CRITICAL FACTORS FOR EVALUATING THE POLICE HUMAN RESOURCES PERFORMANCE: THE CASE OF SOUTH SUMATRA REGIONAL POLICE OFFICE

a Tien Yustini, b Badia Perizade, c Isnurhadi, d Yuliani, e Sulastri, f Zunaidah

ABSTRACT

Objective: This study aims to analyze the effect of compliance as a determinant variable of Police member performance in addition to specialist education and development, workload, and work experience.

Theoretical reference: This research requires a basic performance theory that will serve as a grand theory that explains how member education and development, workload, and work experience play a role in controlling member compliance, so as to improve performance. The performance intended in this study is individual performance, namely the performance of members of the National Police in the form of work results based on standards set in the National Police Regulation of the Republic of Indonesia Number 2 of 2018 concerning Performance Appraisal for Members of the National Police of the Republic of Indonesia with a Performance Management System.

Method: This research method uses a quantitative approach through surveys. The population is police members in the South Sumatra Police work unit which amounted to 6,743 with a research sample of 378 consisting of 85 leadership elements, the remaining 293 were police members. Analytical techniques using the structural equation model (SEM) approach.

Results and Conclusions: The results showed that there was an influence between Education and Specialist Development, workload, and experience on the compliance of South Sumatra Regional Police Members. Specialist Education and Development, workload, and compliance affect performance, while work experience has no effect. Education and development of specialists, workload, and work experience affected member compliance by 88.4%, the remaining 11.6% were influenced by other variables not studied in the study.

Search Implications: An understanding of the relationship between workload and compliance can assist policing in planning and managing member workloads more effectively. These efforts can be made to ensure that the workload of police officers can be managed without compromising compliance.

a PhD in Management Doctoral Program, Universitas Sriwijaya, Universitas Indo Global Mandiri, E-mail: 01023622126012@student.unsri.ac.id, Orcid: https://orcid.org/0000-0001-6172-1985
b Professor of Management at the Faculty of Economics, Universitas Sriwijaya, Universitas Sriwijaya, E-mail: badiaperizade1953@gmail.com
c Professor of Management at the Faculty of Economics, Universitas Sriwijaya, Universitas Sriwijaya, E-mail: isnurhadi2020@gmail.com
d PhD in Management Doctoral Program, Universitas Brawijaya, Universitas Sriwijaya, E-mail: yulianisyapril@unsri.ac.id, Orcid: https://orcid.org/0000-0002-8201-8428
e Professor of Management at the Faculty of Economics, Universitas Sriwijaya, Universitas Sriwijaya, E-mail: sulastri2310@gmail.com
f PhD in Management Doctoral Program, Universitas Padjadjaran, Universitas Sriwijaya, E-mail: zunaidah66@yahoo.com
Originality/value: Research that specifically shows the relationship between compliance and performance in the context of South Sumatra Regional Police may provide new insights, especially if this relationship can be interpreted or applied differently from previous research.

Keywords: obedience, police compliance, workload, work experience, development.

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FATORES CRÍTICOS PARA AVALIAR O DESEMPENHO DOS RECURSOS HUMANOS DA POLÍCIA: O CASO DO ESCRITÓRIO REGIONAL DE POLÍCIA DE SUMATRA DO SUL

RESUMO

Objetivo: Este estudo tem como objetivo analisar o efeito da conformidade como uma variável determinante do desempenho dos membros da Polícia, além de educação e desenvolvimento especializados, carga de trabalho e experiência de trabalho.

Referência teórica: Esta pesquisa requer uma teoria de desempenho básica que servirá como uma grande teoria que explica como a educação e desenvolvimento dos membros, carga de trabalho e experiência de trabalho desempenham um papel no controle da conformidade dos membros, de modo a melhorar o desempenho. O desempenho pretendido neste estudo é o desempenho individual, ou seja, o desempenho dos membros da Polícia Nacional na forma de resultados de trabalho com base nas normas estabelecidas no Regulamento da Polícia Nacional da República da Indonésia Número 2 de 2018 relativo à Avaliação de Desempenho para Membros da Polícia Nacional da República da Indonésia com um Sistema de Gestão de Desempenho.

Método: Este método de pesquisa utiliza uma abordagem quantitativa através de pesquisas. A população é composta por policiais na unidade de trabalho da Polícia de Sumatra do Sul, que somou 6.743, com uma amostra de pesquisa de 378, composta por 85 elementos de liderança, os 293 restantes eram policiais. Técnicas analíticas que utilizam o método do modelo de equação estrutural (SEM).

Resultados e Conclusões: Os resultados mostraram que houve influência entre Educação e Desenvolvimento Especialista, carga de trabalho e experiência sobre o cumprimento dos membros da Polícia Regional de Sumatra do Sul. Educação e desenvolvimento especializados, carga de trabalho e conformidade afetam o desempenho, enquanto a experiência de trabalho não tem efeito. A educação e desenvolvimento de especialistas, carga de trabalho e experiência de trabalho afetaram a adesão dos membros em 88,4%, sendo que os restantes 11,6% foram influenciados por outras variáveis não estudadas no estudo.

Pesquisar Implicações: Uma compreensão da relação entre carga de trabalho e conformidade pode ajudar a policiar o planejamento e o gerenciamento de cargas de trabalho de membros com mais eficiência. Esses esforços podem ser feitos para garantir que a carga de trabalho dos policiais possa ser gerenciada sem comprometer a conformidade.

Originalidade/valor: Pesquisa que mostre especificamente a relação entre conformidade e desempenho no contexto da Polícia Regional de Sumatra do Sul pode fornecer novas percepções, especialmente se essa relação pode ser interpretada ou aplicada de forma diferente da pesquisa anterior.

Palavras-chave: obediência, conformidade policial, carga de trabalho, experiência profissional, desenvolvimento.
INTRODUCTION

Compliance is a form of social influence that is influenced by direct or indirect requests from others (Blass, 2012; Kilham & Mann, 2014; Slater et al., 2016). Compliance Neyret et al., (2020) shows the extent to which an individual approves or rejects other people's requests. Compliance is one of the psychological constructs that has been widely studied in social psychology, especially prosocial behavior (Etzioni, 2014). In police institutions, compliance is an important factor in order to achieve the high performance of police officers as expected. The high performance of police officers is a reflection of the professionalism of police officers. The Indonesian National Police (Polri) has a Promoter program that wants to build a professional, modern and trusted police force. Professionals if they have HR competencies that are increasingly qualified through increased education and training capacity, as well as carrying out policing patterns based on standard procedures that are understood, implemented, and can be measured for success (Heri, 2019). It is modern if Polri's public services are supported by technology so that it is more easily and quickly accessed by the public. Then it is trusted if Polri is cleaner and free from Corruption, Collusion and Nepotism, in order to realize objective, transparent, accountable and just law enforcement (FoEh & Papote, 2021).

Professionalism can be increased through education and development (Fabian et al., 2020; O’Neill et al., 2019; Weakley et al., 2021). In the police institution, one of the efforts to increase and develop human resources is by increasing the special knowledge of members, namely by organizing Specialist Education and Development (Wahyurudhanto, 2018). Specialization Development Education is education to improve and develop special knowledge and skills of Police functions. Specialist Education and Development is held in stages covering basic level and advanced level which is arranged according to competency and the results of the analysis of the needs of tasks and positions in each organizational unit of the Police. Even though this education and development routinely has been carried out, the performance achieved is still not optimal. This is due to information obtained that there are still obstacles in efforts to increase human resources within the ranks of the South Sumatra Police, namely the limited quota to take part in Specialization Development Education because it is centered at Headquarters and the quota for Dikbangspes students is intended for members of the National Police in all Satker Headquarters and Polda Ranks (Results of interviews with the HR Bureau South Sumatera Polda, 2023).
Police activities last for 24 hours and continuously (Kohlström, 2022). A police officer who is not on duty is still considered a police figure who is always ready to provide protection to the community (Wahyurudhanto, 2018). Sometimes there are no clear boundaries between personal life and work life, not to mention the additional duties added, making the workload on police officers even heavier (Spillane & Joullié, 2022). However, with the main and additional workloads, they should be able to increase their work professionalism and as a work experience that will affect performance (Heri, 2019). Research related to workload and its effect on performance has also been carried out by, among others (Abualigah et al., 2021; DeBusk et al., 2018; DiDomenico & Nussbaum, 2011; Fabian et al., 2020; Hakman et al., 2021; Janib et al., 2021; Silaban et al., 2021; Yousif et al., 2018) the average results of their research show that there is a positive and significant effect of workload on performance. But there is also research (Nabawi, 2019) shows that partially workload does not have a significant effect on the performance of employees of the Public Works and Public Housing Office of Aceh Tamiang Regency.

Obedience and adherence to rules is one of the factors that determine performance. This is supported by various studies, among others (Lunenburg, 2012); (Kim & Kim, 2017) ; (Pebrianti & Aziza, 2019); (Hafidzi, 2019); (Tanjung, 2020); (Aida, 2021); (Ismail et al., 2021); (Usdeldi et al., 2022). It's just that this research discusses compliance and compliance with regulations in the financial, taxation, legal and education sectors. Not much research related to compliance with government regulations has been carried out, especially regarding the compliance of members of the National Police. So this study aims to analyze compliance as an intervening variable determining the performance of police officers in addition to developmental education, workload and work experience.

2 THEORETICAL FRAMEWORK

According to (Cialdini et al., 2015); There are six basic principles in terms of compliance, namely commitment, social relations, scarcity, reproducibility, social validation, and authority. In the principle of commitment and consistency, when employees have committed themselves to a position or action, it will be easier for us to fulfill requests for something that is consistent with previous positions or actions. Compliance and obedience in carrying out work activities is manifested in real attitudes and behavior as well as the level of absenteeism when carrying out work activities (Weaver & Treviño, 2001). Compliance is the attitude and behavior of an individual in
the sense of trusting, accepting and carrying out other people's requests or orders or carrying out the rules that have been set (Blass, 2012); (Fay, 2018); (Tanjung et al., 2019).

Compliance theory is also put forward by sociologists (Etzioni A, 2000) and keep growing (Dodge, 2020). Compliance theory focuses on the relationship between actors in an organization: organizational representatives and lower-level participants (Etzioni A, 2000). More specifically, the theory is intended to help examine the dynamics of the relationship between those who hold power in an organization and those who are subject to that power. Until recently, compliance has had particular appeal among social psychologists because of its suitability and influence over the dominant approach (in social psychology — the preference for looking at immediate situational features and the characteristics of a person. This includes causal explanations of behavior (Blass, 1991); (Blass, 2012). Over the years, findings from compliance studies have been held up as an example, par excellence, of the power of controlling a situation, (Gaertner & McLaughlin, 1983; Ross, 1977).

Good performance is usually based on setting specific and difficult goals rather than simple and easy goals. Therefore, there are 5 (five) principles of goal setting, namely clarity, challenge, commitment, feedback, and task complexity (Chen & Latham, 2014), (Ma & Cheng, 2021). Performance measurement based on the setting of measurable goals can influence the way the organization and enable management to carry out optimal planning (Aida, 2021), readiness of human resources with the interaction of individuals who communicate (Al-Rahmi et al., 2021) and have been trained (John EHJ. FoEh, 2021), designing a multi-dimensional construction of training, targets and goals that must be known by managers and staff, as well as job evaluation and modification of plans and targets for the next period (Chlebikova et al., 2015). In addition, performance as an individual outcome is influenced by individual mechanisms, including: job satisfaction; stress level; motivation; trust, fairness, ethics: learning and decision making (Kutaula et al., 2019).

(Van der Hauwaert et al., 2022) identified performance measures as one of three critical issues for the effective implementation of a facility strategy. Performance measurement is becoming increasingly important both for the justification reasons for general management and to support management and practice in facilitating organizational management, and various authors have suggested differences for moving
from performance measurement to performance management (Amaratunga & Baldry, 2002). For organizations, performance is one way to measure the extent of its effectiveness (Gunarto et al., 2021; Pang & Lu, 2018; Setyabudi et al., 2021). The need for the ability to set goals and objectives to achieve its performance and how to improve overall organizational performance is undoubtedly the most important goals and objectives of the organization. Understanding and measuring performance is a challenge for researchers because organizations have many goals that are often conflicting (Chow et al., 1994). (Harper, 2005) indicates that performance is often used to measure the overall status of an organization and its related policies.

From various theories and opinions about performance, it can be concluded that the performance of a work performance or work results of a person based on the quantity and quality achieved in carrying out their functions is in accordance with the responsibilities received. This research requires a theoretical basis of performance that will function as a grand theory that explains how education and development of members, workload and work experience play a role in controlling member compliance, so as to improve performance. The performance referred to in this study is individual performance, namely the performance of members of the Indonesian National Police in the form of work results based on standards set out in the Regulation of the Indonesian National Police Number 2 of 2018 concerning Performance Assessment for Members of the Indonesian National Police with a Performance Management System.

Explains how the human resource department of a police organization offers a range of competency development activities mainly within the organization, but the organization shows a tendency to work closely with external partners such as universities or training institutes (Haake, 2020; Hoel, 2020). Police organizations internationally apply different organizational structures for the delivery of learning and training and educational structures (Charman, 2020). Police organizations offer education at various levels and in different settings, with the hope that with education and development it is hoped that work professionalism will increase and members will become more obedient to the leaders and applicable regulations.

However, it is not only education and development that can have an effect, workload and work experience are also one of the determining factors for performance. Workload is defined as a difference between the capacity or ability of workers with the demands of the work they face (P. A. Hancock & Matthews, 2019); (G. M. Hancock et
Workload includes physical and mental workload. As a result of a workload that is too heavy or physical abilities that are too weak can result in an employee suffering from work-related disorders or diseases. Workload as a concept that arises due to limited capacity in processing information (Ebben et al., 2020). When facing a task, individuals are expected to complete the task at a certain level. If the limitations possessed by the individual impede or hinder the achievement of work results at the expected level and the level of capacity possessed. This gap causes performance failures. This underlies the importance of deeper understanding and measurement of workload (Friedenberg et al., 2022; Siboro, 2022).

According to (Gibson, 2004; Junaidi et al., 2020) factors that affect workload, namely: a) Time Pressure (time pressure), b) Work schedule or working hours c) Role Ambiguity d) Information Overload e) Repetitive Action and f) Responsibility. Meanwhile (Amvrosiadis et al., 2018), argued that workload is influenced by external factors, namely loads that come from outside the worker's body, such as: 1) Physical tasks such as layout, workplace, work tools and facilities, working conditions, work attitudes, while mental tasks such as job complexity, level of job difficulty, job responsibilities; 2) Work organization such as length of working time, rest time, shift work, night work, wage system, model of organizational structure, delegation of tasks and authority; and 3) Work environment is a physical work environment, chemical environment, biological work environment and psychological work environment. In this study the intended workload is the workload in the Republic of Indonesia State Police which is regulated in the Regulation of the Head of the State Police Number 9 of 2021 concerning workload analysis, where workload is the number of jobs that must be completed within the scope of the work unit within 1 (one) year recorded every working day.

(Maharani & Mashuri, 2019) argues that work experience is based on the knowledge and skills possessed by employees. Meanwhile according to (Ryan et al.,
Work experience is based on years of service or the length of time the employee has been working. (de Sivatte et al., 2021) states that work experience is based on the type of work that has been done during a certain period. (Arruda, 2021) Experience-backed deployment improves performance. Employees who have high experience can foster cooperation in the learning process where this can affect the performance of employees (Paais, 2020). (Janib et al., 2021) states that work experience is the length of time a person carries out the frequency and type of tasks according to his abilities. From the various opinions above, it can be concluded that work experience is knowledge or skills that are already known and mastered by someone as a result of actions or work that has been done previously for a certain period of time.

Based on the theoretical basis and some of the results of previous studies, the framework model of this research is described as Figur 1.

The figure 1. shows that there is a direct influence between education and specialist development, workload and work experience on compliance. And the indirect effect of specialist education and development, workload and work experience on performance is due to compliance as an intervening variable. The hypothesis in this study is stated as follows;

H1. Specialist education and development has a positive and significant effect on member compliance

H2. Workload has a positive and significant effect on Member Compliance
H3. Work Experience has a positive and significant effect on Member Compliance

H4. Member compliance has a positive and significant effect on performance

H5. Specialist Education and Development has a positive and significant direct effect on Member Performance

H6. Workload has a positive and significant effect on Member Performance

H7. Work experience has a positive and significant effect on member performance

H8. Specialization education and development, workload and work experience have a positive and significant effect on member compliance

H9. Specialization education and development, workload and work experience have a positive and significant effect on performance

H10. Specialization education and development, workload and work experience have a positive and significant effect on performance through member compliance.

3 METHODOLOGY

a. Populasi dan Sample

This research is part of the Doctoral Program Dissertation in Management Sciences, where the research population is all members of the Republic of Indonesia Police who serve in the ranks of the South Sumatra Regional Police (Polrestabes Palembang and 16 Polres) who have attended specialist education and development totaling 6,742 personnel or around 62.8% (Polda HR Bureau, 2022) as shown in Table 1. with the following sample proportions:

<table>
<thead>
<tr>
<th>No</th>
<th>Polres /Polrestabes</th>
<th>Who Have Participated in Training</th>
<th>Sample Proportion</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Polrestabes Palembang</td>
<td>1264</td>
<td>71</td>
</tr>
<tr>
<td>2</td>
<td>Polres Ogan Komering Ilir</td>
<td>441</td>
<td>25</td>
</tr>
<tr>
<td>3</td>
<td>Polres Ogan Komering Ulu</td>
<td>402</td>
<td>23</td>
</tr>
<tr>
<td>4</td>
<td>Polres Labuk Linggan</td>
<td>289</td>
<td>16</td>
</tr>
<tr>
<td>5</td>
<td>Polres Musi Banyuasin</td>
<td>417</td>
<td>23</td>
</tr>
<tr>
<td>6</td>
<td>Polres Lahat</td>
<td>406</td>
<td>22</td>
</tr>
<tr>
<td>7</td>
<td>Polres Muara Enam</td>
<td>421</td>
<td>24</td>
</tr>
<tr>
<td>8</td>
<td>Polres Pagar Alam</td>
<td>259</td>
<td>15</td>
</tr>
<tr>
<td>9</td>
<td>Polres Banyuasin</td>
<td>493</td>
<td>28</td>
</tr>
<tr>
<td>10</td>
<td>Polres Prabumulih</td>
<td>383</td>
<td>21</td>
</tr>
<tr>
<td>11</td>
<td>Polres Ogan Komering Ulu Timur</td>
<td>346</td>
<td>19</td>
</tr>
<tr>
<td>12</td>
<td>Polres Ogan Komering Ulu Selatan</td>
<td>258</td>
<td>14</td>
</tr>
<tr>
<td>13</td>
<td>Polres Muara Enam</td>
<td>295</td>
<td>17</td>
</tr>
<tr>
<td>14</td>
<td>Polres Ogan Ilir</td>
<td>379</td>
<td>21</td>
</tr>
<tr>
<td>15</td>
<td>Polres Empat Lawang</td>
<td>264</td>
<td>15</td>
</tr>
<tr>
<td>16</td>
<td>Polres Pali</td>
<td>193</td>
<td>11</td>
</tr>
</tbody>
</table>
b. Analysis Techniques

This study uses an analytical technique with an inferential statistical approach. To test the effectiveness of the survey instrument (questionnaire) as a means of communication between researchers and respondents, a pilot study was conducted. Tests carried out in the pilot study include two things, namely face validation and content validation. To solve multilevel models simultaneously which cannot be solved by linear regression equations, Structural Equation Modeling (SEM) is used. The approach in making SEM models uses the development of measurement models and structural models. The first model produces convergent validity and discriminant validity while the second model produces predictive validity.

3.1 VARIABLE OPERATIONAL DEFINITIONS

In order to avoid differences in interpretation in understanding the research, the variables in the research must be clearly defined in the form of operational definitions, as in Table 2.

<table>
<thead>
<tr>
<th>Concept definition</th>
<th>Concept definition</th>
<th>Concept Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. Performance Variables</strong></td>
<td>Performance is related to the goals of individual performance towards tasks and human actions in an effort to achieve targets, specific goals. (Locke, 1960), (Barnard, 1966), (Murphy et.al, 1996), (Stoner dan Wankel 1988), (Schechner, 1967; Colquitt, Lepine, Wasson ; 2004).</td>
<td>The performance of a person's work performance or results based on the quantity and quality of work achieved in carrying out functions in accordance with the responsibilities received.</td>
</tr>
<tr>
<td><strong>B. Compliance</strong></td>
<td>Compliance is the attitude and behavior of an individual in the sense of trusting, accepting and carrying out other people's requests or orders or carrying out the rules that have been set. (Simmons, 1998) ; (Etzioni, 2000), (Lehman et.al, 2002),(Vincent-Ruz, 2017) ; (Gormley et al,2021), (Abraham Chayes, 1993) (Blass, 1999), (Mitchell et.al, 2020).</td>
<td>Compliance is an attitude of obedience or individual obedience to authority or regulations as well as norms and values through aspects of trusting, accepting, doing, surrendering and conformity.</td>
</tr>
<tr>
<td><strong>C. Education and Development</strong></td>
<td></td>
<td>1. Education</td>
</tr>
</tbody>
</table>

Source: processed data, 2023
Development includes formal education, work experience, professional relationships and assessment of personality, skills and abilities that help employees grow professionally (McCauley, Hezlett;2001), (Hurt & William, 2009), (Noe, Clarke, Klein;2014), (Kraimer & Crant, 2001 ; Seiling, 2001 ; Thompson, 2005 ; Fuller, Kester & Cox ;2010)

Education and development is an effort made to produce law-abiding students, namely students who have knowledge, understanding, and appreciation and are able to carry out applicable legal provisions with full sincerity and are able to provide exemplary legal compliance and always have a high awareness not to commit violation of law

### D. Workload


Workload is the tasks assigned to employees or employees to be completed at a certain time, with a monitoring system, providing feedback and clarity of roles in dealing with changes by using the skills and potential they have.

### E. Work Experience

Work experience reflects the level of knowledge and mastery of skills possessed by an employee at work and is measured by years of service and the type of work the employee has done (Robbins, Timothy ; 2000), (Ryan, et.al,2021), (Gomes, 2004), (Sivatte et.al,2021), (Janib et.al, 2021).

Work experience is the knowledge and skills possessed by members based on length of time or years of service, level of knowledge and skills possessed, type of work, suitability of placement with expertise possessed.

### 3.2 RESEARCH MODEL

The structural equation of this research is as follows:

\[
KEA = \gamma_{1.1}PP + \gamma_{1.2}BK + \gamma_{1.3}PK + \xi_1 ........................................................................................................(1)
\]

\[
KIA = \gamma_{2.1}PP + \gamma_{2.2}BK + \gamma_{2.3}PK + \beta_{2.1}KEA + \xi_1 ........................................................................................................(2)
\]

Information:

\(\gamma/gama\) : Regression coefficient between exogenous and endogenous variables
\(\xi/zeta\) : Error or residual regression value
\(\beta/beta\): Regression coefficient between endogenous variables and other endogenous variables

MCH : Member Performance
To make the model required data to be processed and analyzed. The data is in the form of a covariance matrix from empirical research data. Furthermore, this data will be used as the basis for producing a population estimation covariance matrix.

4 RESULT AND DISCUSSION

The results of research on compliance as an intervening variable determining the performance of police officers apart from specialist education and development, workload and work experience are described as follows. The research model that has passed the Confirmatory Factor Analysis (CFA) process to obtain the Goodness Of Fit Model is presented in the following figure 2.

Figure 2 depicts the Structural Equation Modeling (SEM) equation model after going through a modification process using the Confirmatory Factor Analysis (CFA) method to obtain model fit or Model Fit.
The research model that has passed the Confirmatory Factor Analysis (CFA) process to get the Goodness Of Fit Model is presented in the table 3. The estimation results of the data presented in table 3 explain that the estimation results using the Confirmatory Factor Analysis (CFA) method were carried out on exogenous versus endogenous variables, it is known that the model meets the predetermined criteria of Goodness Of Fit. The Goodness Of Fit test value with a probability value of 0.069 indicates that there is no difference between the predicted model and the observational data. Other feasibility measures of the model are in the good category. The fit of the predicted model with the observed values of the exogenous variables meets the requirements.
Tabel 4. Assessment Of Normality

<table>
<thead>
<tr>
<th>Variable</th>
<th>min</th>
<th>max</th>
<th>skew</th>
<th>c.r.</th>
<th>kurtosis</th>
<th>c.r.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Z1.10</td>
<td>1.000</td>
<td>5.000</td>
<td>-2.239</td>
<td>-17.768</td>
<td>5.787</td>
<td>22.966</td>
</tr>
<tr>
<td>Z1.8</td>
<td>1.000</td>
<td>5.000</td>
<td>-2.646</td>
<td>-21.001</td>
<td>7.669</td>
<td>30.434</td>
</tr>
<tr>
<td>Z1.2</td>
<td>1.000</td>
<td>5.000</td>
<td>-2.379</td>
<td>-18.882</td>
<td>6.200</td>
<td>24.605</td>
</tr>
<tr>
<td>Z1.1</td>
<td>1.000</td>
<td>5.000</td>
<td>-2.318</td>
<td>-18.396</td>
<td>5.627</td>
<td>22.331</td>
</tr>
<tr>
<td>Y1.5</td>
<td>1.000</td>
<td>5.000</td>
<td>-2.247</td>
<td>-17.833</td>
<td>5.246</td>
<td>20.821</td>
</tr>
<tr>
<td>Y1.4</td>
<td>1.000</td>
<td>5.000</td>
<td>-2.412</td>
<td>-19.143</td>
<td>5.976</td>
<td>23.717</td>
</tr>
<tr>
<td>Y1.3</td>
<td>1.000</td>
<td>5.000</td>
<td>-2.348</td>
<td>-18.636</td>
<td>5.698</td>
<td>22.613</td>
</tr>
<tr>
<td>Y1.2</td>
<td>1.000</td>
<td>5.000</td>
<td>-1.850</td>
<td>-14.685</td>
<td>3.467</td>
<td>13.760</td>
</tr>
<tr>
<td>X3.5</td>
<td>1.000</td>
<td>5.000</td>
<td>-2.004</td>
<td>-15.903</td>
<td>4.212</td>
<td>16.714</td>
</tr>
<tr>
<td>X3.4</td>
<td>1.000</td>
<td>5.000</td>
<td>-1.719</td>
<td>-13.644</td>
<td>2.731</td>
<td>10.840</td>
</tr>
<tr>
<td>X3.3</td>
<td>1.000</td>
<td>5.000</td>
<td>-1.539</td>
<td>-12.218</td>
<td>1.672</td>
<td>6.634</td>
</tr>
<tr>
<td>X3.2</td>
<td>1.000</td>
<td>5.000</td>
<td>-2.403</td>
<td>-19.077</td>
<td>6.338</td>
<td>25.152</td>
</tr>
<tr>
<td>X2.9</td>
<td>1.000</td>
<td>5.000</td>
<td>-1.090</td>
<td>-8.654</td>
<td>.090</td>
<td>.356</td>
</tr>
<tr>
<td>X2.8</td>
<td>1.000</td>
<td>5.000</td>
<td>-1.061</td>
<td>-8.420</td>
<td>.040</td>
<td>.158</td>
</tr>
<tr>
<td>X2.7</td>
<td>1.000</td>
<td>5.000</td>
<td>-1.237</td>
<td>-9.817</td>
<td>.482</td>
<td>1.914</td>
</tr>
<tr>
<td>X2.1</td>
<td>1.000</td>
<td>5.000</td>
<td>-.947</td>
<td>-7.513</td>
<td>-.327</td>
<td>-1.299</td>
</tr>
<tr>
<td>X1.7</td>
<td>1.000</td>
<td>5.000</td>
<td>-2.981</td>
<td>-23.663</td>
<td>9.936</td>
<td>39.434</td>
</tr>
<tr>
<td>X1.5</td>
<td>1.000</td>
<td>5.000</td>
<td>-2.736</td>
<td>-21.719</td>
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</tr>
<tr>
<td>X1.4</td>
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<td>-2.855</td>
<td>-22.662</td>
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<tr>
<td>X1.3</td>
<td>1.000</td>
<td>5.000</td>
<td>-2.612</td>
<td>-20.736</td>
<td>8.127</td>
<td>32.251</td>
</tr>
</tbody>
</table>

Multivariate 511.054 167.472

Source: Processed Research Data, 2023

The results of the estimation of the data presented in table 4 show that the results of the data normality test, both univariate and multivariate, can be said to be relatively abnormal because most of the C.R. (Critical Ratio) in the Assessment Of Normality is outside the critical value category of ± 2.58 (−2.58 ≤ C.R. ≤ 2.58). This can happen because the data used in this study is primary data so that it is possible that there are various responses given by each research respondent, therefore the researcher tries to estimate using the Bootstrap technique. The estimation results of the Bollen Stine Bootstrapping data are presented in the image below.

Figure 3. Bollen Stine Bootstrapping Estimation Results

Bollen-Stine Bootstrapping (Default model)

The model fit better in 14 bootstrap samples.
It fit about equally well in 0 bootstrap samples.
It fit worse or failed to fit in 186 bootstrap samples.

Testing the null hypothesis that the model is correct, Bollen-Stine bootstrap p = .930


From the results of data estimation for the data normality test using the Bollen Stine Bootstrapping method it states that the Bollen Stine Bootstrapping P-Value = 0.930,
this means that the Bollen-Stine Bootstrap P-Value results > 0.05, indicating that there is no significant difference between the original data and bootstrapping data, it can be stated that the data is normally distributed and the next test can be carried out.

4.1 DIRECT EFFECT TEST

The direct effect research hypothesis test was carried out by comparing the results of the P-Value output test. Provisions If the P-value > 0.05 then Ha is rejected and Ho is accepted and if the P-value < 0.05 then Ha is accepted Ho is rejected. The basis of reference for determining the coefficients in this hypothesis test is referring to table 4.14 which is the Estimation Results of Regression Weights Data after the Maximum Likelihood Bootstrapping process.

a) Testing the first hypothesis

1) Formulate a hypothesis

Ho: It is suspected that the Specialist Education and Development variables have no significant effect on Member Compliance variables.

Ha: It is suspected that the Specialist Education and Development variable has a significant effect on the Member Compliance variable.

2) Comparing the results of the P-Value output test.

If the P-value > 0.05 then Ha is rejected and Ho is accepted
If the P-value < 0.05 then Ha is accepted and Ho is rejected.

The parameter value of the Specialist Education and Development variable is 0.275, while the P value (P-value) = 0.019 is below 5% or 0.05, so Ha is accepted. This means that there is an influence between Specialist Education and Development on Member Compliance in South Sumatra Police Members.

In the relationship between education and development as well as compliance, this study provides results that are in line with the research (Murphy & Hill, 2012), where in his research Murphy emphasized that member compliance can be formed when the human resources department organizes education and training. It is very possible that most educational institutions can transform the role of members in a dynamic and politically charged environment, but can change roles or determine compliance for participants who follow them.

The results of this study are in line with the results of the study (Grzyb, 2014) ; (Safira Luthfia & Arwiyah, 2019) ; (Wardhani & Hartono, 2020) that the obedience of
police officers has a significant influence on the performance of police officers. As stated (Dodge, 2020), Employee compliance in an organization is not only determined by the performance of superiors, but also determined by external actors who often interact within the organization. However, the thing that is quite difficult is controlling the members within the organization so that they are not influenced (contaminated) by outside influences that may offer things that are contrary to the professional code of ethics. Study (Kim & Kim, 2017), that the positive behavior of police officers will have a positive influence and they will comply with the rules. Although social pressure has a positive effect on compliance. Likewise with research results (Ismail et al., 2021); (Tanjung et al., 2019) compliance has a significant relationship with compliance and company performance.

b) Testing the second hypothesis

1) Formulate a hypothesis
Ho: It is suspected that the Workload variable has no significant effect on the Member Compliance variable.
Ha: It is suspected that the Workload variable has a significant effect on the Member Compliance variable.

2) Comparing Comparing the results of the P-Value output test.
If the P-value > 0.05 then Ha is rejected and Ho is accepted
If the P-value <0.05 then Ha is accepted and Ho is rejected

1) The parameter value of the Workload variable is 0.201, while the P value (P-value) = 0.007 the value is below 5% or 0.05 then Ha is accepted. This means that there is an influence between workload on member compliance with members of the South Sumatra Regional Police at 1 Polrestabes Palembang and 16 Polres. The results of this study are in line with research (Bruggen, 2015); (Lukito & Ariani, 2018); that if the workload assigned to employees is comparable or aligned with their main duties and functions, it will have a significant effect on the compliance of members in carrying out their duties.

However, in the police institution, sometimes the workload exceeds the main task, and the work contract includes additional duties. As conveyed by Karo SDM Polda SS (2023), Police duties are increasingly complex. Not only dealing with conventional crime, terrorism, and narcotics trafficking, the Bhayangkara Corps must now also work hard to deal with the Covid-19 pandemic at the time of Covid. The higher the level of workload
felt, the higher the mental and psychological burden on police officers, so that in the end they sometimes leave working hours, or are unable to complete tasks given by their superiors on time. This indicates their disobedience to orders from superiors.

Same opinion (Marianto, 2021) Too much workload can cause tension in a person, causing work stress. This is caused by the level of activity that is too high in frequency, the speed of service that must be provided must also be optimal, sometimes constrained by unsupportive suggestions and infrastructure, so that sometimes reports from the public have to be responded to. Study (Biondi et al., 2021) shows that too much work volume has an effect on the implementation of tasks that seem forced. Sigit (2023) gives additional duties to all regional police chiefs (kapolda). Namely, the task is to restore public trust in the law enforcement institution. Sigit also asked the ranks of the Kapolda to enforce the law that is just for all people without discrimination. Because, according to Sigit, this has become one of the factors in increasing public trust in the police.

c). Testing the third hypothesis

1) Formulate a hypothesis

Ho: It is suspected that the Work Experience variable has no significant effect on the Member Compliance variable.

Ha: It is suspected that the Kejra Experience variable has a significant effect on the Member Compliance variable.

2) Comparing the results of the P-value output test.

If the P-value > 0.05 then Ha is rejected and Ho is accepted

If the P-value <0.05 then Ha is accepted and Ho is rejected

3) The parameter value of the Work Experience variable is 0.536, while the P value (P-value) = 0.012 is below 5% or 0.05, so Ha is accepted. This means that there is an influence between work experience on member compliance at the South Sumatra Regional Police at 1 Polrestabes Palembang and 16 Polres.

The results of this study are in line with previous research, where (Robbins & Judge, 2017); (Lukito & Alriani, 2018) that work experience has a significant influence on performance, so does research (Darr et al., 1995); (Vaziri et al., 2020) and (Surya et al., 2021) that experienced employees have good accuracy and ability in completing each job. However, research related to the effect of work experience on compliance has not been found much.
Some research results show that compliance and obedience in carrying out work activities are manifested in real attitudes and behavior as well as the level of absenteeism when carrying out work activities. (Weaver & Treviño, 2001). Various issues related to compliance with regulations have been widely discussed and tested through public discussion by academics and practitioners. Some research results also show a positive correlation between employee compliance with performance (Tanjung et al., 2019); (Rahayati et al., 2020); (Pebrianti & Aziza, 2019); (Naufal Y, 2018); (Usdeldi et al., 2022). However, there are also studies that document non-significant results (Bretos et al., 2018); (Spadoni & Ruzzene, 2007).

**d) Testing the fourth hypothesis**

1) Formulate hypotheses
   
   Ho: It is suspected that the member compliance variable has no significant effect on the member performance variable.
   
   Ha: It is suspected that the member compliance variable has a significant effect on the member performance variable.

2) Comparing the results of the P-Value output test.
   
   If the P-value > 0.05 then Ha is rejected and Ho is accepted
   
   If the P-value <0.05 then Ha is accepted and Ho is rejected

3) The parameter value of the Member Compliance variable is 0.145, while the P value (P-value) = 0.042 the value is below 5% or 0.05 then Ha is accepted. This means that there is an influence between Member Compliance on Member police Performance

   Obedience and adherence to rules is one of the factors that determine performance. This is supported by various studies, among others (Lunenburg, 2012)(Kim & Kim, 2017); (Pebrianti & Aziza, 2019); (Hafidzi, 2019); (Tanjung, 2020); (Aida, 2021); (Ismail et al., 2021); (Usdeldi Usdeldi1*, M. Ridlwan Nasir2, 2022). It's just that this research discusses compliance and compliance with regulations in the financial, taxation, legal and education sectors. Not much research related to compliance with government regulations has been carried out, especially regarding the compliance of members of the National Police.

**e) Testing the Fifth hypothesis**

1) Formulate hypotheses
Ho: It is suspected that the Specialist Education and Development variables have no significant effect on Member Performance variables.

Ha: It is suspected that the Specialist Education and Development variable has a significant effect on the Member Performance variable.

2) Comparing the results of the P-Value output test.
   If the P-value > 0.05 then Ha is rejected and Ho is accepted
   If the P-value < 0.05 then Ha is accepted and Ho is rejected

3) The parameter value of the Specialist Education and Development variable is 0.442, while the P value (P-value) = 0.0134 the value is below 5% or 0.05 then Ha is accepted. This means that there is an influence between Specialist Education and Development on Member Police Performance.

The results of this study are in line with the research conducted (Muhammad, 2017); (DeBusk et al., 2018); (Wahyurudhanto, 2018); (Heri, 2019); (John EHJ. FoEh, 2021); and (Sarki, 2022), where the research results show that education and training as well as employee development can improve performance. As found (Wardhani & Hartono, 2020), the performance of members of the National Police can not only be achieved with hard skills, but also the formation and improvement of qualified soft skills to deal with all the dynamics that develop in the future. Meanwhile the research results (Heri, 2019) shows that the development of big data, recruitment of quality Polri members, Polri talent management, performance management, technology-based capacity building and job design are the rightly targeted Polri strategies to face challenges in the Industrial Revolution 4.0 era.

(Verence, 1982), shows that training and development has a significant influence on performance through planned, continuous training, which involves and is processed by all relevant organizations and supported by superiors. Through education and development will be able to increase the knowledge, skills, and positive attitudes of human resources which will ultimately improve the climate, quality of work, life and better service to the community.

f) Testing the sixth hypothesis

1) Formulate hypotheses

Ho: It is suspected that the Workload variable has no significant effect on the Member Performance variable.
Ha: It is suspected that the Workload variable has a significant effect on Member Performance variables.

2) Membandingkan Membandingkan hasil uji output P-Value.
If the P-value > 0.05 then Ha is rejected and Ho is accepted
If the P-value <0.05 then Ha is accepted and Ho is rejected

3) The parameter value of the Workload variable is 0.218, while the P value (P-value) = 0.004 the value is below 5% or 0.05 then Ha is accepted. This means that there is an influence between workload on member police performance.

The results of this study are in line with research (Pang & Lu, 2018) which stated in his research that workload is a set of activities that must be completed by an organizational unit or position holder within a certain period of time and the results affect employee performance. As well ((Ma & Cheng, 2021), that to achieve high employee performance it is necessary to avoid workload that is too high. However, this does not apply to police institutions, each member of the police, in addition to having the workload that has been stated in the work contract, also has additional duties, which in carrying out their duties are given a warrant (Sprint).

As stated above, the workload of the police is increasingly complex, especially with the signing of a memorandum of agreement with several ministries some time ago, which has caused each member of the police not only to carry out their main duties but also to have additional tasks outside of their duties and functions. As stated in the Polri performance management system which is stipulated based on the Chief of Police Regulation.

Other research that is in line with research related to workload and its effect on performance is research (Biondi et al., 2021) ; (DeBusk et al., 2018) ; (Yousif et al., 2018); (Silaban et al., 2021) ; (Janib et al., 2021); (Abualigah et al., 2021);(Hakman et al., 2021), the average results of their research show that there is a positive and significant effect of workload on employee performance. The workload borne by police officers is not only physical, but also mental. Due to the workload that is too heavy and high risk or weak physical abilities can result in concentration or mental disorders of police officers. Therefore, the workload or additional tasks given must be really considered so that work productivity or the performance of members in securing, maintaining order and providing protection and protection to the community can be carried out as expected.
Studies conducted (Grier et al., 2008); (Gore et al., 2018); (Lee et al., 2012); (Dias et al., 2018) shows that people who are overburdened with work tend to speed up their performance; make more mistakes, resulting in poor accuracy; become frustrated, uncomfortable, tired and have low awareness of their environment. Interestingly, humans who are underworked exhibit many of the same symptoms.

g) Testing the sixth hypothesis

1) Formulate hypotheses

H₀: It is suspected that the work experience variable has no significant effect on the member performance variable.

Hₐ: Allegedly the variable of Work Experience has a significant effect on the Member Performance variable.

2) Comparing the results of the P-Value output test.

If the P-value > 0.05 then H₀ is rejected and H₀ is accepted

If the P-value < 0.05 then H₀ is accepted and H₀ is rejected

3) The parameter value of the Work Experience variable is 0.159, while the P value (P-value) = 0.107 is above 5% or 0.05, so H₀ is accepted. This means that there is no influence between work experience on member police performance.

The results of this study are not in line with previous research, where several previous studies showed a positive and significant effect of work experience on the performance of employees or employees. Among others, the research conducted (Quinones & Teachout, 1995); (Brock & Anderson, 2021), that optimal work experience will support optimal performance as well. Further research by (Paaais, 2020); (Maisuri & Rusdi, 2021) proves that work experience has a positive and significant relationship to employee performance. Likewise research results (Shane, 2013) that: (1) organizational work experience shows a higher average score than operational work experience; (2) there is no significant difference between officers in the two major urban police departments in the Midwest and Mid-Atlantic (US) region in terms of organizational and operational work experience; and (3) multiple regression models for organizational and operational work experience predict performance.

4.2 INDIRECT EFFECT

The indirect effect research hypothesis test was carried out by comparing the results of the P-Value output test. Provisions If the P-value > 0.05 then H₀ is rejected and
Ho is accepted and if the P-value < 0.05 then Ha is accepted. Ho is rejected. The basis of reference for determining the coefficients in this hypothesis test is referring to table 4 which is the Estimation Results of Regression Weights Data After the Bootstrapping Process Maximum Likelihood which is then calculated using the SOBEL TEST method.

Figure 4. Illustration of the Moderation Variable Calculation with the Sobel Test

Caption:

a = Path Coefficient (Parameter) of the Independent Variable to the Mediating Variable.
b = Path Coefficient (Parameter) of Mediating Variable Towards Dependent Variable.
Sa = Standard Error Path Coefficient (Parameter) Independent Variable To Mediation Variable.
Sb = Standard Error Path Coefficient (Parameter) of the Mediating Variable to the Dependent Variable.

a) Testing the first hypothesis

Figure 5. Sobel Test Estimation Results of Specialist Education and Development Variables on Member Performance Variables Through Member Compliance Variables

<table>
<thead>
<tr>
<th>Input:</th>
<th>Test statistic:</th>
<th>Std. Error:</th>
<th>p-value:</th>
</tr>
</thead>
<tbody>
<tr>
<td>a 0.275</td>
<td>Sobel test: 2.10266426</td>
<td>0.01896404</td>
<td>0.03549513</td>
</tr>
<tr>
<td>b 0.145</td>
<td>Aroian test: 2.0633207</td>
<td>0.01932564</td>
<td>0.03908217</td>
</tr>
<tr>
<td>s_a 0.061</td>
<td>Goodman test: 2.14434781</td>
<td>0.0185954</td>
<td>0.03200503</td>
</tr>
<tr>
<td>s_b 0.061</td>
<td>Reset all</td>
<td>Calculate</td>
<td></td>
</tr>
</tbody>
</table>


1) **Formulate the first hypothesis**

Ho: It is suspected that the Specialist Education and Development variable has no significant effect on the Member Performance variable through the Member Compliance variable.

Ha: It is suspected that the Specialist Education and Development variable has a significant effect on the Member Performance variable through the Member Compliance variable.
2) From the results of the estimated data presented in table 4.8. above, it can be seen that the results of the data normality test, both univariately and multivariately, can be said to be relatively abnormal data because most of the C.R. (Critical Ratio) in the Assessment Of Normality is outside the critical value category of ± 2.58 (-2.58 ≤ C.R. ≤ 2.58).

3) Comparing the results of the P-Value output test.
   - If the P-value > 0.05 then Ha is rejected and Ho is accepted
   - If the P-value <0.05 then Ha is accepted and Ho is rejected

4) The Sobel Test Statistical Test score was 2.10266426 > 1.96, while the P value (P-value) = 0.03549613 the value was below 5% or 0.05, so Ha was accepted. This means that there is an influence between Specialist Education and Development on Member Police Performance through Member Compliance

b) Testing the second hypothesis

Figure 6. Sobel Test Estimation Results for the Workload variable on the Performance variable Members Through Member Compliance Variables

<table>
<thead>
<tr>
<th>Input:</th>
<th>Test statistic:</th>
<th>Std. Error:</th>
<th>p-value:</th>
</tr>
</thead>
<tbody>
<tr>
<td>$a$ 0.201</td>
<td>2.15852682</td>
<td>0.01350226</td>
<td>0.0308869</td>
</tr>
<tr>
<td>$b$ 0.145</td>
<td>2.12576276</td>
<td>0.01371024</td>
<td>0.03352135</td>
</tr>
<tr>
<td>$s_a$ 0.039</td>
<td>2.19283214</td>
<td>0.01329103</td>
<td>0.02831948</td>
</tr>
<tr>
<td>$s_b$ 0.061</td>
<td>Reset all</td>
<td>Calculate</td>
<td></td>
</tr>
</tbody>
</table>


1) Formulate a hypothesis
   - Ho: It is suspected that the Workload variable has no significant effect on the Member Performance variable through the Member Compliance Variable.
   - Ha : Allegedly the variable Workload has no significant effect on the variable Member Performance Through Member Compliance Variables.

2) Comparing the results of the P-Value output test.
   - If the P-value > 0.05 then Ha is rejected and Ho is accepted
   - If the P-value <0.05 then Ha is accepted and Ho is rejected

a) The Sobel Test Statistical Test score is 2.15852682 > 1.96, while the P value (P-value) = 0.0308869 the value is below 5% or 0.05 then Ha is accepted.
This means that there is an influence between Workload on Member Police Performance through Member Compliance

b) Testing the third hypothesis

Figure 7. Sobel Test Estimation Results of Work Experience Variables on Variables Member Performance Through Member Compliance Variables

<table>
<thead>
<tr>
<th>Input</th>
<th>Test statistic</th>
<th>Std. Error</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>( a )</td>
<td>2.21770688</td>
<td>0.03504521</td>
<td>0.02657482</td>
</tr>
<tr>
<td>( b )</td>
<td>2.19270786</td>
<td>0.03544476</td>
<td>0.02832643</td>
</tr>
<tr>
<td>( s_a )</td>
<td>2.24358091</td>
<td>0.03464105</td>
<td>0.02485938</td>
</tr>
<tr>
<td>( s_b )</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


1) Formulate a hypothesis

Ho: It is suspected that the Work Experience variable has no significant effect on the Member Performance variable through the Member Compliance variable.

Ha: Allegedly the variable of Work Experience has no significant effect on the variable of Member Performance through the variable of Member Compliance.

2) Comparing the results of the P-Value output test.

If the P-value > 0.05 then Ha is rejected and Ho is accepted

If the P-value <0.05 then Ha is accepted and Ho is rejected

3) The Sobel Test Statistical Test score is 2.21770688 > 1.96, while the P value (P-value) = 0.02657482 the value is below 5% or 0.05 then Ha is accepted.

This means that there is an influence between work experience on member Police performance through member compliance

4.3 DETERMINATION COEFFICIENT TEST

Further testing of the structural model is carried out by looking at the coefficient of determination (R2) and the path coefficient. The coefficient of determination is tested to see how much the endogenous construct can be explained by the exogenous construct. And the path coefficient aims to see the significance and strength of the relationship and also test the hypothesis. The R-square value is 0.75 which means the model is strong, the value is 0.50 the model is moderate, and the value 0.25 is concluded to be a weak model, the higher the value of the coefficient of determination, the better the predicted value proposed.
5 CONCLUSION

The results of research on police officers at the South Sumatra Regional Police showed that there was an influence between Specialist Education and Development, workload and experience on Member Compliance. Specialist Education and Development, workload and compliance have an effect on Member Performance, while work experience has no effect. The indirect effect research hypothesis test was carried out by comparing the results of the P-Value output test, the result was that the Sobel Test Statistical Test value was $2.10266426 > 1.96$, while the P value (P-value) = $0.03549613$ the value was below 5% or 0.05 then $H_a$ is accepted. This means that there is an influence between Specialist Education and Development on Member Performance through Member Compliance. The Sobel Test Statistical Test score was $2.15852682 > 1.96$, while the P value (P-value) = $0.0308869$ the value was below 5% or 0.05 then $H_a$ was accepted. This means that there is an influence between Workload on Member Performance through Member Compliance. The Sobel Test Statistical Test score was $2.21770688 > 1.96$, while the P value (P-value) = $0.02657482$ the value was below 5% or 0.05 then $H_a$ was accepted. This means that there is an influence between work experience on member performance through member compliance. Specialist education and development, workload and work experience affect member compliance by 88.4%, the remaining 11.6% is influenced by other variables not examined in this study. Specialist education

<table>
<thead>
<tr>
<th>Table 5. Squared Multiple Correlations</th>
</tr>
</thead>
<tbody>
<tr>
<td>KEA</td>
</tr>
<tr>
<td>KIA</td>
</tr>
</tbody>
</table>

Source: Processed Research Data, 2023

From table 5 it can be seen that the R-square value for the independent variables (PP, BK, PK) on the Compliance variable (KEA) is 0.884 which means that specialist education and development, workload, work experience affect member compliance by 88.4%, the remaining 11.6% is influenced by other variables not examined in this study. Whereas the R-square value for specialist education and development, workload, work experience and compliance (PP, BK, PK, KEA) on member performance (KIA) is 0.927, which means that the independent variable is able to explain the dependent variable by 0.927 or by 92.7% while the remaining 7.3% is influenced by other variables not examined in this study.
and development, workload, work experience and compliance can explain the performance variable of 0.927 or 92.7% while the remaining 7.3% is influenced by other variables not examined in this study.
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02-2015-0063


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https://doi.org/10.1037/mot0000194


