

THE INFLUENCE OF JOB-ORGANIZATIONAL FIT, JOB-DESCRIPTION, AND EMPLOYEE COMPETENCE ON EMPLOYEE PERFORMANCE AT MULYOREJO POLICE STATION

Alviani Sukma Widya Sari¹, Sutarmin²

^{1,2}Universitas Dr. Soetomo, Surabaya, Indonesia

Abstract

This study aims to analyze the effect of job-organizational fit, job description, and competence on employee performance in police institutions. The research was conducted quantitatively with an explanatory approach to 54 personnel at Mulyorejo Police Station, Surabaya City, using saturated sampling technique. Data were collected through an online questionnaire and analyzed with multiple linear regression and control variables of gender and marital status. The results showed that job-organizational fit and job description have a positive and significant effect on employee performance. Meanwhile, competence shows a positive but insignificant effect. Simultaneously, the three variables together have a significant effect on employee performance, with job description as the dominant factor. These findings indicate the need to optimize job placement and clear job mapping to improve the performance of police employees in a sustainable manner.

Keywords : employee performance, job-organizational fit, job description, police personnel

Citation:

Sari, A. S. W, Sutarmin, S. 2025. The Influence Of Job-Organizational Fit, Job-Description, and Employee Competence on Employee Performance at Mulyorejo Police Station. *MSJ: Majority Science Journal*, 3(2), 170-179.

Corresponding Author:

Alviani Sukma Widya Sari
Sutarmin2415@gmail.com

1. Introduction

The police force in Indonesia, as in many other regions, is an agency that plays a vital role in maintaining security and public order (Sembiring, 2023). As a law enforcement agency, the police are tasked with protecting citizens from various threats, both criminality and other security disturbances (Manasikana et al., 2019). With a responsive and professional police force, people can feel safer in carrying out their daily activities (Andira et al., 2022). In addition, the police also serve as mediators in social conflicts, helping to defuse tensions, and facilitating dialog between various parties to reach a peaceful solution (Poeloengan et al., 2022). In addition to its main task of law enforcement, the police also plays a role in building trust and good relations with the community (Sembiring, 2023). Through community programs, such as counseling and coaching, the police can get closer to the community, creating collaboration in maintaining neighborhood security. This is important to create a sense of solidarity and care among citizens, which in turn can strengthen social resilience. With this role, the police do not only act as law enforcers, but also as agents of change that support the development of safer and more equitable communities (Anshar & Setiyono, 2020).

However, with such a crucial role, the fact is that currently the police institution in Indonesia also faces various problems that hinder its effectiveness in carrying out its duties and responsibilities. One of the most glaring problems is the image of the police in the eyes of the public, which is closely associated with corrupt practices (Muradi, 2012). Various surveys and reports show that police officers are often involved in corrupt practices, which include abuse of power, bribery, and extortion (Pancaningrum et al., 2024). Corruption not only damages the image of the police as a law enforcement institution, but also reduces public trust in them (Setiawan & Jesaja, 2022). In addition, the lack of professionalism within the police force is also a serious problem. Some members of the police force often lack sufficient skills and knowledge in performing their duties (Dwiyanto dalam Kusdarmiaji, 2016). Inadequate training and lack of continuing education can result in unprofessional actions, such as abuse of power or harsh treatment of the public. This worsens the

relationship between the police and the community, which should support each other in creating security

Another problem that has worsened the state and reputation of the police in Indonesia is the poor relationship between the police and the community. In many cases, repressive police actions against communities, especially in handling demonstrations or social problems, can lead to tensions and conflicts (Lahaling et al., 2023). People often feel that the police do not represent their interests and prioritize the interests of the elite. Therefore, it is important for relevant parties to work on creating a better image of the police, including by improving the performance of police personnel. Employee performance refers to the level of effectiveness and efficiency achieved by individuals in carrying out their duties and responsibilities at work (Hakim, 2023). In general, performance can be measured through various indicators, such as work quality, work quantity, work creativity, effectiveness, and work completion time (Umar, 2014). In an organizational context, employee performance is one of the main factors that determine the success of a company or institution in achieving its vision and mission (Aswin et al., 2022). The importance of employee performance lies not only in individual achievement, but also impacts the performance of the team and the organization as a whole (Saraswati & Pertiwi, 2020). When employees can work well together, it increases synergy within the team and creates a positive work environment. Conversely, low performance can hinder the achievement of organizational goals, cause a drop in morale, and even spark conflict among team members.

Including in police agencies, personnel performance is one of the crucial aspects in determining the effectiveness of police institutions in carrying out their duties and responsibilities (Sandi & Puspa, 2023). Well-performing personnel are not only able to enforce the law effectively, but also contribute to the creation of a sense of security and public trust in the police (Utami et al., 2024). When police personnel perform their duties with professionalism, integrity and dedication, this will have a positive impact on the image of the police institution as a whole. One important dimension of police personnel performance is their ability to handle emergency and conflict situations. In the midst of increasingly complex social challenges, such as rising crime rates and changing community dynamics, trained and competent police personnel will be better prepared to deal with various situations. Good performance in critical situations not only saves lives, but also minimizes damage and reduces the negative impact on society.

In various literatures, it is explained that one important aspect that is considered capable of influencing employee performance is job-organizational fit, which refers to the fit between individuals and the work they do, as well as the fit between individual values and organizational culture (Cable & Judge, 1996). This is because when employees feel comfortable with their work and work environment, they tend to perform better. When employees have skills and interests that match the tasks they carry out, they will feel more motivated and eager to achieve organizational goals (Purbaningrum & Tjahjaningsih, 2024). One important aspect of job-organizational fit is that employees who feel a good fit with their jobs tend to be more satisfied and committed. Research shows that high job satisfaction is closely related to improved performance (Alfani & Hadini, 2018). Employees who feel comfortable and integrated in their work environment are more likely to collaborate with their peers, contribute actively, and take initiative in completing tasks. This creates a positive work atmosphere and increases overall productivity. In addition, job-organizational fit also plays a role in reducing employee turnover and absenteeism (Khalida & Safitri, 2018). When employees do not feel a good fit with the job or organizational culture, they may feel dissatisfied and look for opportunities elsewhere. Conversely, employees who perceive a high fit tend to stay with the company longer, reducing the costs associated with recruiting and training new employees.

In addition to job-organizational fit, another aspect that cannot be ruled out is job-description, which refers to a document that describes the responsibilities, duties, and expectations associated with a particular position in the organization (Karlina & Heriyanto, 2021). Job descriptions serve as a guide for management and employees, assisting in the recruitment process, performance appraisals, and career development (Khasanah &

Wardani, 2024). With a clear job description, both employees and supervisors can have the same understanding of the expectations and goals to be achieved in the position. Hence, job descriptions are crucial in influencing employee performance, as they serve as a guide for employees in understanding their roles and expectations. When employees have a clear understanding of what is expected of them, they are more likely to work efficiently and effectively in achieving set goals (Zulfikar et al., 2024).

Furthermore, when employees know exactly what their duties and responsibilities are, they can better allocate time and resources to get the job done. This reduces confusion and increases productivity, as employees don't have to spend time figuring out what to do. A good job description also includes performance indicators, so employees can evaluate their progress and make the necessary adjustments to achieve the desired results (Raju & Banerjee, 2017). In addition, a good job-description can contribute to increased job satisfaction and employee motivation. When employees feel that their tasks match their skills and interests, and have a meaningful impact on the organization, they tend to feel more engaged and committed. This can create a positive and supportive work environment, where employees feel valued and motivated to give their best. Conversely, ambiguous or unrealistic job descriptions can lead to confusion, frustration and lower morale among employees.

Finally, in the literature, there are also many studies that show that employee competence is another aspect that has an influence on their performance (Hidayat, 2021). Employee competencies refer to the combination of skills, knowledge, and attitudes required to perform tasks and responsibilities in the workplace (Pragiwani et al., 2020). Employees who have good competence tend to be able to complete tasks more effectively, innovate in the face of challenges, and contribute positively to organizational goals. Conversely, less competent employees may experience difficulties in carrying out tasks, which can result in a decrease in overall performance (Basori et al., 2017). One theory that is often used to explain this relationship is the Competency Model, which states that an individual's ability to succeed in a job depends largely on the mastery of certain competencies. According to research by Spencer and Spencer (1993), Competencies include not only technical aspects, but also interpersonal and managerial skills. Employees who have good communication skills and teamwork skills will be better able to overcome problems and achieve desired results. In other words, holistic competency development will contribute to overall performance improvement. In addition, the literature also shows that organizations that focus on developing employee competencies through training and continuing education tend to perform better. Investing in competency development not only improves individual skills, but also increases employee loyalty and job satisfaction.

On this basis, it can be understood that there are three key aspects that may be used by management and related parties to improve the performance of police personnel, including job-organizational fit, job-description, and employee competence. Although many studies have been conducted to explore the influence of job organizational fit, job description, and employee competencies on employee performance in various sectors, research specifically focusing on the police context is still relatively limited. First, there is a lack of studies that comprehensively integrate the three variables in one research framework. Most studies tend to focus on one aspect, such as the effect of employee competencies or job descriptions separately, without considering how the three elements interact and affect employee performance together. In addition, previous studies have often been conducted in the context of business organizations or the private sector, thus paying little attention to the unique dynamics that exist within police institutions. The police work environment, with all its complexities and challenges, may require a different approach in measuring job organizational fit and job description relevance. For example, the pressures that police employees face in emergency situations may influence how they assess the fit of their jobs and job descriptions.

Furthermore, while employee competencies are recognized as important factors in performance, there is still room to explore specific competencies needed in the policing context, such as interpersonal skills and the ability to make decisions under pressure. More in-depth research on how these competencies relate to job organizational fit and job

description in the police environment could provide valuable insights for the development of more effective training and recruitment programs. As such, there is a need to conduct comprehensive research that incorporates these three variables in a policing context, to identify how they interact and influence employee performance. This research can make an important contribution to the development of better human resource management strategies in police institutions, as well as improving effectiveness in law enforcement and public service.

2. Method

The type of research determined is explanatory research which is based on positivism and is used to describe changes in certain values and conditions due to changes in other values and conditions (Ahyar, 2020). The approach used in this research is a quantitative approach, where the research data used and processed are numbers, and data analysis is based on statistical testing (Sugiyono, 2016). The data in this study were collected through an online survey mechanism (distributing questionnaires using google form) conducted on 54 personnel at the Mulyorejo Sector Police Office, Surabaya City. Since the population is below 100 people, the sample in this study was determined using the saturated sample technique or population sampling. The questionnaire was submitted to respondents to meet research needs related to respondents' demographic information (gender, marital status), job-organizational fit, job description, employee competence, and their performance.

Job-organizational fit in this study refers to research by Cable and DeRue in Chuang et al (2016) which divides job-organizational fit into several indicators consisting of Job Demands-Employee Abilities Fit and Employee-Needs Job Supplies Fit. The job description in this study refers to research by Hasibudan in Karlina & Heriyanto (2021) which divides the job-description into several indicators including what to do, responsibility, skills and education, condition, dan types and qualities of people required for the position; employee competence in this study refers to Gordon's research in Basori et al. (2017) which divides employee competence into several indicators including knowledge, understanding, abilities or skills, values, attitudes, and interests; employee performance in this study refers to research conducted by Umar (2014) which divides employee performance into several indicators including work quality, work quantity, work creativity, effectiveness, and work completion time. These variables are measured with an ordinal Likert scale from 1 to 4 which shows the answers strongly disagree to strongly agree. Neutral or undecided answer options were eliminated to avoid bias in respondents' answers. In addition to determining the independent and dependent variables, this study also uses control variables in the form of respondent demographics, namely gender and marital status. The decision for the gender control variable is male = 1 and female = 0; and the decision for the marital status control variable is married = 1 and single = 0.

The research data were then tested and analyzed using SPSS to determine whether or not the alternative research hypothesis was accepted. Data analysis in this study includes multiple linear regression analysis, effective contribution, and relative contribution. And before carrying out further testing, researchers conducted validity and reliability tests to determine the feasibility of the instruments used to collect data. Validity and reliability tests were carried out on a smaller sample of 60 samples using the help of SPSS 25 for windows software. Not all research items have a Pearson product moment correlation value of more than 0.3, namely X1.2.2; X3.1.1; X3.2.1. And as based on the statement Sugiyono (2016) that the minimum Pearson correlation value for conducting a validity test is 0.3. Thus all research items that were declared invalid were discarded and not used in further testing. It is also known that all variables have a Cronbach's Alpha value greater than 0.6, so based on the statement Darmawan (2013) that all instruments used to measure variables are declared reliable.

3. Results and Discussion

Multiple Linear Regression Analysis

The results of multiple linear regression analysis can be seen in Table 3. Model 1 is a multiple linear regression analysis that only involves control variables, namely gender and

marital status, which are used to predict changes in the response or dependent variable, namely employee performance. Based on the results in model 1, it is known that the R square value is 0.008, which indicates that 0.8% of the employee performance variable can be formed by the gender and marital status variables. The F value in model 1 is 0.796 with a positive sign indicating that there is a unidirectional or positive relationship between gender and marital status on employee performance. The F value in model 1 shows 0.796, which is smaller than the reference limit (F table of 3.04). This means that gender and marital status do not have a significant effect on employee performance. The significance figure is also still too large, at 0.452 (ideally below 0.05), so it can be concluded that the results are not statistically significant.

Table 1. Multiple Linear Regression Analysis with Control Variables

	sign	Model 1 Control	Model 2	Model 3	Model 4	Model 5 Total
Intersep		33,625	31,715	28,680	28,077	24,068
Variable control						
Gender		0,085 (0,232)	0,067 (0,345)	0,067 (0,317)	0,075 (0,276)	0,039 (0,553)
Marital status		0,024 (0,736)	0,027 (0,706)	0,046 (0,493)	0,040 (0,558)	0,054 (0,412)
Job-Organizational Fit	+		0,129 (0,071)			0,186 (0,007)
H1: Job-organizational fit has a significant influence on employee performance						
Job Description	+			0,342 (0,000)		0,288 (0,001)
H2: Job-organizational fit has a significant influence on employee performance						
Competence	+				0,253 (0,000)	0,120 (0,158)
H3: Competence has a significant influence on employee performance						
R ²		0,008	0,024	0,124	0,072	0,159
Adjusted R ²		-0,002	0,009	0,111	0,057	0,138
F-Hitung		0,796	1,634	9,348	5,087	7,435
F-Tabel		3,041056	2,649979	2,649979	2,649979	2,259931
α		0,452	0,183	0,000	0,002	0,000
<i>Degree of freedom (df)</i>		2	3	3	3	5

Source: Data Processed (2024)

Model 2 is a multiple linear regression analysis involving job-organizational fit variables, along with the use of gender and marital status control variables to predict changes in the response or dependent variable, namely employee performance. In this model, an R square of 0.024 or 2.40% of employee performance variables can be formed by job-organizational fit variables, gender and marital status. In model 2, the F value is 1.634 with a positive sign indicating a unidirectional or positive relationship between the job-organizational fit, gender and marital status variables on employee performance. However, the F value which is smaller than the F table (1.634 < 2.649979) and α of 0.183 or greater than 0.05 (0.183 > 0.05) confirms that the effect of job-organizational fit, gender and marital status is not significant on employee performance.

Model 3 is a multiple linear regression analysis involving the job description variable along with the use of gender and marital status control variables to predict changes in the response or dependent variable, namely employee performance. In this model, an R square

of 0.124 or 12.40% of employee performance variables can be formed by job description variables, gender and marital status. In model 3, the F value is 9.348 with a positive sign indicating a unidirectional or positive relationship between job description variables, gender and marital status on employee performance. In addition, the F value which is greater than the F table ($9.348 > 2.649979$) and α of 0.000 or smaller than 0.05 ($0.000 < 0.05$) confirms that the effect of job description, gender and marital status is significant on employee performance.

Model 4 is a multiple linear regression analysis involving employee competency variables, along with the use of gender and marital status control variables to predict changes in the response or dependent variable, namely employee performance. In this model, an R square of 0.072 or 7.20% of employee performance variables can be formed by employee competency variables, gender, and marital status. In model 4, the F value is 5.087 with a positive sign indicating a unidirectional or positive relationship between workplace environment variables, gender, and marital status on employee performance. In addition, the F value which is greater than the F table ($5.087 > 2.649979$) and α of 0.002 or smaller than 0.05 ($0.002 < 0.05$) confirms that the influence exerted by employee competence, gender, and marital status is significant on employee performance.

Finally, model 5 is a multiple linear regression analysis involving job-organizational fit, job description, and employee competency variables, along with the use of gender and marital status control variables to predict changes in the response or dependent variable, namely employee performance. In this model, an R square of 0.159 or 15.90% of employee performance variables can be formed by job-organizational fit, job description, and employee competence, gender, and marital status variables. In model 5, the F value is 7.435 with a positive sign, which indicates that there is a unidirectional or positive relationship between the variables of job-organizational fit, job description, and employee competence, gender, and marital status on employee performance. In addition, the F-count value which is greater than the F-table ($7.435 > 2.259931$) and α of 0.000 or smaller than 0.05 ($0.000 < 0.05$) indicates that the variables of job-organizational fit, job description, and employee competence, gender, and marital status have a significant effect on employee performance.

The results showing that employee competence does not have a significant effect on performance may be influenced by several factors not examined in this study. One of them is the possibility of a mismatch between the competencies possessed by employees and their actual field of work. In some cases, task placements that do not consider employees' expertise and background can make their competencies not fully actualized. In addition, an organizational culture that is too hierarchical or lacks space for participation, as well as a reward system that is not performance-based can also be an obstacle to the contribution of competence to work results. Therefore, it is necessary to conduct further studies that explore aspects of work culture and organizational policies to provide a more comprehensive understanding.

Effective and Relative Contributions

Effective contribution shows a measure of the extent to which the independent variable makes a unique contribution to the dependent variable. That is, the effective contribution reflects the change in the dependent variable explained by a particular independent variable, after considering the influence of other independent variables. This contribution is measured by calculating the partial regression coefficient or beta coefficient. Meanwhile, the relative contribution shows how much influence the independent variable has on the dependent variable in percentage proportion. This contribution is measured by calculating the variance that can be explained by each independent variable compared to the total variance of the dependent variable. Effective contribution is calculated by the following formula.

$$SE(X)\% = Regression\ Coefficient_x \times Correlation\ Coefficient_x \times 100\% \dots\dots\dots (1)$$

While the relative contribution is calculated with the following formula.

$$SR(X)\% = \frac{SE(X)\%}{R^2} \dots\dots\dots(2)$$

Table 2. Results of Effective Contribution and Relative Contribution

	Regression Coefficient (Beta)	Correlation Coefficient (r)	R Square	Effective Contribution	Relative Contribution
Gender	0,039	0,086	0,159	0,0034	2,11%
Marital Status	0,054	0,028		0,15%	0,95%
Job-organizational fit (X1)	0,186	0,137		2,55%	16,03%
Job description (X2)	0,288	0,342		0,0985	9,85%
Competence (X3)	0,120	0,253		0,0304	3,04%
All independent variables				0,159	15,92%
					100%

Source: Data Processed (2024)

Based on this table, it can be seen that the variable that has the highest or dominant influence on employee performance at Mulyorejo Police Station, Surabaya City which is the research sample is Job-description which has an effective contribution of 0.0985 to the overall R square. Or in percentage terms, this variable contributes 61.95% of the total contribution of all independent variables analyzed in this study in forming the dependent variable of employee performance.

4. Conclusions and Suggestions

This study shows that job-organizational fit and job description have a significant effect on employee performance at Mulyorejo Police Station, with job description as the dominant factor. In contrast, employee competence did not have a significant effect. These findings emphasize the importance of job clarity and organizational fit in improving performance. Therefore, it is recommended that Polsek Mulyorejo clarify and socialize job descriptions regularly, as well as implement a job placement system that considers individual and organizational fit. Although competency is not yet significant, training still needs to be directed to the needs of daily tasks. Further research should expand the object and consider additional variables such as organizational culture or reward system to understand the relationship between competence and performance more thoroughly.

Bibliografy

Ahyar, H. (2020). *Buku Metode Penelitian Kualitatif dan Kuantitatif*. CV Pustaka Ilmu Group.

Alfani, M., & Hadini, M. (2018). Pengaruh Person Job Fit dan Person Organization Fit Terhadap Organizational Citizenship Behavior dan Kinerja Karyawan Universitas Islam Kalimantan Muhammad Arsyad Al Banjari Banjarmasin. *Jurnal Riset Inspirasi Manajemen Dan Kewirausahaan*, 2(2), 73–85. <https://doi.org/10.35130/jrimk.v2i2.19>

Andira, A., Razak, R., & Tahir, N. (2022). Strategi Peningkatan Kinerja Kepolisian dalam Memberikan Pelayanan Publik di Kepolisian Sektor Galesong Kabupaten Takalar. *Kimap*, 3(2), 423–433.

Anshar, R. U., & Setiyono, J. (2020). Tugas dan Fungsi Polisi sebagai Penegak Hukum dalam Perspektif Pancasila. *Jurnal Pembangunan Hukum Indonesia*, 2(3), 359–372. <https://doi.org/10.14710/jphi.v2i3.359-372>

Aswin, Arfan, H. H., & Oktaviani, A. R. (2022). Pengaruh Penilaian Kinerja, Pengembangan Karir dan Lingkungan Kerja terhadap Kinerja Polisi pada Polres Sinjai. *Jurnal the Manusagre*, 1(1), 1–13.

Basori, M. A. N., Wawan Prahiawan, & Daenulhay. (2017). Pengaruh Kompetensi Karyawan dan Lingkungan Kerja Terhadap Kinerja Karyawan Melalui Motivasi Kerja sebagai

- Variabel Intervening (Studi pada PT. Krakatau Bandar Samudera). *Jurnal Riset Bisnis Dan Manajemen Tirtayasa*, 1(2), 149–157. <http://jurnal.untirta.ac.id/index.php/JRBM>
- Cable, D. M., & Judge, T. A. (1996). Person-organization fit, job choice decisions, and organizational entry. *Organizational Behavior and Human Decision Processes*, 67(3), 294–311. <https://doi.org/10.1006/obhd.1996.0081>
- Calvin, O. Y. (2017). The Impact of Remuneration on Employees' Performance: A Study of Abdul Gusau Polytechnic, Talata-Mafara and State College of Education Maru, Zamfara State. *Nigerian Chapter of Arabian Journal of Business and Management Review*, 4(2), 34–43. <https://doi.org/10.12816/0037554>
- Darmawan, D. (2013). *Metodologi Penelitian Kuantitatif*. Bandung: Remaja Rosdakarya.
- Hakim, M. M. (2023). Work-Life Balance, Take Home Pay and Workplace Environment: Which One has the Most Influence toward Employee Performance on Gen Z? *JSHP: Jurnal Sosial Humaniora Dan Pendidikan*, 8(1), 86–102. <https://doi.org/10.32487/jshp.v8i1.1810>
- Hidayat, R. (2021). Pengaruh Motivasi, Kompetensi dan Disiplin Kerja Terhadap Kinerja. *Widya Cipta: Jurnal Sekretari Dan Manajemen*, 5(1), 16–23. <https://doi.org/10.31294/widyacipta.v5i1.8838>
- Jackson, L. T. B., & Fransman, E. I. (2018). Flexi Work, Financial Well-Being, Work–Life Balance and Their Effects on Subjective Experiences of Productivity and Job Satisfaction of Females in an Institution of Higher Learning. *South African Journal of Economic and Management Sciences*, 21(1), 1–13. <https://doi.org/10.4102/sajems.v21i1.1487>
- Karlina, I., & Heriyanto. (2021). Effect of Job Description and Employee Performance of PDAM Tirta Musi Distribution Palembang. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 5(3), 27210–27217.
- Khalida, R., & Safitri, N. (2018). The Effect of Person-Organization Fit on Turnover Intention with Job Satisfaction as Mediating Variable. *Bisnis & Birokrasi Journal*, 23(3), 3–5. <https://doi.org/10.20476/jbb.v23i3.9173>
- Khasanah, L. M., & Wardani, N. I. K. (2024). The Strategy of Determining Job Descriptions on Employee Performance. *GLORY: Global Leadership Organizational Research in Management*, 2(1), 78–87.
- Kusdarmiaji. (2016). Pengaruh Kompetensi Penyidik dan Responsivitas terhadap Kualitas Pelayanan Dimediasi Penangan Perkara (Studi Kasus pada Laporan/Pengaduan Tindak Pidana di Direktorat Reserse Kriminal Umum Polda Kalimantan Selatan). *Kindai*, 18(1), 31–52.
- Lahaling, H., Makkulawuzar, K., Rahmawati, R., Nur, R., Darmawati, D., & Insani, N. (2023). Perspektif Masyarakat terhadap Perilaku Oknum Polisi Mempengaruhi Kualitas Pelayanan Publik di Wilayah Kepolisian Daerah Gorontalo. *Al Daulah: Jurnal Hukum Pidana Dan Ketatanegaraan*, 12(1), 78–89. <https://doi.org/10.24252/ad.vi.37229>
- Lazăr, I., Osoian, C., & Rațiu, P. (2010). The Role of Work-Life Balance Practices in Order to Improve Organizational Performance. *European Research Studies Journal*, 13(1), 201–213. <https://doi.org/10.35808/ersj/267>
- Ldama, J., & Nasiru, M. (2020). Salary Increase and its Impact on Employee Performance in Adamawa State University, Mubi. *International Journal for Innovative Reseach in Multidisciplinary Field*, 6(8), 47–57.
- Manasikana, A., Handoyo, S., & Rizqia, G. P. (2019). The Role of Republic of Indonesia State Police in Control of Threating Criminal Actions with Violence in The Jurisdiction of The Paser Resort Police. *Jurnal Lex Suprema*, 1(2), 1–17.

- Melayansari, M., & Bhinekawati, R. (2020). The Impact of Work-Balance on Employee Performance Mediated by Employee Loyalty (Lessons from Female Employees Working in International Environment in Greater Jakarta, Indonesia). *Advances in Economics, Business and Management Research*, 132(AICMaR 2019), 113–118. <https://doi.org/10.2991/aebmr.k.200331.025>
- Memon, M. A., Ting, H., Cheah, J.-H., Thurasamy, R., Chuah, F., & Cham, T. H. (2020). Modeling Sample Size for Survey Research: Review and Recommendations. *Journal of Applied Structural Equation Modeling*, 4(2), 2590–4221.
- Muradi. (2012). Polisi Pasca Soeharto: Praktik Korupsi Mengalir Sampai Jauh. *Jurnal Universitas Padjajaran*, 1(2), 20–36.
- Ngozi, O. A., & Chinelo, U. (2020). Effect of Work Life Balance and Employee Productivity in Nigerian Organizations. *International Journal of Advanced Research*, 9(2), 67–93. www.garph.co.uk
- Pancaningrum, R. K., Ufran, & Amiruddin. (2024). Kebijakan Hukum Pemberantasan Korupsi Polisi di Indonesia. *Jatiswara*, 39(1), 1–16.
- Patel, M., & Pillai, V. (2020). A Study on Impact of Environment on Employees Performance at JK Lakshmi Cement LTD. *International Journal of Creative Research Thoughts (IJCRT)*, 8(4), 2175–2183.
- Poeloengan, A. H., Koto, Z., Imanuddin, I., Yulia, R., & Hamid, S. (2022). Pengawasan Polri melalui Mediasi dalam Penanganan Keluhan Masyarakat. *Jurnal Esensi Hukum*, 4(2), 112–130.
- Pragiwani, M., Lestari, E., & Alexandri, M. B. (2020). Pengaruh Motivasi, Kompetensi, Disiplin, dan Kompensasi terhadap Kinerja Karyawan (Studi Kasus pada Karyawan PT Tektonindo Henida Jaya Group). *Responsive*, 3(3), 117–129. <https://doi.org/10.34006/jmb.v7i4.2>
- Purbaningrum, N. W., & Tjahjaningsih, E. (2024). The Effect of Person-Organization Fit and Person-Job Fit on Performance with Organizational Citizenship Behavior as Mediation. *Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE)*, 7(3), 5218–5237.
- Raju, K., & Banerjee, S. (2017). A Study on Job Description and its Effect on Employee Performance: Case of Some Selected Manufacturing Organizations in the City of Pune, India. *International Journal of Latest Technology in Engineering, Management & Applied Science (IJLTEMAS)*, 6(2), 2278–2540. www.ijltemas.in
- Samson, G. N., & Waiganjo, M. (2015). Effect of Workplace Environment on the Performance of Commercial Banks Employees in Nakuru Town. *International Journal of Managerial Studies and Research*, 3(12), 76–89.
- Sandi, S. D., & Puspa, T. (2023). Tinjauan Literatur: Faktor-faktor yang Mempengaruhi Kinerja Personil Polri. *Jurnal Ekonomi Trisakti*, 3(2), 3889–3898. <https://doi.org/10.25105/jet.v3i2.16934>
- Saraswati, K. D. H., & Pertiwi, M. S. N. D. (2020). Work Performance: the Impact of Work Engagement, Psychological Capital, and Perceived Organizational Support. *Jurnal Muara Ilmu Sosial, Humaniora, Dan Seni*, 4(1), 88–97. <https://doi.org/10.24912/jmishumsen.v4i1.7992.2020>
- Sarode, A. P., & Shirsath, M. (2014). The Factors Affecting Employee Work Environment & It's Relation with Employee Productivity. *International Journal of Science and Research (IJSR)*, 3(11), 2735–2737.
- Sembiring, R. (2023). Peran Kepolisian Negara Republik Indonesia dalam Penerapan Sistem Peradilan Pidana. *Jurnal Ilmu Kepolisian*, 17(3), 1–17. <https://doi.org/10.35879/jik.v17i3.416>

- Seniwoliba, J. A. (2015). Equitable Pay as an Antecedent of Work Performance and Job Satisfaction: Experience from University for Development Studies. *International Journal of Advanced Scientific Research & Development (IJASRD)*, 2(4), 57–83. https://www.researchgate.net/profile/Joseph-Attiah/publication/293755933_Equitable_Pay_as_an_Antecedent_of_Work_Performance_and_Job_Satisfaction_Experience_from_University_for_Development_Studies/links/56baff3908ae0a6bc9557ac1/Equitable-P
- Setiawan, I., & Jesaja, C. P. (2022). Analisis Perilaku Korupsi Aparatur Pemerintah di Indonesia (Studi pada Pengelolaan Bantuan Sosial di Era Pandemi Covid-19). *Jurnal Media Birokrasi*, 4(2), 33–50. <https://doi.org/10.33701/jmb.v4i2.2744>
- Shaari, R., Sarip, A., Abdul Wahab, S. R., & Md Saat, S. N. A. (2022). Work-Life Balance and Employee Performance in Selected Manufacturing Company. *International Journal of Academic Research in Business and Social Sciences*, 12(9), 1726–1734. <https://doi.org/10.6007/ijarbss/v12-i9/14727>
- Soelistya, D., Wijayanti, T. C., & Sukaris. (2022). The Mediating Role of the Work Environment Between Work Life Balance and Work Supervision in Improving Employee Performance. *Journal of Positive School Psychology*, 6(5), 2402–2417.
- Sugiyono. (2016). *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, dan R&D. Cetakan 24*. Bandung: Alfabeta.
- Susanto, P., Hoque, M. E., Jannat, T., Emely, B., Zona, M. A., & Islam, M. A. (2022). Work-Life Balance, Job Satisfaction, and Job Performance of SMEs Employees: The Moderating Role of Family-Supportive Supervisor Behaviors. *Frontiers in Psychology*, 13(June), 1–12. <https://doi.org/10.3389/fpsyg.2022.906876>
- Umar, A. (2014). Effect of Wages, Motivation, and Job Satisfaction on the Performance of Workers in the Manufacturing Industry in the City of Makassar. *European Journal of Business and Management*, 6(5), 85–96.
- Utami, Y. T., Awal, M., Nugroho, S., Reskrim, U., & Samigaluh, P. (2024). Upaya Peningkatan Kinerja Anggota Kepolisian Negara Republik Indonesia (Polri) di Unit Reskrim Polsek Samigaluh. *Jurnal Riset Manajemen Akuntansi Indonesia*, 2(1), 187–204.
- Victoria, A., Olive, E., Babatunde, A., & Nanle, M. (2019). Work-Life Balance and Employee Performance: A Study of Selected Deposit Money Banks in Lagos State, Nigeria. *The Journal of Social Sciences Research*, 5(12), 1787–1795. <https://doi.org/10.32861/jssr.512.1787.1795>
- Wilfred, O. N., Elijah, C. M., & Muturi, W. (2014). Effect of Remuneration on Employees Performance in the Ministry of Internal Security: A Case of Kisii County. *International Journal of Human Resource Studies*, 4(1), 223. <https://doi.org/10.5296/ijhrs.v4i1.5478>
- Zhenjing, G., Chupradit, S., Ku, K. Y., Nassani, A. A., & Haffar, M. (2022). Impact of Employees' Workplace Environment on Employees' Performance: A Multi-Mediation Model. *Frontiers in Public Health*, 10(May), 1–13. <https://doi.org/10.3389/fpubh.2022.890400>
- Zulfikar, A. F., Andayaningsih, S., & Daweng, H. A. M. (2024). The Effect of Job Description on Employee Performance at the Office of the Regional Revenue Agency of Tual City. *International Journal of Economic Research and Financial Accounting (IJERFA)*, 2(4), 1312–1317. <https://doi.org/10.55227/ijerfa.v2i4.201>