

The Influence of Workload, Change Management, and Sense of Belonging on Personnel Performance at the East Java Regional Police Inspectorate

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Abstract

This study investigates the effects of workload, change management, and sense of belonging on personnel performance at the East Java Regional Police Inspectorate. The increasing complexity of policing in the digital era requires internal oversight units to maintain high performance while adapting to organizational change and managing escalating task demands. This research employed a quantitative explanatory design using a census approach, involving 46 personnel as respondents. Primary data were collected through a structured questionnaire measured on a five-point Likert scale. Data were analyzed using multiple linear regression with the support of SPSS 25.0. The results indicate that workload has a negative and significant effect on personnel performance, suggesting that excessive task demands may reduce work effectiveness. In contrast, change management and sense of belonging have positive and significant effects on performance, demonstrating that structured organizational change and strong psychological attachment to the organization enhance personnel outcomes. Simultaneous testing confirms that workload, change management, and sense of belonging jointly exert a significant influence on personnel performance, with the model explaining 85.7% of performance variance. These findings highlight that personnel performance in an internal police oversight context is shaped by the interaction of operational pressure, organizational adaptability, and psychological factors. The study contributes to the human resource management and organizational behavior literature by providing empirical evidence from a law enforcement oversight setting and offers practical insights for improving performance through balanced workload management, effective change strategies, and the cultivation of a strong sense of belonging among personnel.

Keywords: Workload, Change Management, Sense of Belonging, Personnel Performance, Police Inspectorate

1. Introduction

Rapid advances in science and technology have reshaped the operating environment of policing, creating both new opportunities and new risks [1], [2]. In the era of Society 5.0 often described as a “super-smart society” technology increasingly mediates daily life and accelerates social interaction, service delivery, and decision-making [3], [4]. At the same time, technological progress has contributed to the emergence of new forms of crime that were previously unknown, compelling police organizations to innovate continuously and to develop capabilities that keep pace with the evolving threat landscape [5], [6]. In this context, policing effectiveness is no longer determined solely by traditional enforcement capacity, but also by the organization’s ability to adapt, learn, and deliver evidence-based and technology-enabled services.

To respond to the complexity of the digital era, many police institutions are urged to adopt *smart policing*: a more innovative approach that integrates science and technology, applies evidence-based principles, and uses interdisciplinary methods [7], [8]. This shift requires not only modern equipment and digital systems, but also internal readiness organizationally and psychologically among personnel who must implement new ways of working [9], [10]. Within the Indonesian National Police (Polri), this challenge is closely tied to ongoing bureaucratic reform and the strengthening of human resource management systems. Human resource management is increasingly positioned as a strategic lever to ensure organizational effectiveness in the public sector, including law enforcement institutions that face high accountability demands and rapidly changing public expectations [11], [12]. In Polri, the strategic development of personnel is explicitly linked to professionalism, integrity, accountability, and performance orientation as part of institutional reform, as emphasized in the internal human resource governance framework [13].

The urgency of adaptation is particularly salient for internal oversight units. The East Java Regional Police Inspectorate (*Itwasda Polda Jawa Timur*) plays a critical role in ensuring the effectiveness and integrity of organizational governance [14], [15]. Its mandate includes internal supervision functions such as audits, reviews, monitoring of follow-up actions, and evaluations across operational management, human resources, logistics, and finance. It also investigates and examines allegations of disciplinary violations and provides guidance to improve the quality of oversight across subordinate work units. This institutional role positions Itwasda as a key internal mechanism to support effective internal control in accordance with the Government Internal Control System framework [16]. However, the breadth of supervisory responsibilities, the requirement for procedural rigor, and the added demands arising from special assignments during extraordinary societal conditions contribute to increased workload pressures for Itwasda personnel. These demands are expected to intensify as oversight functions evolve to meet contemporary challenges (Renstra Itwasum Polri 2025–2029).

Personnel performance in public-sector law enforcement is therefore influenced by a combination of operational demands and organizational adaptation capacity. Performance is commonly understood as measurable work outcomes both qualitative and quantitative achieved within a certain period based on agreed standards [17], [18], [19], [20]. In the Polri context, performance assessment is strengthened through a formal performance management system that emphasizes objectivity, transparency, accountability, proportionality, and fairness. For an internal oversight unit such as Itwasda, performance is not merely about task completion; it reflects how effectively personnel uphold internal control, ensure compliance, and contribute to organizational governance objectives under conditions of high accountability and time-sensitive demands [21].

Against this background, three organizational factors become especially relevant: workload, change management, and sense of belonging. First, workload refers to the volume and intensity of tasks that must be completed within time constraints and with available human resources, encompassing both physical and psychological demands [22], [23]. Excessive workload may trigger fatigue, stress, and reduced concentration, potentially weakening service quality and organizational outcomes; conversely, insufficient workload may lead to boredom and reduced attention [24], [25]. Second, change management represents a structured approach to implementing organizational change through skills, resources, and coordinated procedures, including readiness for change, supportive culture, structure, and work-technical alignment [26], [27], [28]. In an environment requiring continuous modernization, the ability to manage change becomes central to sustaining effective performance. Third, sense of belonging reflects a psychological attachment to the organization feeling accepted, valued, and aligned with organizational norms and goals which shapes motivation, engagement, and willingness to contribute beyond formal requirements [29], [30], [31]. Its core dimensions highlight both being valued within the organization and experiencing “fit” with the organizational environment [32]. Importantly, a strong sense of belonging is associated with positive psychological functioning and reduced stress and depression, which are relevant for sustaining performance under demanding conditions [33].

Prior studies provide useful but incomplete insights for the present context. Research in public administration has shown that workload can relate positively to job satisfaction yet negatively to performance, with job satisfaction acting as an intervening mechanism [34]. In a different population, workload has been shown to increase work stress, although its direct relationship with performance may be non-significant, and mediation patterns may vary depending on context [35]. Studies on change management consistently report a positive and significant contribution to employee performance in government and banking settings [28]. Meanwhile, research on sense of belonging demonstrates its positive and significant influence on positive work-related states such as employee engagement [36]. Collectively, these studies suggest that workload, change management, and sense of belonging are consequential for work outcomes; however, they are largely conducted in civilian administrative institutions, educational-work populations, and private-sector organizations settings that differ substantially from the internal oversight environment of a regional police organization.

This difference matters for three reasons that constitute the research gap and motivate the present study. First, internal oversight units such as Itwasda operate under dual pressures: high procedural compliance demands (audit, review, evaluation, investigation) and responsiveness to dynamic organizational priorities, including special assignments tied to public security needs. Such conditions may intensify workload effects beyond what is typically observed in non-oversight administrative settings (Strategic Plan of the East Java Regional Police Inspectorate for 2025–2029). Second, change management in policing organizations is not only about adopting new systems but also about ensuring readiness, culture alignment, and technical fit within a hierarchical and rule-bound structure [26], [27], [28]. This may shape performance in ways that are context-specific. Third, sense of belonging may play a distinctive role in police internal oversight work, where sustained commitment, psychological resilience, and alignment with institutional values are required to maintain integrity and consistency under scrutiny [29]. Yet

empirical evidence integrating these three factors workload, change management, and sense of belonging into one explanatory model of performance within a regional police inspectorate context remains limited.

Accordingly, the novelty of this study lies in its integrated examination of (1) workload, (2) change management, and (3) sense of belonging as simultaneous predictors of personnel performance in the specific setting of the East Java Regional Police Inspectorate, an internal oversight unit with distinct governance and accountability functions [16]. By focusing on Itwasda personnel, this research aims to extend existing evidence beyond general public administration and private-sector contexts and to provide empirically grounded insights relevant to strengthening internal supervision effectiveness in Polri.

Based on the above rationale, this study addresses the following research questions:

1. Does workload significantly affect personnel performance at the East Java Regional Police Inspectorate?
2. Does change management significantly affect personnel performance at the East Java Regional Police Inspectorate?
3. Does sense of belonging significantly affect personnel performance at the East Java Regional Police Inspectorate?
4. Do workload, change management, and sense of belonging simultaneously affect personnel performance at the East Java Regional Police Inspectorate?

In line with these questions, the purpose of this research is to analyze the partial and simultaneous effects of workload, change management, and sense of belonging on the performance of personnel at the East Java Regional Police Inspectorate. The findings are expected to contribute to the development of human resource management and organizational behavior knowledge in public-sector law enforcement settings [11], while also providing practical guidance for Polri in designing strategies to strengthen personnel performance within internal oversight functions [13].

2. Research Methods

This study used a quantitative, explanatory-associative design to test the relationships between workload, change management, and sense of belonging and their effects on personnel performance at the East Java Regional Police Inspectorate. The design was selected to estimate both the direction and magnitude of influence of multiple independent variables on a single dependent variable and to statistically test the proposed hypotheses using inferential procedures.

The study population consisted of all personnel assigned to the East Java Regional Police Inspectorate (N = 70). Because the population size was relatively small, a saturated (census) sampling approach was applied, in which all members of the population were targeted as respondents. After considering personnel availability and the completeness of returned questionnaires, the final usable sample comprised 46 personnel (n = 46), which formed the basis for analysis.

Primary data were collected directly from respondents using a structured questionnaire. All items were scored on a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The measurement model operationalized three independent variables and one dependent variable based on established indicators. Workload (X₁) was measured using three indicators targets to be achieved, working conditions, and work standards [37]. Change management (X₂) was measured through four indicators readiness for change, organizational culture, organizational structure, and work technical aspects [28]. Sense of belonging (X₃) was operationalized using four indicators strength of belonging, shared goals with colleagues, interpersonal relationships, and perceived ability to contribute [36]. Personnel performance (Y) was measured using three indicators understanding of main duties and functions, innovation, and work speed derived [37].

Data were analyzed using multiple linear regression with the support of SPSS version 25.0. The analytical model estimated personnel performance as a function of workload, change management, and sense of belonging using the regression specification $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$, where Y represents personnel performance, X₁ workload, X₂ change management, and X₃ sense of belonging. Prior to hypothesis testing, instrument quality was assessed through validity and reliability testing. Item validity was evaluated using item-total correlation criteria, and internal consistency reliability was assessed using Cronbach's alpha, applying a minimum threshold of 0.60 for acceptable reliability.

To ensure that the regression estimates met required assumptions, classical assumption testing was conducted, including checks for normality, multicollinearity, and heteroscedasticity. Normality was examined through histogram patterns, multicollinearity was assessed using tolerance and Variance Inflation Factor (VIF) values with

VIF < 10 indicating acceptable levels, and heteroscedasticity was evaluated using residual scatterplot inspection. Hypotheses were tested at a 5% significance level ($\alpha = 0.05$). The partial effects of each independent variable were assessed using t-tests, while the simultaneous effect of all predictors was examined using the F-test. The explanatory power of the model was evaluated through the coefficient of determination (R^2).

3. Results and Discussions

Overview of the Research Object

The research was conducted at the East Java Regional Police Inspectorate, an internal supervisory unit within the East Java Regional Police, as stipulated in the Indonesian National Police Regulation No. 14 of 2018 concerning the Organizational Structure and Work Procedures of Regional Police Offices. The Inspectorate functions as an oversight and advisory body directly under the authority of the Regional Police Chief. Its primary responsibilities include internal supervision, quality assurance, consultation, and assistance related to external oversight activities.

Operationally, the East Java Regional Police Inspectorate carries out functions encompassing work planning and budgeting, personnel and logistics management, administrative and financial governance, internal audits, reviews, monitoring of follow-up actions, and performance evaluations across operational, human resource, logistics, and financial domains. In addition, it handles public complaints, formulates internal supervision policies, and provides assistance to external supervisory institutions. As an internal government supervisory apparatus, the Inspectorate's role extends beyond inspection activities to include continuous guidance aimed at strengthening operational performance, human resource governance, and the management of state assets and finances.

According to the Strategic Plan of the East Java Regional Police Inspectorate for 2025–2029, the unit's vision is to become an advanced, professional, and justice-oriented inspectorate through community-oriented policing. This vision is operationalized through missions emphasizing public protection, professionalism, integrity, and the strengthening of good governance. These institutional characteristics provide a relevant organizational context for examining personnel performance and its determining factors.

3.1. Result

Validity and Reliability of the Instrument

Prior to hypothesis testing, the quality of the measurement instrument was evaluated through validity and reliability testing. Validity testing was conducted using the Pearson Product Moment correlation method to assess whether each questionnaire item accurately measured its intended construct [38]. With a total respondent count of 70, the critical value of the correlation coefficient at a 5% significance level was 0.2319. The results showed that all items across the four variables workload, change management, sense of belonging, and personnel performance had correlation coefficients exceeding this threshold, indicating that all items were valid.

Table 1. Results of Validity Testing

Variable	Item Description (Summary)	r-value	r-table	Result
Personnel Performance	Understanding of duties and responsibilities	0.939	0.2319	Valid
	Innovation sharing with superiors and peers	0.945	0.2319	Valid
	Timely task completion	0.924	0.2319	Valid
Workload	Clarity and achievability of work targets	0.956	0.2319	Valid
	Work environment suitability	0.954	0.2319	Valid
Change Management	Clarity of work standards	0.944	0.2319	Valid
	Readiness for organizational change	0.931	0.2319	Valid
	Supportive organizational culture	0.942	0.2319	Valid
	Appropriateness of organizational structure	0.913	0.2319	Valid
Sense of Belonging	Clarity of work procedures	0.951	0.2319	Valid
	Feeling of organizational membership	0.939	0.2319	Valid
	Shared organizational goals	0.952	0.2319	Valid
	Harmonious relationships with colleagues	0.967	0.2319	Valid

Variable	Item Description (Summary)	r-value	r-table	Result
Opportunity to contribute to the organization		0.953	0.2319	Valid

Source: Processed primary data, 2026

Reliability testing was conducted using Cronbach's alpha to evaluate internal consistency [39]. The results demonstrated that all constructs exceeded the minimum threshold of 0.60, confirming that the measurement instrument was reliable.

Table 2. Results of Reliability Testing

Variable	Cronbach's Alpha	Interpretation
Personnel Performance	0.931	Reliable
Workload	0.947	Reliable
Change Management	0.952	Reliable
Sense of Belonging	0.966	Reliable

Source: Processed by author, 2026

Classical Assumption Testing

To ensure the suitability of multiple linear regression analysis, classical assumption tests were performed [40]. Normality testing using histogram visualization indicated a bell-shaped and symmetrical distribution, suggesting that the data followed a normal distribution [41]. Multicollinearity was examined using Variance Inflation Factor (VIF) values, all of which were below the threshold of 10, indicating the absence of multicollinearity among independent variables [42]. Heteroscedasticity testing using scatterplot analysis revealed randomly dispersed residuals without a discernible pattern, confirming homoscedasticity [43].

These results indicate that the regression model met all required assumptions for further statistical analysis.

Multiple Linear Regression Results

Multiple linear regression analysis was conducted to examine the effects of workload, change management, and sense of belonging on personnel performance. The regression results are presented in Table 4.

Table 3. Results of Multiple Linear Regression Analysis

Variable	B	Std. Error	Beta	t-value	Sig.
Constant	1.931	0.775	—	2.493	0.015
Workload (X ₁)	-0.100	0.043	-0.114	-2.312	0.024
Change Management (X ₂)	0.495	0.084	0.606	5.857	0.000
Sense of Belonging (X ₃)	0.227	0.079	0.298	2.886	0.005

Source: Processed by author, 2026

The resulting regression equation was:

$$Y=1.931-0.100X_1+0.495X_2+0.227X_3$$

The findings indicate that workload had a negative and significant effect on personnel performance, whereas change management and sense of belonging had positive and significant effects. Among the predictors, change management exhibited the strongest standardized effect on performance.

Partial Hypothesis Testing (t-test)

Partial hypothesis testing revealed that workload significantly influenced personnel performance in a negative direction ($t = -2.312$; $p = 0.024$). This indicates that increasing workload levels tend to reduce personnel performance. Change management showed a strong positive and significant effect on performance ($t = 5.857$; $p < 0.001$), suggesting that effective management of organizational change enhances personnel performance. Sense of belonging also demonstrated a positive and significant effect ($t = 2.886$; $p = 0.005$), underscoring the importance of psychological attachment to the organization in improving performance outcomes.

Simultaneous Hypothesis Testing (F-test)

The simultaneous effect of all independent variables was examined using the F-test. The results showed an F-value of 132.205 with a significance level of 0.000, which exceeded the critical value (F-table = 2.736). This indicates that workload, change management, and sense of belonging collectively had a significant effect on personnel performance.

Table 4. Results of Simultaneous Testing (ANOVA)

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	472.709	3	157.570	132.205	0.000
Residual	78.663	66	1.192	—	—
Total	551.371	69	—	—	—

Source: Processed by author, 2026

Coefficient of Determination

The coefficient of determination (R^2) indicated that the regression model explained a substantial proportion of variance in personnel performance.

Table 5. Coefficient of Determination

R	R ²	Adjusted R ²	Std. Error
0.926	0.857	0.851	1.092

Source: Processed by author, 2026

The R^2 value of 0.857 indicates that 85.7% of the variation in personnel performance was explained by workload, change management, and sense of belonging. The remaining 14.3% was attributed to other factors not included in the model. This high explanatory power demonstrates the robustness of the regression model in predicting personnel performance within the East Java Regional Police Inspectorate.

3.2. Discussion

This study examined how workload, change management, and sense of belonging influence personnel performance at the East Java Regional Police Inspectorate. Overall, the findings confirm that performance in an internal oversight setting is shaped by a combination of *operational demand* (workload), *organizational capability to adapt* (change management), and *psychological attachment to the organization* (sense of belonging). The regression model demonstrated strong explanatory power ($R^2 = 0.857$), indicating that these three factors jointly account for most of the variance in personnel performance in this context.

Workload and Personnel Performance

The results show that workload has a significant negative effect on personnel performance ($B = -0.100$; $t = -2.312$; $p = 0.024$). This implies that, holding other predictors constant, an increase in perceived workload tends to reduce performance outcomes. In practical terms, when audit, review, monitoring, evaluation, and complaint-handling responsibilities intensify, personnel may experience diminishing capacity to maintain consistent work speed, innovation, and task-function mastery the core indicators used to capture performance in this study [37].

This finding aligns with the broader evidence that workload can be associated with performance degradation when demands exceed personal or organizational capacity. [34] similarly reported that workload significantly affects performance, and the present study provides context-specific confirmation within a police internal oversight setting. Importantly, the *direction* observed here negative supports the argument that workload is not merely a matter of “being busy,” but becomes detrimental when task volume, time pressure, and the cognitive requirements of oversight activities accumulate beyond manageable thresholds. In such conditions, fatigue and reduced attentional resources may increase the likelihood of procedural delays, reduced quality assurance rigor, or slower completion cycles, all of which can translate into lower measured performance.

From an organizational perspective, this result underscores the need to treat workload as a strategic performance determinant rather than an operational by product. Workload is commonly conceptualized as a function of targets, working conditions, and work standards [37], [44]. In an inspectorate environment, these dimensions can interact sharply: high targets combined with tight timelines and strict compliance standards can generate sustained strain. The negative coefficient suggests that without workload balancing mechanisms such as clearer prioritization, staffing alignment with task peaks, or process streamlining performance may decline even among competent personnel.

Change Management and Personnel Performance

The analysis indicates that change management exerts a strong positive and significant effect on personnel performance ($B = 0.495$; $t = 5.857$; $p < 0.001$). Among all predictors, change management demonstrated the largest standardized contribution (Beta = 0.606), suggesting it is the most influential driver of performance in this model.

This result is consistent with [28], who found that change management positively influences employee performance. The current study extends that evidence into a policing oversight context, where the capacity to manage change is particularly critical. Internal oversight units must continuously adjust to new audit frameworks, evolving accountability expectations, digitalization of governance systems, and shifting organizational priorities. When change management is effective reflected here through readiness for change, supportive culture, appropriate structure, and clear technical work procedures [28] personnel are more likely to execute oversight functions efficiently and to maintain performance quality.

The substantive implication is that change management operates as an enabling infrastructure for performance: it reduces uncertainty, aligns expectations, and creates clarity about how tasks should be carried out under new conditions. In practical settings, readiness for change helps personnel interpret change as a manageable transition rather than a disruption; culture supports collaboration and coordination; structure ensures accountability lines are clear; and technical procedures provide guidance that reduces avoidable errors and rework. These mechanisms collectively strengthen performance outcomes such as work speed, innovation, and mastery of duties [37].

Notably, the strength of this effect suggests that, even when workload is high, strong change management may buffer performance decline by improving workflow coordination and reducing friction in task execution. Although this study did not formally test moderation, the pattern of coefficients indicates that organizational capability for managing change can be a decisive lever for sustaining performance under dynamic operational conditions.

Sense of Belonging and Personnel Performance

The findings also demonstrate that sense of belonging positively and significantly influences personnel performance ($B = 0.227$; $t = 2.886$; $p = 0.005$). This means that when personnel feel more strongly connected to the organization through shared goals, positive relationships, and the perceived ability to contribute they tend to perform better.

This result supports [36], who reported that sense of belonging positively affects work-related outcomes, particularly engagement. The present study strengthens that evidence by linking belonging directly to performance in an oversight unit context. Sense of belonging is conceptually anchored in the experience of valued involvement and fit within the organizational environment [32]. When personnel feel valued and aligned with institutional norms, they are more likely to invest effort, maintain discipline, and demonstrate proactive behaviors such as innovation and timely task completion behaviors that map directly onto the performance indicators used here [37].

The practical meaning is that performance is not only produced by systems and workload management but also by psychological attachment. The indicators applied in this study strength of belonging, shared goals, interpersonal relationships, and perceived ability to contribute [36] highlight that belonging is a relational construct. In an inspectorate environment where tasks often require cross-unit coordination and consistent adherence to oversight standards, relational trust and shared purpose can improve information flow, reduce internal friction, and promote collaboration. These conditions can increase work speed and quality while sustaining the motivation needed to handle high-responsibility assignments.

Furthermore, belonging can reinforce resilience in demanding work settings. When personnel perceive their role as meaningful and feel integrated within the unit, they may be more willing to maintain effort under pressure, accept task complexity, and persist through procedural burdens. This motivational pathway helps explain why sense of belonging remains significant even when change management is included in the model.

Joint Effects of Workload, Change Management, and Sense of Belonging

The simultaneous test confirms that workload, change management, and sense of belonging jointly influence personnel performance ($F = 132.205$; $p < 0.001$), and the model accounts for 85.7% of performance variance ($R^2 = 0.857$). This indicates a coherent explanatory structure: performance in the East Java Regional Police Inspectorate is best understood through an integrated lens combining (1) operational pressures, (2) organizational adaptation capability, and (3) psychological attachment.

Substantively, the model suggests a “dual-path” dynamic. First, workload represents a risk factor that can suppress performance when demands become excessive. Second, change management and sense of belonging represent protective and enabling factors that elevate performance by strengthening clarity, readiness, collaboration, and

commitment. The high R² implies that in this organizational setting, these three factors are central to performance outcomes, and improvements in change management and belonging may yield measurable gains even when workload constraints cannot be fully eliminated.

From a managerial standpoint, the findings point to three actionable priorities. First, workload should be actively monitored and balanced through target alignment, process refinement, and realistic time allocation to reduce performance erosion [37]. Second, strengthening change management especially readiness, supportive culture, clear structure, and technical procedures should be treated as a core performance strategy [28]. Third, cultivating sense of belonging through shared goals, healthy relationships, and meaningful contribution opportunities can enhance motivation and sustain performance over time [32], [36].

In summary, the discussion confirms that personnel performance in an internal oversight police unit is not driven by a single factor, but by the interplay of workload intensity, the organization's ability to manage change, and personnel's psychological attachment to the unit. Managing these three dimensions in a coordinated manner is likely to be the most effective pathway for improving performance outcomes within the East Java Regional Police Inspectorate.

4. Conclusion

This study concludes that workload, change management, and sense of belonging are significant determinants of personnel performance at the East Java Regional Police Inspectorate. Workload was found to have a negative and significant effect, indicating that increasing task demands tend to reduce performance when not balanced with personnel capacity. In contrast, change management and sense of belonging showed positive and significant effects, demonstrating that well-managed organizational change and strong psychological attachment to the organization enhance personnel performance. Simultaneously, these three variables exerted a significant joint influence on performance, with the regression model explaining 85.7% of the variance in personnel performance, reflecting a very strong explanatory power. This finding confirms that personnel performance in an internal oversight unit is shaped not only by operational demands but also by organizational adaptability and psychological factors. Based on these findings, several practical implications arise. First, the Inspectorate should actively manage workload through task redistribution, realistic target setting, and capacity-aligned staffing to prevent fatigue and performance decline. Second, strengthening structured change management particularly in terms of readiness, communication, organizational culture, and technical clarity should be treated as a core performance strategy rather than a procedural obligation. Third, fostering a strong sense of belonging through inclusive leadership, transparent communication, fair treatment, recognition, and shared organizational goals can reinforce motivation, commitment, and sustained performance. For future research, expanding the scope to other regional police units or incorporating additional explanatory variables is recommended to enhance generalizability and deepen understanding of performance drivers in law enforcement oversight contexts.

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