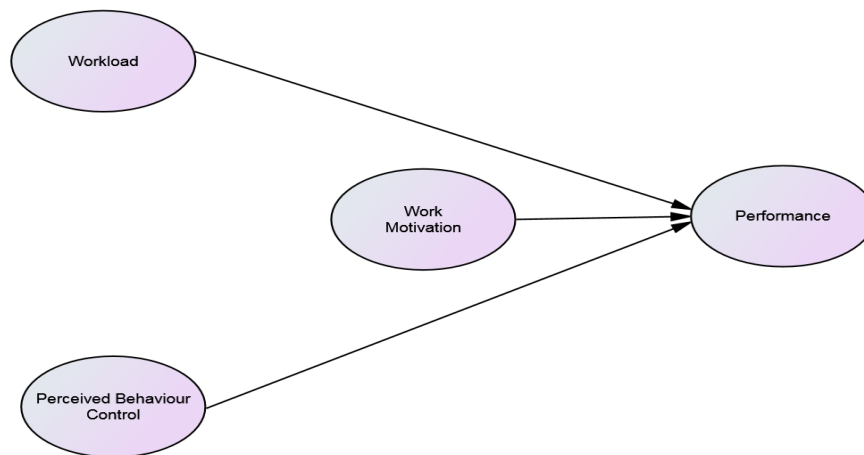
$$ZY_2 = b_3ZX_1 + b_4ZX_2 + b_5ZY_1 + e_2 \dots\dots\dots \text{coefficients are standardized}$$

Information :

$Y_2$  = Member Performance;  $Y_1$  = Work Motivation;  $b_0$  = Constant

$b_i$  = Regression coefficient for the  $i$ th variable  $X_1$  = Workload;  $X_2$  = *Perceived Behavioural Control*

A visualization of equation II can be seen in the following image:

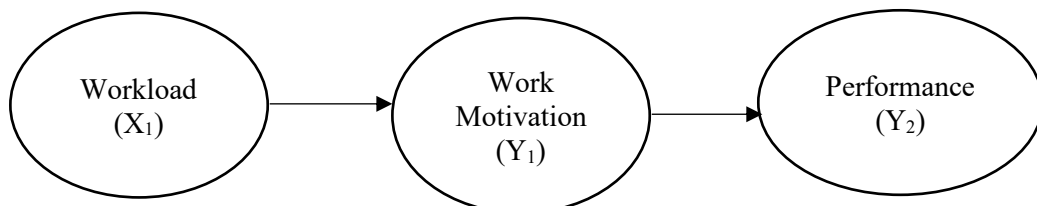


**Figure 3. Direct influence model II**

After obtaining the regression coefficient values for all variables that are connected as direct effects, look again at Figure 2 and Figure 3 in the previous explanation. then it can be summarized into a path model as follows:

1. Path I Model

This path I model shows the magnitude of the total indirect influence coefficient from the workload variable to the performance variable through the motivation variable.



**Figure 4: Model of Indirect Influence from Workload to Performance Through Motivation**

2. Path II Model

This shows the magnitude of the total indirect influence coefficient from the Perceived Behavioral Control variable to the performance variable through the motivation variable

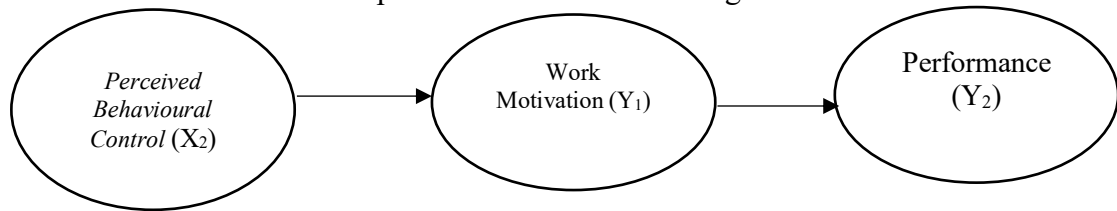


Figure 4: Model of the Indirect Influence of Perceived Behavioral Control on Performance Through Motivation

Results

The instrument's validity was assessed through two stages of testing: convergent validity and discriminant validity. Convergent validity was evaluated by examining the factor-loading value for each indicator and the Average Variance Extracted (AVE) value. Discriminant validity testing involved assessing the Root AVE value, or the square root of the AVE value, which should demonstrate a higher correlation compared to other variables. The validity testing results for each variable—workload, Perceived Behaviour Control, and work motivation—indicated validity, with AVE values exceeding 0.5, specifically  $0.646 > 0.5$ .

Reliability testing was conducted using Cronbach's Alpha (CA) and Composite Reliability (CR) values. The reliability testing results for each variable are summarized in Table 1.

Table 1: Reliability Test Results

Construct	CA	CR	1	2	3	4
Workload	0,857	0,903	<b>0,837</b>			
Perceived Behaviour Control	0,915	0,936	0,130	<b>0,863</b>		
Performance	0,863	0,901	0,678	0,089	<b>0,803</b>	
Work Motivation	0,923	0,944	0,408	0,392	0,551	<b>0,862</b>

Source: Data Processing Results

From Table 1 you can see the results of the instrument reliability assessment for the workload variable, where the CA and CR values for the workload variable are 0.857 and 0.903 respectively. These two values are greater, the Perceived Behavior Control variable, the member performance variable, and the work motivation variable, which have CA and CR values greater than 0.5. This explains that the indicators used to measure each variable are reliable or reliable. Next, model fit testing, one of which can be done using the SRMR (Standardized Root Mean Square) criteria. The results of the model fit test can be seen in Table 2.

Table 2: Model Fit Test Results

	Saturated Model	Estimated Model
SRMR	0.098	0.098
d_ ULS	2.003	2.003
d_ G	0.844	0.844
Chi-Square	581.717	581.717
NFI	0.761	0.761

Source: Data Processing Results

Table 2 displays the results of the model fit test, indicating an SRMR value of 0.098, which falls below the threshold of 0.1. This suggests that the data analysis model utilized in this study is suitable or well-fitting. The Coefficient of Determination (R-squared) indicates the percentage of variance that a variable can explain in the dependent variable, with a range of  $0 < R^2 < 1$ . The calculated R2 values are presented in Table 3, providing insight into the explanatory power of the variables.



**eCo-Buss**

**Table 3: Coefficient of Determination Results (R-Square)**

	<b>R Square</b>	<b>R Square Adjusted</b>
Performance	0.564	0.554
Work Motivation	0.283	0.273

Source: Data Processing Results

From Table 3, it is observed that the R-squared value of the path leading to the dependent variable, performance of Satlantas members, is 0.564. This signifies that workload, Perceived Behavior Control, and motivation collectively account for 56.4% of the variance in performance, while the remaining 43.6% is attributed to unexamined variables outside the research model. Furthermore, the R-squared value of the dependent variable, motivation, is 0.283, indicating that the variables workload and Perceived Behavior Control contribute to explaining 28.3% of the variance in motivation, leaving 71.7% to be influenced by other variables not included in the model. Details of the hypothesis testing results in the path model are presented in Table 4.

**Table 4: Hypothesis Testing Results**

<b>Construct</b>	<b>Direct Effect</b>	<b>Indirect Effect</b>	<b>p-Valuer</b>	<b>Decision</b>
Workload → Work Motivation	0,363**		0,000	Significant
Perceived Behaviour Control → Work Motivation	0,345**		0,000	Significant
Workload → Performance	- 0,539**		0,000	Significant
Perceived Behaviour Control → Performance	-0,130		<b>0,053</b>	<b>Not Significant</b>
Work Motivation → Performance	0,382**		0,000	Significant
Workload → Work Motivation → Performance		-0,139**	0,000	Significant
Perceived Behaviour Control → Work Motivation → Performance		0,132**	0,000	Significant
R <sup>2</sup>	0,283	0,564		
Obs	135	135		

Source: Data Processing Results

From Table 4 you can see the results of hypothesis testing in the research. From the results of data processing, the regression coefficient value for the workload variable was obtained at 0.363. This can explain that if there is an increase in workload, the work motivation of members of the Kampar Police Traffic Unit will also increase and vice versa. The p-value is 0.000 for the workload variable on work motivation. This means that the p-value of the workload variable on motivation is lower than alpha, namely  $0.000 < 0.05$ . These results explain that there is a significant influence of the workload variable on the work motivation of members of the Kampar Police Satlamtas. Thus the hypothesis is accepted at a 95% confidence level.

The results of testing the first hypothesis show that the workload variable has a significant positive influence on motivation. This means that the first hypothesis is accepted. The results of this study are in accordance with the research results of Quee et al. (2016) and Kyndt et al. (2011) which shows that workload has a significant influence on motivation. Workload tested through these six indicators has a direct influence on motivation. From the results of the regression test, it was found that 28.3% of workload and precieved behavioral control influenced work motivation, while 71.7% was influenced by other (external) factors. This shows that workload is a determining factor in the level of motivation of members of the Kampar Police Traffic Unit in carrying out their daily duties. Excessive workload will have an impact on reducing the work motivation of members of the Kampar Police Traffic Unit. Therefore, a study of workload needs to be carried out carefully by the leadership at the Kampar Police in order to maintain members' work motivation from time to time, so that the achievement of agency goals can be realized well

The Perceived Behavior Control variable has a regression coefficient on work motivation of 0.345. This figure explains that if there is a change in the perception of members of the Kampar Police Unit, their work motivation will also increase assuming other variables do not change or are

constant. This means that if Perceived Behavior Control changes for the better (positive perception) then the work motivation of members of the Kampar Police Traffic Unit will increase and vice versa. The p-value of the Perceived Behavior Control variable on work motivation was obtained at 0.000. This figure is lower than the alpha value used in this study, namely  $0.000 < 0.05$ . These results explain that there is indeed a significant influence of the Perceived Behavior Control variable on the work motivation of members of the Kampar Police Traffic Unit, thus the second hypothesis in this research is accepted at the 95% confidence level. Therefore, Perceived Behavior Control is indeed a factor that can influence work motivation.

This perceived behavioral control reflects past experiences and anticipates existing obstacles so that the more attractive attitudes and subjective norms are towards behavior, the greater the perceived behavioral control, the stronger a person's intention to carry out the behavior being considered. This of course has a lot to do with motivation. From the results of testing the workload variables (X1), and Perceived Behavioral Control (X2), together the motivation (Y1) is 28.3%. Based on descriptive analysis, it can be seen that the lowest score for Perceived Behavioral Control is the statement of realizing that there are many obstacles in work. When working in the field, members of the Kampar Police Traffic Unit often encounter various obstacles, such as a lack of personnel, equipment and other resource support, so that this ultimately reduces the members' work motivation

The regression coefficient for the motivation variable on the performance of members of the Kampar Police Traffic Unit was obtained at 0.328. This figure explains that every time there is a change in the work motivation of members of the Kampar Police Traffic Unit, the performance of these members will increase, and vice versa, assuming other factors such as workload and perceived behavior control are constant or do not change. The P-Value value for the work motivation variable on the performance of the Kampar Police Traffic Unit members was obtained at 0.000. This figure is lower than the alpha value, namely  $0.000 < 0.05$ . These results explain that it is true that work motivation is a factor that can influence whether or not the performance of members of the Kampar Police Traffic Unit is good or not. Thus the hypothesis in this research can be accepted at a 95% confidence level. The research results support research conducted by Omolayo (2013) and Asamani et al. (2015) which states that there is a significant influence of workload on performance.

The regression coefficient for workload on the performance of members of the Kampar Police Traffic Unit was -0.539. This figure shows that every time there is a change in the workload, the performance of the Kampar Police Traffic Unit members will experience changes in the opposite direction. This means that if the workload increases, performance will decrease and vice versa, assuming that other variables in this research do not change or are assumed to be constant. The p-value of the workload variable on the performance of the Kampar Police Traffic Unit members was obtained at 0.000. This value is lower than the alpha value, namely  $0.000 < 0.05$ . This means that workload is a determining factor in whether or not the performance of members of the Kampar Police Traffic Unit is good or not. Thus the fourth hypothesis in this study is accepted at a 95% confidence level.

The regression coefficient of Perceived Behavior Control on the performance of members of the Kampar Police Traffic Unit was -0.130 with the p-value of the Perceived Behavior Control variable on the performance of members of the Kampar Police Traffic Unit obtained at 0.053. This value is higher than the alpha value, namely  $0.053 > 0.05$ . This means that Perceived Behavior Control cannot influence whether or not the performance of members of the Kampar Police Traffic Unit is good or not. Thus, the fifth hypothesis in this study is rejected. The results of this study do not support the research of Lee et al. (2010) which states that people who have high Perceived Behavior Control tend to have better job performance and satisfaction compared to people who have low Perceived Behavior Control.

The sixth hypothesis posited in this study suggests that workload significantly impacts performance through the intermediary of work motivation variables. As evidenced by the data analysis presented in Table 4, the coefficient obtained is -0.139. This indicates that an increase in workload leads to a decrease in work motivation, consequently affecting the performance of members of the Kampar Police Traffic Unit, and vice versa. These findings align with previous research conducted by Zameer (2014), which suggests that both financial and non-financial motivation factors exert influence on employee performance. The p-value associated with the workload variable's impact on performance through work motivation is 0.000. This underscores the indirect influence of workload on performance through the work motivation of Kampar Police Traffic Unit members. Hence, the sixth hypothesis can be accepted with a 95% confidence level, signifying that genuine motivation can mediate the relationship between workload and the performance of Satlantas members. These results are consistent with studies conducted by Omolayo (2013), Asamani et al. (2015), and Ali et al. (2014), all of which indicate that workload influences targeted performance metrics such as work performance.

The seventh hypothesis in this research is that Perceived Behavior Control has a significant effect on performance through work motivation variables. The results of data processing in Table 4 were obtained at 0.130. This explains that if there is an increase in Perceived Behavior Control, then work motivation will increase and have an impact on improving the performance of members of the Kampar Police Traffic Unit and vice versa. The p-value of the Perceived Behavior Control variable through work motivation on performance was obtained at 0.000. These results explain that there is an indirect influence of the Perceived Behavior Control variable on performance through the work motivation of members of the Kampar Police Traffic Unit. Thus, the seventh hypothesis in this study can be accepted at a 95% confidence level. This means that true motivation can mediate the influence of Perceived Behavior Control on performance. The results of this study support research conducted by Kyle et al. (2014), Yean et al. (2015) and Anggraini et al. (2016) shows that Perceived Behavioral Control influences targeted positive behavior such as work performance. From the results of previous research, it can be explained that if perceived behavioral control is positive (good) then work motivation will increase or be high, while high work motivation will increase performance. So if you look at the position of the independent and dependent variables, the influence is in the same direction or positive.

## **Conclusion**

This study aims to investigate the influence of workload and perceived behavioral control on performance through motivation among Satlantas members of the Kampar Police. The findings reveal that workload significantly impacts the motivation of Kampar Police Traffic Unit members, as indicated by a p-value lower than the alpha level. Similarly, perceived behavioral control has been empirically shown to significantly affect the work motivation of Kampar Police Traffic Unit members, with a p-value below the alpha threshold. Moreover, the work motivation variable has been found to significantly influence the performance of Kampar Police Traffic Unit members, supported by a p-value lower than the alpha level. Additionally, workload demonstrates a significant effect on the performance of Kampar Police Traffic Unit members, as evidenced by a p-value below the alpha threshold. However, perceived behavioral control has not been empirically proven to significantly impact the performance of Kampar Police Traffic Unit members, with a p-value exceeding the alpha level. Notably, workload exhibits a significant effect on performance through the work motivation of Kampar Police Traffic Unit members, with a p-value lower than the alpha threshold. Conversely, perceived behavioral control has been empirically demonstrated to have a significant effect on performance through the work motivation of Kampar Police Traffic Unit members, supported by a p-value below the alpha level.

---

---

## References

- Ajzen, Icek, 1991. *The theory of planned behavior, Organizational Behavior and Human Decision Processes*, Volume 50, Issue 2, December 1991, Pages 179-211
- Amrullah, 2009, *Pengaruh Pembagian Kerja Dan Wewenang Karyawan Terhadap Produktivitas Kerja Karyawan Pada PT Galangan Balikpapan Utama*, Universitas Mulawarman
- Asamani, James Avoka, Ninon P Amertil, and Margaret Chebere, 2015. *The Influence Of Workload Levels On Performance In A Rural Hospital*, British Journal of Healthcare Management 2015 Vol 21 No 12
- Brahmasari, Ida Ayu dan Agus Suprayetno. 2018. *Pengaruh Motivasi Kerja, Kepemimpinan, dan Budaya Organisasi Terhadap Kepuasan Kerja Karyawan serta Dampaknya pada Kinerja Perusahaan (Studi kasus pada PT. Pei Hei International Wiratama Indonesia)*. Jurnal Manajemen dan Kewirausahaan. Vol. 10, September: 124-135
- Chryshnanda. 2009. *Polisi Penjaga Kehidupan*. Pengembangan Kajian Ilmu Kepolisian, Jakarta
- George dan Jones, 2015, *Understanding and Managing Organizational Behavior*, 4th Edition, Pearson Prentice Hall
- Gibson. 2015, *Manajemen Sumber Daya Manusia*, Edisi Keempat, Penerbit Erlangga., Jakarta
- Hays, Jerry B. 2013. *An Investigation of The Motivation Management Accountants to Report Fraudulent Accounting Activity: Applying The Theory Of Planned Behavior*. Dissertation. Nova Southeastern University
- Henry Simamora, 2016, *Manajemen Sumber Daya Manusia*, Penerbit Gramedia Pustaka Utama, Jakarta
- Herzberg, Fredrick. 2008. *One More Time: How do You Motivate Employees*. Harvard Business Press. Boston
- Ilyas. 2010. *Teori, Penilaian dan Penelitian Kinerja*. Pusat Kajian Ekonomi Kesehatan FKM UI. Jakarta
- Kyle, Vanessa A., Katherine M. White<sup>1</sup>, Melissa K. Hydec & Stefano Occhipintid, 2014. *The Role Of Goal Importance In Predicting University Students' High Academic Performance*, Australian Journal of Educational & Developmental Psychology. Vol 14, 2014, pp. 17-28
- Lituhayu, et. Al, 2018. *Analisa Beban Kerja dan Kinerja Karyawan (Studi Kasus Pada Head Office PT.Lerindro International Jakarta)*. Institut Pertanian Bogor, Bogor
- Luthans, Fred. 2012. *Organizational Behavior*. McGraw Hill, New York
- Mangkuprawira, TB Sjafrri dan Aida Vitayala Hubeis, 2017, *Manajemen Mutu Sumber Daya Manusia*, Penerbit Ghalia Indonesia
- Moekijat. 2012. *Manajemen Tenaga Kerja dan Hubungan Kerja*, Edisi Revisi, Penerbit CV. Pioner Jaya, Bandung
- Nawawi, 2013, *Manajemen Sumber Daya Manusia Untuk Bisnis yang Kompetitif*, Penerbit Gadjah Mada University Press, Yogyakarta
- Omolayo, Benjamin O., 2013. *Influence of Mental Workload on Job Performance*, International Journal of Humanities and Social Science Vol. 3 No. 15; August 2013
- Onanda, Belly, 2015. *The Effects of Motivation on Job Performance A Case Study of KCB Coast Region*, International Journal of Scientific and Research Publications, Volume 5, Issue 9, September 2015
- Prawirosentono, Suryadi. 2018. *Kebijakan Kinerja Karyawan*. Penerbit BPFE. Yogyakarta
- Prihatini, L. D. 2018. *Hubungan Beban Kerja dengan Stres Kerja Perawat di Unit Rawat Nginap RSUD Sidikalang*, Universitas Sumatera Utara, Medan
- Putra, Achmad Syukriansyah, 2012, *Analisis Pengaruh Beban Kerja Terhadap Kinerja Karyawan Divisi Marketing dan Kredit PT. WOM Finance Cabang Depok*, Jurnal Studi Manajemen Indonesia. Hal : 22
- Riduwan, Malik. 2012. *Teori motivasi dan Aplikasi*. Penerbit Rineka Cipta Jakarta

- Robbins, Stephen P. dan Timothy A. Judge. 2017. *Perilaku Organisasi*, Penerbit Salemba Empat, Jakarta
- Soleman, 2011, *Analisis Beban Kerja Ditinjau Dari Faktor Usia Dengan Pendekatan Recommended Weight Limit (Studi Kasus Mahasiswa Unpatti Poka)*, Jurnal Arika, Vol. 05 No. 02 (Agustus 2011). ISSN:1978 -1105
- Suryana Sumantri, 2011, *Kinerja Anggota Polri Apa, Bagaimana, Dan Cara Pengembangannya*, Fakultas Psikologi Unpad
- Umam K. 2012. *Perilaku Organisasi*, Penerbit CV. Pustaka Setia, Bandung
- Veithzal Rivai, 2013, *Manajemen Sumber Daya Manusia Untuk Perusahaan Dari Teori Ke Praktek*, Penerbit Rajagrafindo Persada, Bandung
- Winardi, 2010, *Manajemen Prilaku Organisasi*, Edisi Revisi, Penerbit Kencana, Jakarta
- Yean, Tan Fee, Johanim Johari and Annis Fadilla Mohd Sukery, 2015. *The Influence Of Attitude, Subjective Norms, And Perceived Behavioural Control On Intention To Return To Work: A Case Of Socso's Insured Employees*, Kajian Malaysia, Vol. 33, Supp.1, 2015, 141–154
- Zameer, Hashim, Shehzad Ali, Waqar Nisar, Muhammad Amir, 2014. *The Impact of the Motivation on the Employee's Performance in Beverage Industry of Pakistan*, International Journal of Academic Research in Accounting, Finance and Management Sciences Vol. 4, No.1, January 2014, pp. 293-298