

Role of Leadership, Workload, and Compensation on Temporary Staff Performance within Police Unit in Tapanuli Tengah Regency

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ABSTRACT

Tapanuli Tengah Regency Civil Service Police Unit in carrying out their duties and function in administering peace and public order, as well as enforcing regional regulation and regent regulations assisted by honorary employees. This research was conducted to determine the problems that affect the performance of honorary employees in the Tapanuli Tengah Regency Civil Service Police Unit. The purpose of this study was to determine and analyze the influence of leadership, workload and compensation on the performance of honorary employee employees in the Civil Service Police Unit in Tapanuli Tengah Regency. This type of research is a quantitative descriptive study. The population in this study amounted to 246 as well as the sampling technique using Slovin formula, so as to obtain a total sample of 152 people. Data analysis techniques used multiple linear regression analysis. The results showed that leadership, workload and compensation simultaneously had a significant effect on employee performance. Partially, leadership and Compensation has positive and significant effect on the performance of honorary employees. Partially, workload has a negative and significant effect on the performance of honorary employees. The most variable influence on employee performance is leadership.

Keywords: Compensation, Leadership, Performance, Temporary Workers, Workload

INTRODUCTION

The Civil Service Police Unit is a Regional Government Apparatus in maintaining public order and order and enforcing Regional Regulations. In order to meet the expectations of the community for protection, peace and order is a challenge for the institution, which must be supported by the quality and quantity of employees, facilities, adequate operational budgets as well as managerial and skill capabilities, especially employees must understand knowledge of the legal aspects of carrying out their duties at work (Maurya & Agarwal, 2013; Weitzer, 2002). field. The availability of human resources is still insufficient considering the heavy workload and the imbalance with the number of Civil Servants (PNS) in the organization, the Head of the Civil Service Police Unit of Tapanuli Tengah Regency recruits honorary employees to carry out some of the main tasks and functions of the Civil Service Police Unit, Praja. Honor employees are expected to have good performance and have high productivity so that the implementation of tasks can run and goals can be achieved (Anwar & Aslam, 2011; de Cuyper, de Witte, & Van Emmerik, 2011; Lisi & Malo, 2017; Ongera & Juma, 2015).

In carrying out the duties of honorary employees who are the spearhead, they are often confronted with the realities and dynamics of society with various characters, interests and groups that often

conflict with the problem of enforcing Regional Regulations in maintaining and maintaining peace and public order. As an example in curbing street vendors, controlling alcoholic beverages and raids on community diseases, clashes and physical contact often occur in the field. Satpol PP in carrying out its duties is required to be able to solve problems in the community, cooperate and foster good relations with the community in obeying and obeying the Regional Regulations with the spirit to provide services to the community and be able to control individual attitudes and be more persuasive.

In order to maximize the performance of the employees of the Civil Service Police Unit of Tapanuli Tengah Regency, the performance of temporary employees is very much needed in building institutions that can support the realization of an orderly, peaceful and orderly regional condition. The arrangement of a Civil Service Police Unit not only considers the density and population, sociology, culture, but can also organize its work system from the aspect of leadership (T. L. D. Purba, 2019; S.T., 2019). To what extent is the leadership's attention to guiding and directing honorary employees who have a high workload which is manifested by the provision of fair compensation (Al-Hawary, 2015; Pangarso, Darmawan, & Kamil, 2018; Simanungkalit, 2012). The compensation system is very helpful in strengthening the key values of the organization and facilitating the achievement of organizational goals (Mabaso & Dlamini, 2017; Ramzan, Zubair, Ali, & Arslan, 2014). Most of the temporary employees consider compensation to be very important, because the amount of compensation for them reflects the measure of the value of their work among the honorary employees themselves, their families and the community. Compensation is a form of payment in the form of benefits and incentives to motivate employees of the Tapanuli Tengah District Civil Service Police Unit, especially honorary employees,

so that their performance can increase. The agency must effectively provide compensation in accordance with the workload received by employees. Compensation is one of the factors, either directly or indirectly affecting the level of employee performance. Addressing the given issue this study is aimed to evaluate the role of leadership, excessive workload, and compensation to improve and optimized temporary workers' performance within Civil Service Police Unit as their existence is needed to improve the unit's performance while they were precarious with the status given to them.

LITERATURE REVIEW

Work Performance

Performance is the result of the execution of a job, both physical result or material and non-physical or non-material (Kaur, 2013). Performance can also be defined as what employees do or do not. Employee performance as a result of a certain planned work process at the time and place of the employee and the company concerned. Performance is the work achieved by a person in carrying out the duties assigned to employees based on skills, experience, sincerity and time. Performance is the result of work in quality and quantity achieved by members of the organization or company in the context of carrying out tasks in accordance with the responsibilities assigned to them. The better the individual performance in the group, the better the group's performance can be. Thus performance is the result achieved from what has been done and done by an employee in carrying out work or tasks. Performance resulted from work during a certain period with various possibilities that occur in the implementation of activities within the company (Siahaan, 2017). Basically, the performance of an employee is an individual matter because each employee has different levels of ability in doing their job duties. Therefore, actual performance is human behavior within the company that meets the standards of

behavior that have been set to achieve the desired results. Thus, performance is the work result that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities. Each in an effort to achieve the goals of the organization concerned legally, does not violate the rules and is in accordance with morals and ethics. Therefore, the success of a company is greatly influenced by the individual performance of its employees. Every company will always try to improve employee performance, with the hope that what the company's goals can be achieved properly (Al-Hawary, 2015; Raheja, 2015; Siahaan, 2015).

Leadership Practice

Leadership is one of the most critical resources for success in an institution, because the leader is an element that is very close to employees in the agency (Meier, 2016). Therefore, a leader must be able to influence and empower employees to work properly so that the goals of the institution can be achieved. The current literature defines leadership as an effort by a person, the leader of organization, to influence the behavior of their follower(s) in a given situation (Thompson & Glasø, 2018). As we evaluate leadership, the task of any leader was not only limited to his ability to fulfill the duty to carry out programs, but also to motivate and stimulate all level of organization, its members or the community to take an active role so that they are able to make a positive contribution in achieving the goals of the company or organization. Leadership also defined as the ability to influence other parties, through communication either directly or indirectly with the intention of moving someone to be understanding, conscious and happily follow the leader's will. A good leader has to influence or set an example to followers or employees so they will act accordingly to achieve company or organizational goals. This is because leadership is an aspirational force, a strength of enthusiasm, and a

creative moral force, which is able to influence employees to change attitudes, so that they conform to the wishes of the leader. According to this function, leadership can be viewed as the ability to influence a group to achieve a vision or goals set. A number of research conclude that leadership has a direct and significant positive effect on employee performance (Asrar-ul-Haq & Kuchinke, 2016; Imran, Zahoor, & Zaheer, 2012; K. Purba, Lumbanraja, Siahaan, & Gultom, 2018).

Compensation

Compensation is an important factor influencing how and why people choose to work for a company over another. So that employers, namely companies, must be more competitive by providing several types of compensation to attract and retain competent employees. Compensation can be defined as all the rewards received by employees in lieu of the services they have provided. The general purpose of this compensation is to attract, retain and motivate employees (Ramzan et al., 2014). The components of compensation consist of direct and indirect financial compensation, as well as non-financial compensation, namely the satisfaction that a worker receives with the environment in which the person works. A review of the literature indicates that compensation is all forms of remuneration in the form of money, direct or indirect goods received by employees as compensation for services provided to them from the company. Compensation can be divided into two, namely: (1) direct compensation, in the form of salaries, wages and incentives; and (2) indirect compensation in the form of insurance, allowances, leave and awards (Al-Hawary, 2015; Asrar-ul-Haq & Kuchinke, 2016). Providing compensation that is not adjusted to their job can lead to jealousy among employees which will have an impact on employee performance, meaning that their performance will decline. However, if the compensation given is in accordance with the results of his work, of course it will

improve his performance for the better. The compensation system is very helpful in reinforcing the company's key values and facilitating the achievement of company goals. It is expected to improve employee performance because it refers to all forms of financial benefits and tangible benefits that employees receive benefits as part of the work relationship feel treated fairly, survive and improve their performance at the agency. Therefore, the amount of compensation for them reflects a measure of the value of their work among their own employees, their families and the community. Human resources in government organizations need to be developed and optimized for their performance through various efforts, one of which is by providing adequate compensation so that productivity, quality, and service as the final target can be achieved properly.

Workload

Workload is a number of activities or tasks that must be completed by a company unit or an office holder within a certain period of time. Workload is the amount of work that must be carried out by a certain position in a work unit within a specific time frame (Tentama, Rahmawati, & Muhopilah, 2019). By providing an effective workload, companies can find out the extent to which employees can be given the maximum workload and the extent to which this affects the company's performance itself. Then the workload balance among employees who have the same level at the same level or level position, then the workload given must be balanced (Hidayat & Situmorang, 2019). An unbalanced workload distribution will cause the work situation to be less conducive and will have an impact on unharmonious relationships among employees. Thus the workload is a group or a number of activities that must be completed by an organizational unit or office holder within a certain period of time (Hidayat & Situmorang, 2019). Therefore, there is an

influence of workload on employee performance, because workload is the capacity an employee needs to complete the tasks assigned to him for the amount of work that must be done by the employee, and the time or time limit the worker has in completing his duties, and the employee's subjective view of the job assigned to him (Saad & Shah, 2011).

MATERIALS & METHODS

Research Design

This type of research used in this research is descriptive quantitative research. This descriptive research is used to describe the data obtained, while the quantitative approach is research with the characteristics of logical and deductive reasoning, knowledge-based, causal relationships, theory testing, statistical and objective analysis testing (Hair, Hult, Ringle, & Sarstedt, 2014). This research was conducted at the Office of the Civil Service Police Unit of Tapanuli Tengah Regency. The research period was carried out from July to December 2019.

Participants

A number of 152 honorary employees within Civil Service Police Unit of Tapanuli Tengah Regency were participated in this study. We focused on honorary employees as they were more vulnerable and precarious workers than civil servants. Consent were taken to the participants during the research.

Data Collection Method

The research data were collected using a research questionnaire. The research questionnaire was prepared based on the review of literature relating to each variable studied. Respondent perceptions were assessed using the five-point Likert Scale.

RESULT

Respondents Characteristics

The characteristics of respondents in this study were to determine the general characteristics of honorary employees

within Civil Service Police Unit of Tapanuli Tengah Regency based on sex, highest education, marital status, age, and length of work. In this study, the majority of honorary employees within Civil Service Police Unit of Tapanuli Tengah Regency were male (85.5%). As the requirement for task given to honorary workers within police units, they require employees with more suitable for male than female workers. The nature of works create segregation in which most were male police than female for field works. As for the age group, in general, honorary workers were at age between 21 to 30 years old (59,9%). It is classified as productive age in which can contribute most of time to society. Most of them had a highest level of educational attainment of highschool (84.2%). The nature of work require more brawl than brain. Honorary workers as vulnerable as temporary workers that do not require high educational attainment as long as they can perform the duty very well. They had worked between 1 to 5 years as an honorary employees to respective units (48.7%). These characteristics indicated that the majority of honorary employees in honorary employees within Civil Service Police Unit of Tapanuli Tengah Regency came from lower graduated communities in which limited for their choice of works. However, their work experience could support their work performance in field area.

Classical Assumption Analysis

Multiple linear regression analysis in this study will be analyzed in a structured manner starting from testing classical assumptions to ensure that the model produced in this regression analysis is a model that is Best Linear Unbiased Estimator. After the classical assumption criteria are met, the analysis is carried out by analyzing the coefficient of determination and correlation coefficient to see how strong and how big the role of the independent variable is in predicting the dependent variable.

The normality test is intended to see the distribution of data residuals in regression. If the residuals are normally distributed, the prediction results in the regression model will produce a model that is closer to the actual situation. The normality test in this study uses the Kolmogorov-Smirnov statistic which is more accurate in assessing the normality of data distribution. The normality test will also be supported by using the P-P Plot graph which depicts the graphical relationship between the predicted value and the actual value. The basis for decision making on the Kolmogorov-Smirnov is the significance value of the test. If the significance value (sig.) > 0.05 then the data is normally distributed, the opposite applies. The basis for decision making on the graph is the distribution that is close to the diagonal line showing the distribution of normally distributed data.

Table 1. One-Sample Kolmogorov-Smirnov iTest

		Unstandardized Residual
N		152
Normal Parameters ^{a,b}	Mean	0.0000000
	Std. Deviation	1.57986902
	Absolute	0.049
Most Extreme Differences	Positive	0.045
	Negative	-0.049
Test Statistic		0.049
Asymp. Sig. (2-tailed)		0.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Table 1 provides information that the significance value of the normality test using the Kolmogorov-Smirnov test is 0.200. The significance value of the Kolmogorov-Smirnov test (0.200) > 0.05, which indicates that the residual distribution of research data is normally distributed.

Multicollinearity is a condition where there is a strong correlation between the independent variables of the study. It is feared that the strong correlation will bias the model's predictions. Independent variables that have strong collinearity lead to the perception that the independent variables influence each other, or in fact the two independent variables are the same

thing with two different perceptions. Therefore, a good predictive model must ensure that there is no multicollinearity problem in the independent variables. Multicollinearity testing is based on the variance inflation factor (VIF) value on each of the research independent variables. Acceptable VIF values are <5.0 or correlation tolerance values > 0.2 with the mild multicollinearity category. The lower the VIF value, the less collinearity symptoms are seen between the independent variables.

Table 2. Collinearity Analysis

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Leadership	.207	4.834
	Workload	.305	3.283
	Compensation	.316	3.165

Dependent Variable: Employees' Performance

In accordance with Table 2, there were no issue within multicollinearity statistics. Therefore we can assume that each of independent variables is able to predict the dependent variable. The residual heteroscedasticity test is intended to determine the similarity in distribution of the residual variants. The expected condition is a constant value of variance which is called residual homoscedasticity. The heteroscedasticity condition occurs when the variance of the data residuals is not constant and forms a certain pattern. If the residuals are not constant, the regression model obtained will produce bias in predicting the dependent variable. We used the Glesjer test to evaluate residual heterkedasticity

Table 3. Glesjer Test Statistics

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	3.933	0.672		5.857	0.000
	Leadership	-0.020	0.026	-0.127	-0.763	0.447
	Workload	-0.051	0.034	-0.210	-1.533	0.127
	Compensation	-0.018	0.029	-0.084	-0.628	0.531

a. Dependent Variable: ABS_RES

Table 3 indicates that through the Glejser test there is no residual heteroscedasticity problem, where there are no research variables that are significant to the absolute value of the research residuals. Residuals are homoscedastic, which indicates that the variance of the residuals tends to be constant and is not affected by certain patterns.

The Regression Statistics

The classical assumptions of the regression model have been met with no constraints. This indicates that the prediction model of the research model has

met the BLUE criteria (best, linear, unbiased estimate). The prediction of the model is close to the actual situation. The regression results of this research model were evaluated by looking at the contribution of the independent variable prediction in explaining the dependent variable through the adjusted R-square coefficient of determination, the significance of the simultaneous prediction through the F-test on ANOVA, and the magnitude of the influence of each independent variable on the dependent variable through the regression coefficient.

Table 4. Multiple Regression Statistics

Model		Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
		B	Std. Error			
1	(Constant)	29.245	1.196		24.444	0.000
	Leadership	0.288	0.046	0.764	6.316	0.000
	Workload	-0.150	0.060	-0.251	-2.514	0.013
	Compensation	0.109	0.052	0.204	2.087	0.039

Dependent Variable: Employees' Performance
 F-Statistics = 60.876; Sig F = 0.000
 R-Square = 0.552

DISCUSSION

In accordance with partial test (t-test) on Table 4, leadership has a positive and significant effect on the performance of honorary employees, which means that the better the leadership pattern is applied, the higher the employee's performance (Maurya & Agarwal, 2013; Siahaan, 2017; Thompson & Glasø, 2018). Based on the answers of respondents, the leader of the Civil Service Police Unit always motivates employees to work to achieve the vision and mission of the institution, the leader is always able to stimulate employee creativity to be creative in solving problems in the office properly, so that it can improve employee performance so that tasks can be completed according to the set targets. Based on respondents' answers, the leadership often applied by the head of the Civil Service Police unit is transformational leadership. Then the second leadership that is often applied is delegative leadership where in this case the leader always provides opportunities for employees to participate in making agency decisions. Apart from transformational and delegative leadership, authoritarian leadership is also sometimes applied by the head of the Civil Service Police unit. Leadership is very important in running an institution, the better the leadership is applied, it means that employee performance will increase. A leader will be recognized for his leadership if he can give influence to his subordinates, because the leader plays a role in increasing abilities, commitment, skills, understanding the values of the organization and teamwork to improve performance in the organization. Leadership is said to be effective if people who are affected can accept it happily, with confidence, instead of being forced, want to carry out their duties voluntarily, and feel that what they do is considered according to their expectations. The Head of the Unit who is the leader in the Civil Service Police Unit of the Tapanuli Tengah Regency is expected to have the ability to take the agency in a better direction. To achieve the performance target, the Head of the Unit

added a schedule of raids to control violations of Regional Regulations, previously once a month, now once a week. The increase in work volume is a form of support for personnel, especially honorary employees so that they can work more optimally (Meier, 2016). Publishing a new visionary and adaptive work program initiated by the Head of the Central Tapanuli Regency Sat Pol PP has become one of the successes in bringing an agency that was once considered a fierce and fierce agency in the implementation of policing, has now turned into a humanist.

Table 4 also shows that the excessive workload variable has a negative and significant effect on the performance of the honorary employees of the Civil Service Police Unit of Tapanuli Tengah Regency, meaning that if the higher the workload, the performance of the honorary employees will decrease significantly, and vice versa (Hidayat & Situmorang, 2019; House, 1981). Excessive workload will result in both physical and psychological fatigue and emotional reactions, such as headaches, indigestion and irritability. High workloads and the pressure to complete tasks quickly can cause performance to decline (Hidayat & Situmorang, 2019). Honorary employees of the Civil Service Police Unit have a high job risk. Honor employees who are at the forefront of implementing Regional Regulation enforcement are expected to be able to maximize their performance, and are expected to be able to build good relations and synergy with other vertical agencies such as the National Army of Indonesia TNI (TNI) and Indonesian Police (Polri) in carrying out their duties. In addition, honorary employees are required to be able to complete work quickly and it is not uncommon for the work to be done swiftly and urgently. Excessive workload can reduce employee performance.

The third independent variable in this study is compensation. Compensation given to honorary employees greatly affects work results. Honorary employees need expectations about rewards if a certain level

of performance is achieved (Ramzan et al., 2014; Simanungkalit, 2012). These expectations determine future goals and performance levels. Any policy of the agency in determining the compensation to be given, should meet the minimum needs of honorary employees. The amount of compensation from each region to other regions must be different, but the minimum needs among people are not the same. Even so, the policy to determine the minimum amount of compensation is very difficult to determine, the decision to be taken in determining the amount of compensation must consider the minimum standard of living costs that exist in an area (Ramzan et al., 2014). Compensation for honorary employees of the Tapanuli Tengah District Civil Service Police Unit is an award called a salary or wage that is paid regularly. Direct and indirect compensation is a right that is obtained by employees at the agency, especially honorary employees of the Pamoong Praja Police Unit, Tapanuli Tengah Regency. Providing direct and indirect compensation must be able to stimulate these employees to show optimal work results.

CONCLUSION

Our study conclude that in term of leadership it is a must that leader be able to provide encouragement, support, and inspiration to subordinates so that they can work optimally. To further optimize the performance of honorarium employees at the Civil Service Police Unit, the author provides suggestions that the leader should pay attention to the ideal leadership style to be applied. The leader is expected to actively increase the role, increase cooperation between subordinates and superiors, the involvement of the leader in guiding subordinates so that employee performance is expected to increase. In the aspect of workload, it is hoped that the agency can pay more attention to the workload assigned to each employee. By giving job tasks in accordance with the capabilities of the employees and doing the

work load reduction for all employees in completing work. In the aspect of compensation, it is hoped that agencies will pay more attention to employee welfare, namely by providing appropriate compensation and incentives in accordance with the workload for employees so that employees can work optimally. In addition, it is hoped that the process of giving leave will be made easier.

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