

Research Article

The Influence of Workload and Digital Adaptation on the Performance of Pasaman Police Department Personnel with Job Satisfaction as an Intervening Variable

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Abstract. The development of information technology and the operational demands of the police force require organizational adjustments to maintain effective task implementation. This study aims to examine the effect of workload and digital adaptation on the performance of Pasaman Police personnel and examine the role of job satisfaction as an intervening variable in this relationship. The study used a quantitative approach with a purposive sample of 180 respondents from a population of 263 personnel. Data were collected through a structured questionnaire and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) after undergoing instrument validity and reliability tests. The analysis results show that digital adaptation has a positive and significant effect on job satisfaction ($\beta = 0.828$; $p < 0.001$), while job satisfaction has a significant positive effect on personnel performance ($\beta = 0.480$; $p = 0.003$). The direct effect of workload on job satisfaction and performance is not significant ($p > 0.05$). The direct effect of digital adaptation on performance shows a positive direction but is statistically marginal ($p \approx 0.059$). Mediation analysis indicated that job satisfaction significantly mediated the relationship between digital adaptation and performance (indirect effect ≈ 0.398 ; $p = 0.003$), but did not mediate the relationship between workload and performance. The research model explained approximately 82% of the variance in job satisfaction and approximately 76.7% of the variance in performance ($R^2 \approx 0.82$ and $R^2 \approx 0.767$). The study's conclusions emphasize the importance of strengthening digital adaptation programs and interventions that increase job satisfaction as strategies to improve personnel performance. Practical implications include designing digital training relevant to operational tasks, improving managerial support, and evaluating and structuring workloads based on actual tasks to support the effectiveness of police institutions.

Keywords: Digital Adaptation; Intervening; Job Satisfaction; Personnel Performance; Workload.

1. BACKGROUND

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Human Resources (HR) is a fundamental element in every organization, because the success of the institution is highly dependent on the management and optimization of knowledgeable, skilled, and competent individuals. In the context of the police, HR plays a crucial role in maintaining security, order, and law enforcement in accordance with Law Number 2 of 2002 concerning the Indonesian National Police (Article 13), where the Polres as a strategic work unit such as the Pasaman Polres is responsible for district areas with complex challenges ranging from social conflicts to regional elections. Effective HR management, including recruitment, training, motivation, and reward systems (Mathis & Jackson, 2019), is the key to increasing productivity, innovation, and public trust in the police institution. (Munandar et al., 2019).

At the Pasaman Police, personnel performance faces fluctuations due to excessive workloads such as task overload, irregular working hours, and piling up manual administration, which triggers physical-psychological fatigue and decreased productivity. (Robbins & Judge, 2019). In addition, digital adaptation is still low due to a lack of training in technologies such as e-Tilang and e-Complaint, uneven infrastructure in remote areas, and resistance to new methods. (Venkatesh et al., 2019), while job satisfaction is hampered by seniority-based promotions and lack of recognition. This

phenomenon is evident in the inconsistency of performance.(Sari et al., 2023), violations of SOPs, and mismatches in task competencies, which hinder responsive services in urban-rural areas of Pasaman Regency.

Police human resource management is increasingly urgent in the digital era and the demands for transparent public services, as high workloads and poor digital adaptation can reduce the effectiveness of law enforcement and public trust (Law No. 2/2002, Article 5). At the Pasaman Police, this urgency is evident given the characteristics of the region that demand optimal security, such as regional elections and the mobile SKCK program, where job satisfaction as an intervening variable has the potential to strengthen or weaken the relationship between these factors and performance.(Locke & Latham, 2019)Without intervention, the risk of work stress, operational inefficiency, and loss of competitiveness of the Indonesian National Police will increase, making this research crucial for policy recommendations that support sustainable professionalism.(Pramesthi, 2020).

Although previous research such as(Suriadi et al., 2023)to find the influence of workload and stress on the performance of traffic police at the West Aceh Police,(Lestari, 2023)shows that digital adaptation has a positive effect on the performance of hospital employees, as well as(Tamara & Heliyani, 2024) And(Noor & Agustina, 2019)Discussing job satisfaction as a moderating/intervening factor in civil service and police departments, a contextual gap remains in the Pasaman Police Department. There has been no comprehensive study integrating workload and digital adaptation on personnel performance with job satisfaction as a specific intervening variable in this West Sumatra region, particularly addressing local issues such as uneven digital infrastructure and administrative overload. This gap presents a research gap for the title "The Effect of Workload and Digital Adaptation on the Performance of Pasaman Police Personnel with Job Satisfaction as an Intervening Variable."

Based on the background that has been described, the formulation of the problem that can be raised is as follows: How does workload affect the performance of Pasaman Police personnel? How does digital adaptation affect the performance of Pasaman Police personnel? How does workload affect job satisfaction of Pasaman Police personnel? How does digital adaptation affect job satisfaction of Pasaman Police personnel? How does job satisfaction affect the performance of Pasaman Police personnel? How does workload affect performance with job satisfaction as an intervening variable in Pasaman Police personnel? and How does digital adaptation affect performance with job satisfaction as an intervening variable in Pasaman Police personnel?

2. RESEARCH METHODS

This study uses a quantitative approach based on the positivist paradigm with the Pasaman Police personnel analysis unit, where primary data is collected through observation, initial interviews, personnel document searches, and standardized questionnaires modified from previous instruments (Sugiyono, 2013; Creswell, 2014), lasting for six months from January to June 2025 covering the stages of observation, data collection, analysis, and reporting. The population of all 263 personnel was purposively sampled with 180 respondents (5–10 times the number of 18 indicators for PLS-SEM) to be representative (Hair et al., 2017; Sugiyono, 2021), the scope focuses on the influence of workload and digital adaptation on performance with job satisfaction as an intervening variable. Meanwhile, the hypothesis test uses variance-based PLS-SEM through SmartPLS because it is suitable for complex models, moderate samples, and non-normality of data (Ghozali, 2008; Jogyanto & Abdillah, 2009; Hair et al., 2014). The inner model is evaluated via R^2 (strong ≥ 0.67), effect size f^2 (large ≥ 0.35), and bootstrapping (t -statistic > 1.96 , $p < 0.05$) for the significance of the causal path (Cohen, 1988; Sekaran & Bougie, 2016), ensuring stable parameter estimates and transparent conclusions.

3. RESULTS AND DISCUSSION

The inner model evaluation was conducted through a bootstrapping procedure to obtain the coefficient of determination (R^2) and assess the model's explanatory power. Referring to Hair (2006), R^2 values of 0.75, 0.50, and 0.25 are interpreted as strong,

moderate, and weak, respectively. The results of the coefficient of determination are summarized in Table 1.

Table 1. Results of the Coefficient of Determination (R^2) Test.

Endogenous Variables	R Square	R Square Adjusted
Job Satisfaction (Z)	0.820	0.818
Personnel Performance (Y)	0.767	0.763

The table shows that the model has strong explanatory power: 82.0% of the variation in Job Satisfaction (Z) and 76.7% of the variation in Personnel Performance (Y) can be explained by exogenous variables in the model, while the remainder is influenced by other factors outside the research specifications. These findings indicate the adequacy of the structural fit and the suitability of the model for hypothesis testing.

Hypothesis Testing Direct Effect Test

Table 2. Direct Effect Test.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Digital Adaptation (X2) -> Job Satisfaction (Z)	0.828	0.796	0.102	8,159	0,000
Digital Adaptation (X2) -> Personnel Performance (Y)	0.361	0.338	0.191	1,891	0.059
Workload (X1) -> Job Satisfaction (Z)	0.111	0.14	0.096	1,155	0.249
Workload (X1) -> Personnel Performance (Y)	0.079	0.104	0.087	0.902	0.368
Job Satisfaction (Z) -> Personnel Performance (Y)	0.48	0.463	0.161	2,983	0.003

The results of the path coefficient test show a consistent relationship pattern with the central role of job satisfaction. Digital Adaptation has a positive and significant effect on Job Satisfaction (β original sample = 0.828; t -statistic = 8.159; p -value = 0.000 < 0.05), so that the better the adaptation to technology, the higher the personnel satisfaction. Conversely, the direct effect of Digital Adaptation on Personnel Performance is positive but not significant (β = 0.361; t = 1.891; p = 0.059 > 0.05), indicating that performance improvement through digitalization is not strong enough without the support of other factors. Workload exhibits positive but insignificant coefficients on both Job Satisfaction (β = 0.111; t = 1.155; p = 0.249) and Personnel Performance (β = 0.079; t = 0.968; p = 0.334), indicating that variations in workload over the observation period of this study do not directly determine levels of satisfaction or performance. Most notably, Job Satisfaction has a positive and significant effect on Personnel Performance (β = 0.480; t = 2.983; p = 0.003 < 0.05), confirming that performance improves when personnel are satisfied with their work and environment. Substantively, these findings imply that performance improvement strategies at the Pasaman Police are more effective when prioritizing interventions that increase satisfaction (e.g., compensation equity, superior support, and development opportunities), while digitalization programs contribute primarily by first increasing satisfaction this potential indirect pathway merits further testing through formal mediation analysis.

Direct Effect Test**Table 3.** Results of the Direct Effect Test.

	Original Sample Mean (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Digital Adaptation (X2) -> Personnel Performance (Y)	0.398	0.366	0.133	2,988	0.003
Workload (X1) -> Personnel Performance (Y)	0.053	0.068	0.053	1,017	0.309

Bootstrapping results for the indirect effect confirm the central role of job satisfaction as a mediator. Digital Adaptation has a positive and significant effect on Personnel Performance through Job Satisfaction (β indirect effect = 0.398; t = 2.988 $>$ 1.96; p = 0.003 $<$ 0.05). Given that the direct effect of Digital Adaptation → Performance is insignificant in this model, this pattern is consistent with indirect-only mediation (Zhao, Lynch, & Chen, 2010), namely that performance increases primarily occur because Digital Adaptation first increases satisfaction. Conversely, the path Workload → Job Satisfaction → Performance is insignificant (β = 0.053; t = 1.017; p = 0.309), thus there is no evidence of mediation in this relationship (Hair, Hult, Ringle, & Sarstedt, 2019). The implication is that digitalization programs will be most effective in boosting performance if they significantly improve satisfaction dimensions (clarity of direction, fairness of compensation, superior support), while workload management needs to be pursued through other channels (task arrangement, resources, job design) rather than relying on increased satisfaction as an intermediary.

Table 4. Summary of Hypothesis Results.

A. Direct Influence					
Hypothesis	Statement	Sign	Comparator	Decision	
H1	It is suspected that workload has a negative and significant impact on the performance of Pasaman Police personnel.	0,000	0.05	Accepted	
H2	It is suspected that Digital Adaptation has a positive and significant impact on the Performance of Pasaman Police Personnel.	0.059	0.05	Rejected	
H3	It is suspected that workload has a negative and significant effect on the job satisfaction of Pasaman Police personnel.	0.249	0.05	Rejected	
H4	It is suspected that Digital Adaptation has a positive and significant effect on the Job Satisfaction of Pasaman Police Personnel.	0.368	0.05	Rejected	
H5	It is suspected that Job Satisfaction has a positive and significant influence on the Performance of Pasaman Police Personnel.	0.003	0.05	Accepted	
B. Indirect Influence					
Hypothesis	Statement	Sign	Direct	Indirect	Decision
H6	It is suspected that job satisfaction mediates the effect of workload on the performance of Pasaman Police personnel.	0.003	0.079	0.053	Accepted
H7	It is suspected that job satisfaction mediates the influence of digital adaptation on the performance of Pasaman Police personnel.	0.309	0.361	0.398	Rejected

The main findings of this study demonstrate a multi-layered relationship between workload, digital adaptation, job satisfaction, and personnel performance. In summary, workload has no significant impact on either performance or satisfaction, while digital adaptation has been shown to increase job satisfaction and ultimately drive performance through the mediation of satisfaction. On the other hand, job satisfaction itself has a direct

positive effect on performance. This pattern confirms that performance improvements within the Pasaman Police Department are driven more by satisfying work experiences than by job demands alone.

First, workload was positively but not significantly associated with performance ($\beta = 0.079$; $t = 0.902$; $p = 0.368$). This result differs from findings in other contexts that found workload to influence performance both partially and simultaneously (Apriyanda & Ibrahim, 2022). This difference makes sense considering the characteristics of police work: corps discipline, professional commitment, and a sense of service can "neutralize" the effects of workload variations on performance output within a certain range, so that high demands do not necessarily reduce performance.

Second, digital adaptation had a positive but not yet significant effect on performance ($\beta = 0.361$; $t = 1.891$; $p = 0.059$), which is not entirely consistent with evidence in the healthcare sector that found a significant positive effect. This indicates that the benefits of technology at the Pasaman Police have not yet been fully "converted" into performance outputs, possibly due to factors such as infrastructure readiness, non-digital procedural habits, or an ongoing learning curve. This means that technology has "paved the way," but it is not enough to drive a leap in performance without adequate organizational support.

Third, workload does not have a significant impact on job satisfaction ($\beta = 0.111$; $t = 1.155$; $p = 0.249$), which is different from the findings that show the effect of workload on job satisfaction (Kurniawan & Kusumawardani, 2024). In the police context, workload levels tend to be accepted as an inherent characteristic of the profession; therefore, variations in workload do not automatically decrease satisfaction as long as the values of dedication, support from superiors, and a sense of meaning in the task remain intact.

Fourth, digital adaptation has a positive and significant effect on job satisfaction ($\beta = 0.828$; $t = 8.159$; $p < 0.001$). This is in line with previous findings that relevant and easy-to-use technology improves the work experience (Lestari, 2023). In the field, ease of access to information, accelerated administration, and clarity of system-based workflows appear to be the main sources of increased satisfaction (Rachman & Mujanah, 2021). Fifth, job satisfaction has a positive and significant effect on performance ($\beta = 0.480$; $t = 2.983$; $p = 0.003$), confirming the evidence that personnel who are satisfied with the environment, recognition, and facilities are more motivated to perform at a high level (Bustan, Maryadi, 2023);(Noor & Agustina, 2019). In other words, operational well-being is a direct lever for productivity.

Mediation analysis through bootstrapping clarifies the mechanism of influence. The path Digital Adaptation → Satisfaction → Performance is significant (indirect $\beta = 0.398$; $t = 2.988$; $p = 0.003$), indicating that indirect-only mediation of digital adaptation increases performance primarily by first increasing job satisfaction. Conversely, the path Workload → Satisfaction → Performance is not significant (indirect $\beta = 0.053$; $t = 1.017$; $p = 0.309$), indicating that satisfaction does not act as a significant mediator in this relationship. Practically, this guides improvement strategies: digitalization programs need to be ensured to truly improve satisfaction dimensions (e.g., clarity of direction, perceived fairness of process, superior support), while workload management should be pursued through task structuring, job design, and resource adequacy—rather than relying on increased satisfaction as a "bridge" of influence.

4. CONCLUSION AND SUGGESTIONS

This study shows that workload does not significantly influence personnel performance or job satisfaction; high task rhythms tend to be perceived as an inherent part of the profession and therefore do not necessarily reduce performance. Digital adaptation has a positive but not significant association with performance directly; however, digital adaptation has been shown to strongly increase job satisfaction, and through this pathway, boost performance. Conversely, job satisfaction itself has a positive and significant effect on performance. Thus, job satisfaction appears to be a key lever strengthening the influence of digital adaptation on performance, while workload does not appear to play a significant role either directly or as part of a mediating mechanism. The primary practical implication is to focus performance improvement strategies on strengthening job satisfaction, which stems from a more seamless digital work experience. The Pasaman Police Department needs to optimize digital adaptation through structured

training, on-the-job mentoring, standardized application-based standard operating procedures (SOPs), and the provision of reliable infrastructure; these steps will increase satisfaction and, in turn, performance. Concrete satisfaction factors recognition and rewards, well-being, a supportive work environment, career development opportunities, and quality supervision need to be prioritized within performance management programs. Workload management remains relevant through task equalization and redesign, personnel/automation support, healthy rotation, and reasonable leave arrangements, although these have not been shown to impact performance in this model. To strengthen the effects of digital transformation, a pro-technology work culture needs to be fostered so that personnel feel supported and satisfied when using the system. Future research is recommended to include variables such as motivation, leadership, and organizational support, using longitudinal or mixed-methods designs to capture mediating dynamics more comprehensively.

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