

Influences of Workload and Work Stress Toward Personnel Performance by Organizational Citizenship Behavior (OCB) as an Intervening Variable in Personnel (Case Study on Brimob Unit Staff of the Regional Police Force of North Sulawesi Province)

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Abstract: Human resources have a very important role in achieving the goals of an organization. Existence Human Resources become crucial in the process of organizational development, providing the necessary impetus to achieve the desired progress and goals. In the context of organizational activities, roles Human Resources be a determining factor in operational effectiveness. The hope is that an organization is able to continue to improve quality Human Resources that he has. The National Police Mobile Brigade has the task of maintaining domestic security from the threat of high-intensity crime. The success of the Indonesian Police Mobile Brigade Corps in dealing with threats security and public order (Public Security) in Indonesia cannot be separated from the support of the community, nation and state who want to create a sense of security and comfort in this country. The aim of this research is to analyze the impact of workload and work stress on personnel performance, with organizational citizenship behavior (OCB) as an intervening variable in North Sulawesi Police Mobile Brigade staff personnel. The research sample consisted of 162 personnel from the North Sulawesi Police Mobile Brigade unit. The data analysis technique used is path analysis using the SPSS 25 application. The research results show that workload and work stress have a positive and significant influence on organizational citizenship behavior. Apart from that, workload, work stress, and organizational citizenship behavior also have a positive and significant effect on the performance of North Sulawesi Police Mobile Brigade staff personnel. Organizational citizenship behavior (OCB) can function as a mediator in the relationship between workload and work stress on personnel performance.

Keywords: Workload, Job Stress, Organizational Citizenship Behavior, Performance Personnel

INTRODUCTION

Background

Source Human resources (HR) play a crucial role in achieving the goals of an organization. The existence of human resources is very vital in the process of organizational development, providing the encouragement needed to achieve the desired progress and goals. In the context of organizational activities, the role of HR is a determining factor in operational effectiveness. An organization continues to improve the quality of its human resources. The quality of human resources is greatly influenced by the extent to which the system within the organization is able to support and meet the needs of both individuals and the organization as a whole. Therefore, organizations need to continue to strive to improve and optimize their systems in order to achieve satisfaction and prosperity for both personnel and the entire organization.

Personnel performance is a very significant and interesting aspect, because its benefits have been proven to be very important. An institution or company hopes that its personnel can work with full dedication, in line with their abilities. Workload is one of the factors that influences individual performance.

Excessive workload has the potential to reduce personnel performance. The cause is individual limitations in completing tasks, which can occur because the capacity and abilities of personnel are not in line with the demands of the work that must be carried out. According to Sunyoto (2012:64), excessive workload can create tension within a person. Factors such as a required skill level that is too high, a work pace that may be too fast, a short time limit, a work volume that may be too large, and the like, can be causes of excessive workload. This situation can arise when personnel are unable to complete tasks according to their capacity due to pressure from work demands that are too heavy.

Work stress is a psychological condition where a person feels pressured when facing work demands. The emergence of work stress can be caused by a lack of effective communication between fellow personnel and leaders in an organization. This condition has the potential to give rise to misunderstandings that can trigger conflict, both between personnel members and with organizational leaders.

Several personnel behavior criteria determine organizational effectiveness, such as having social sensitivity which is reflected in helping each other in work activities, the desire to participate in work groups or teams, as well as morals and awareness to achieve individual and organizational goals without harming co-workers. This concept of behavior and criteria is known as Organizational Citizenship Behavior (OCB), which refers to personnel behavior that adds value to their work and to the organization as a whole. The Indonesian Police Mobile Brigade Corps (Korps Brimob Polri) is a paramilitary special operations unit which is part of the Indonesian National Police. The following is actual data on the personnel strength of the North Sulawesi Police Mobile Brigade Unit, as shown in Table 1 as follows:

Table 1. Real Data on Personnel Strength of North Sulawesi Police Mobile Brigade Unit 2021-2022

No	Work unit	Dsp Personnel /		Real		Difference	
		2021	2022	2021	2022	2021	2022

1	Leader	2	2	1	2	1	-
2	Sie Subbagrenmin	23	23	24	*32	1	*9
3	Sie Operational	16	16	14	16	-2	-
4	Sie Health & Physical	24	24	21	22	-3	-2
5	Sie Headquarters Services	35	35	24	23	-11	-12
6	Sie Intel	28	28	14	15	-14	-13
7	Sie Tik	11	11	10	10	-1	-1
8	Sie Provos	17	17	14	14	-3	-3
9	Sie Logistics	23	23	33	30	*10	*7
10	Gegana Detachment	187	187	102	123	-85	-64
11	Pioneer A Battalion	711	711	218	211	-493	-500
12	Pioneer B Battalion	711	711	171	181	-540	-530
13	C Pioneer Battalion	711	711	141	162	-570	-549
Total		2499	2499	787	841	-1712	-1658

Source: North Sulawesi Subbagrenmin Satbrimobda administrative archive data, 2023

Based on Table 1, you can see the number of North Sulawesi Police Mobile Brigade Unit staff personnel as of December 2021-2022. The table reflects a shortage of personnel in the North Sulawesi Police Mobile Brigade Unit. Despite this, North Sulawesi Police Mobile Brigade Staff Unit personnel continue to carry out their duties and responsibilities as protectors, protectors and community servants. Even though the List of Personnel Compositions (DSP) has been limited since its inception until now, this has not reduced the enthusiasm and commitment of North Sulawesi Police Mobile Brigade Staff personnel to understand the National Police's Grand Strategy and the organization's Vision and Mission. This is a form of organizational commitment that continues from year to year, remaining focused on organizational performance goals without ignoring the challenges of personnel shortages.

Based on initial observations of North Sulawesi Police Mobile Brigade Staff Staff, it was revealed that the workload of each personnel varies according to their respective fields. As a result, each field faces different workload problems. The distribution of duties to Brimob Unit Staff personnel is not in line with the positions they currently hold, and tends to no longer be in accordance with the job description stated in the initial employment contract. This is caused by demands to carry out tasks outside the scope of their work, which should be the responsibility of other departments. As a result, personnel who are given workloads that do not match their job descriptions, and are forced to carry out tasks that should be the responsibility of other departments, experience job dissatisfaction. In the end, they become passive in responding to the targets set by the leadership.

This situation often occurs in the administration section, where personnel are faced with pressure to complete work within the time limit set by the leadership. Sometimes, they even have to work outside normal working hours. This condition ultimately causes work stress among personnel who are forced to complete their tasks within a predetermined time limit.

The results of research by Nonci et al., (2023), concluded that workload had a positive effect on the performance of personnel at the Bataliyona Pelopor South Sulawesi Police Brimob Intel Unit.

Meanwhile, research by Suardinatha et al., (2023), states that workload has a negative influence on the performance of National Police NCOs at West Lombok Police. Then, the research results of Hasnani et al., (2023), concluded that work stress had a positive effect on the performance of the Southeast Sulawesi Regional Police's DIT Narcotics Research Personnel. Meanwhile, Marianto (2021), stated that work stress has a negative influence on the performance of police officers at the Yapen Island Regency Police, Papua region. To overcome the gaps that occur, research is carried out by applying several theories supported by strong research justification. Researchers are trying to find new solutions to this problem and problems that are considered important to research.

The problem faced in this research is excessive workload, which arises as a result of giving too many tasks to personnel to be completed within a certain time limit, while the number of available personnel is very limited. Behavior that exceeds predetermined standards, in accordance with the rules or what is known as Organizational Citizenship Behavior (OCB), always occurs in the lives of personnel. Excessive workload can cause stress, both physical and psychological, and can also cause other emotional reactions. Therefore, this has the potential to result in a decrease in personnel performance. Based on the background above, this research takes the title: "The influence of workload, work stress, on personnel performance with organizational citizenship behavior(OCB) as an intervening variable in personnel (Staff Study of the North Sulawesi Police Mobile Brigade Unit)".

Research purposes

Based on the previous problem formulation, the objectives of this research can be identified, namely:

1. To identify the influence of workload on organizational citizenship behavior in North Sulawesi Police Mobile Brigade Unit Staff.
2. To identify the influence of work stress on organizational citizenship behavior in North Sulawesi Police Mobile Brigade Unit Staff.
3. To identify the influence of workload on the performance of personnel at the Brimob Police Unit Staff of North Sulawesi Police.
4. To identify the influence of work stress on the performance of personnel at the North Sulawesi Police Mobile Brigade Unit Staff.
5. To identify the influence of organizational citizenship behavior on personnel performance at the North Sulawesi Police Mobile Brigade Unit Staff.
6. To analyze the influence of organizational citizenship behavior, it can mediate the relationship between workload and personnel performance at the North Sulawesi Police Mobile Brigade Unit Staff.
7. To analyze the influence of organizational citizenship behavior which can mediate the relationship between work stress and personnel performance in the North Sulawesi Police Mobile Brigade Unit Staff.

LITERATURE REVIEWS

Human Resource Management

Human resources are one of the assets owned by the company and play a key role in the smooth running of the company's operational activities. Effective management of human resources is a determining factor in the high value of these assets in the view of company management. This

perspective is in line with the view of Sedarmayanti (2017:3), who explains that Human Resource Management (HRM) is a process of utilizing humans as workforce with a humane approach, so that their physical and psychological potential can function optimally to achieve the desired goals. .

Personnel Performance

Nurjaya (2021) states that performance is the level of achievement of results from carrying out certain tasks. Company performance is the level of achievement of results in order to realize company goals. Putri (2020) states that performance is the results of a person's or group's job functions in an organization over a certain period of time which reflects how well the person or group fulfills the requirements of a job in an effort to achieve organizational goals.

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is a subset of the study of organizational behavior, representing forms of work behavior that are usually overlooked or unaccounted for. According to Putri (2017) Organizational Citizenship Behavior (OCB) is a term for personnel/employees who provide added value to the work they are assigned and added value to the agency. Discretionary individual behavior is not directly or explicitly recognized in the reward system and in promoting the effective functioning of the company. OCB is also referred to as extra role behavior because the behavior provided by employees exceeds their main duties.

Workload

According to Tarwaka (2017), the definition of workload is a work situation with a description of tasks that must be completed at a certain time. Expert opinion, namely Haryono (2017), stated that the meaning of workload is the length of time a worker carries out work activities in accordance with the ability and work capacity concerned without showing signs of fatigue.

Job Stress

According to Sinambela (2017:472), work stress is a feeling of pressure experienced by personnel when facing work. This work stress can be seen from personal appearance, including unstable emotions, feelings of unease, likes to be alone, difficulty sleeping, excessive smoking, inability to relax, anxiety, tension, nervousness, increased blood pressure and digestive disorders. Rivai, et al (2014:724) explain that work stress is a condition of tension that creates a physical and psychological imbalance, which affects the emotions, thought processes and condition of a personnel.

Previous Research

Research Model and Hypothesis

Research Model

To examine the influence of non-performing loans and loan to deposit ratio on stock returns mediated by job satisfaction, you can see Figure 1 below:

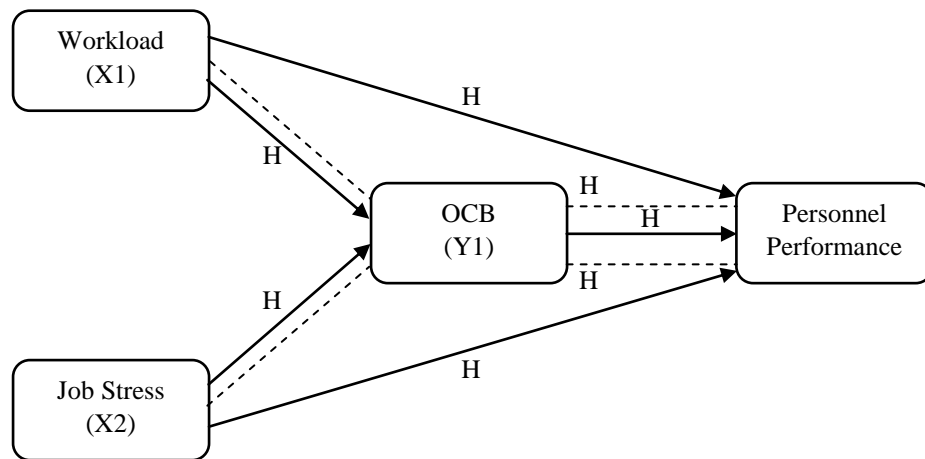


Figure 1. Research Model

Source: Data processing, 2023

Hypothesis

Sekaran and Bougie (2017) define a hypothesis as a tentative, testable statement that predicts what is expected to be found in empirical data. Based on the main problems described above, the following hypothesis is presented as a temporary response or conjecture in the context of this research, namely as follows:

1. H1 is suspected that workload has a positive influence on organizational citizenship behavior in North Sulawesi Police Mobile Brigade unit staff.
2. H2 is suspected that work stress has a positive influence on organizational citizenship behavior in North Sulawesi Police Mobile Brigade unit staff.
3. H3 is suspected that workload has a positive influence on the performance of personnel in the North Sulawesi Police Mobile Brigade unit staff.
4. H4 is suspected that work stress has a positive influence on the performance of personnel in the North Sulawesi Police Mobile Brigade unit staff.
5. H5 is suspected that organizational citizenship behavior has a positive and significant influence on the performance of personnel in the North Sulawesi Police Mobile Brigade unit staff.
6. H6 is suspected that organizational citizenship behavior can mediate the relationship between workload and personnel performance in the North Sulawesi Police Mobile Brigade unit staff.
7. H7 is suspected that organizational citizenship behavior can mediate the relationship between work stress and personnel performance in the North Sulawesi Police Mobile Brigade unit staff.

RESEARCH METHODS

This research uses a quantitative research approach. This approach was chosen because researchers seek to measure the relationship and influence of the variables studied objectively and generalize research findings to a wider population.(Creswell, 2018).Quantitative research is used to research certain populations or samples with the aim of testing predetermined hypotheses (Sugiyono, 2017).

Location and Place of Research

This research was conducted on the staff of the North Sulawesi Regional Police Mobile Brigade Unit. JalanAA Maramis, Paniki Dua, DistrictobservationMapanget, Manado City,ProvinceNorth Sulawesi.

Research Population and Sample

Purposive sampling is a sample determination technique with certain considerations in Sugiyono, (2016:85). The reason for using this purposive sampling technique is because it is suitable for use in quantitative research, or research that does not carry out generalizations according to Sugiyono, (2016:85). The population consists of the performance of personnel from the Brimob Unit Staff of the North Sulawesi Regional Police, with a total of 787 real data for 2021 and 841 in 2022. A sample of 162 personnel from the North Sulawesi Regional Police Mobile Brigade Unit Staff, these were sampled using certain criteria in the SATKER.

Data analysis

Path analysis is a statistical method used to test cause-and-effect relationships between several variables in quantitative research,Hair et al., (2020). This method focuses on identifying and measuring the direct or indirect influence of one variable on another variable through the pathways formed. In the context of this research, path analysis is used to examine the influence of budget commitment and incentive systems on managerial performance, which is mediated by budget participation.

Research Instrument

According to Sugiyono (2018:93), the Likert scale is used as a measuring tool to measure attitudes, opinions and perceptions of individuals or groups towards social phenomena. The questionnaire or questionnaire used in this Likert scale has a checklist form. By using a Likert scale, the variables measured are broken down into indicator variables. These indicators are then used as a basis for designing instrument items, which can be statements or questions. In the Likert scale procedure, a number of questions are prepared with respondents' answer choices ranging from agree to strongly disagree, given appropriate weights.

RESEARCH RESULTS AND DISCUSSION**Research result**

Of the 162 respondents who were sampled in this study, differences were made regarding the respondents' positions. The composition of respondents based on position is shown in table 2 below:

Table 2. Respondents by Position

Position	Personnel
BAMIN SUBBAGRENMIN	28
TAMIN SUBBAGRENMIN	2

Civil servants	2
BA SIE OPERATIONAL	16
BA SIE LOG	24
TA SIE LOG	6
BA SIE PROVOS	14
BA SIE ICT	10
BA SIE KESJAS	22
BA SIE YANMA	23
BA SIE INTEL	15
Total	162

Source: Data Processing (2023)

Normality Test Results

The data normality test in this study used the Kolmogorov-Smirnov test method, the results were as follows:

Table 3. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		162
Normal Parameters, b	Mean	0.0000000
	Std. Deviation	0.40462190
Most Extreme Differences	Absolute	0.052
	Positive	0.041
	Negative	-0.052
Statistical Tests		0.060
Asymp. Sig. (2-tailed)		,200c,d

Source: Data processed by SPSS 25 (2023)

Based on Table 3. As is the basic guideline in the normality test on the one sample Kolmogorov Smirnov Test, it can be concluded that the value of Asymp.Sig. (2-tailed) has a value of $0.200 \geq 0.05$, so it is said that the residual is normally distributed.

Path Analysis

Results of First Sub-Structural Path Analysis

Table 4. Coefficients First Sub-Structural Path Equation

Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
	B	Std. Error	Beta		

1	(Constant)	18,633	6,120		,044 ³	.003 ⁰
	Workload (X1)	0.614	0.232	0.250	,649 ²	.009 ⁰
	Job Stress (X2)	0.832	0.255	0.308	,267 ³	.001 ⁰
a. Dependent Variable: Organizational Citizenship Behavior (Y1)						

Source: Data processed by SPSS 25 (2023)

Workload has a positive effect on organizational citizenship behavior

Workload has a calculated t of $2.649 \geq 1.654$ with a significance level of $0.009 \leq 0.05$ and this means that workload X1 has a positive and significant effect on organizational citizenship behavior. So hypothesis one (H1) which states that workload has a positive and significant effect on organizational citizenship behavior is accepted/proven.

Job stress has a positive effect on organizational citizenship behavior

Job stress has a t count of $3.267 \geq 1.654$ with a significance level of $0.001 \leq 0.05$ and this means that workload X2 has a positive and significant effect on organizational citizenship behavior. So hypothesis two (H2) which states that work stress has a positive and significant effect on organizational citizenship behavior is accepted/proven.

Table 5. Coefficients Second Sub-Structural Path Equation

Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.820	2,050		.400 ⁰	.690 ⁰
	Workload (X1)	0.593	0.077	0.426	,689 ⁷	.000 ⁰
	Job Stress (X2)	0.215	0.086	0.140	,509 ²	.013 ⁰
	OCB (Y1)	0.268	0.026	0.470	0,380 ¹	.000 ⁰
a. Dependent Variable: Personnel Performance (Y2)						

Source: Data processed by SPSS 25 (2023)

Workload has a positive effect on personnel performance

Workload has a calculated t of $7.689 \geq 1.654$ with a significance level of $0.000 \leq 0.05$ and this means that workload X1 has a positive and significant effect on personnel performance. So hypothesis

three (H3) which states that workload has a positive and significant effect on personnel performance is accepted/proven.

Job stress has a positive effect on personnel performance

Work stress has a t count of $2.590 \geq 1.654$ with a significance level of $0.013 \leq 0.05$ and this means that work stress X2 has a positive and significant effect on personnel performance. So hypothesis four (H4) which states that work stress has a positive and significant effect on personnel performance is accepted/proven.

Organizational citizenship behavior has a positive effect on personnel performance

Organizational citizenship behavior has a t count of $10.380 \geq 1.654$ with a significance level of $0.000 \leq 0.05$ and this means that organizational citizenship behavior Y1 has a positive and significant effect on personnel performance. So hypothesis five (H5) which states that organizational citizenship behavior has a positive and significant effect on personnel performance is accepted/proven.

DISCUSSION

Effect of workload on organizational citizenship behavior

The workload variable has a positive and significant impact on organizational citizenship behavior where the influence of variable X1 on Y1 has a calculated t of $2.649 \geq 1.654$ with a significance level of $0.009 \leq 0.05$. This means that the workload given to personnel is adjusted to the main tasks and functions in the context of organizational behavior, including work outside of official hours which has been regulated according to regulations. This applies to the North Sulawesi Police Mobile Brigade Unit Staff.

This finding is in line with the research results of Nasrudin (2022), which states that workload has a positive and significant effect on organizational commitment at the Southeast Sulawesi Regional Police Bidpropam. Apart from that, the findings of this research are also consistent with research by Hermawan, Kirana and Wiyono (2022), which concluded that workload has a positive and significant impact on organizational citizenship behavior.

The effect of work stress on organizational citizenship behavior

The work stress variable has a positive and significant impact on organizational citizenship behavior where the influence of variable X2 on Y1 has a calculated t of $3.267 \geq 1.654$ with a significance level of $0.001 \leq 0.05$. This means that personnel show discipline by attending morning assembly, even though they were previously working overtime, and personnel do not experience stress in carrying out their work duties. Personnel feel that the implementation of their duties and responsibilities is in accordance with the Standard Operating Procedures (SOP) of the North Sulawesi Police Mobile Brigade Staff Unit.

This finding is in line with the research results of Hermawan, Kirana and Wiyono (2022), which stated that work stress has a positive and significant impact on organizational citizenship behavior. Apart from that, the findings of this research are also consistent with research by Astrida et al., (2018), which concluded that work stress has a positive and significant effect on organizational citizenship behavior.

Effect of workload on personnel performance

The workload variable has a positive and significant impact on personnel performance where the influence of variable X1 on Y2 has a t count of $7.689 \geq 1.654$ with a significance level of $0.000 \leq 0.05$. This means that personnel who comply with applicable Standard Operating Procedures (SOP) and are able to handle tasks outside their main duties and functions have the potential to improve performance. The ability to complete work that is not included in their main duties and responsibilities can help them achieve the work targets set by the leadership well.

This finding is in line with the research results of Nonci, Surianto and Khalik (2023), which stated that workload had a positive and significant effect on the performance of the South Sulawesi Police's Bataliyona Pelopor Intel Brimob Unit. Apart from that, the findings of this research are also consistent with the research of Syamra, Basem and Baharuddin (2023), which concluded that workload has a positive and significant impact on the performance of the Kampar Police Traffic Accident Unit. Meanwhile, research findings from Suardinatha et al (2023) state that workload has a negative and significant effect on performance members of the West Lombok Police and Sub Satker (Polsek).

The effect of work stress on personnel performance

The work stress variable has a positive and significant impact on personnel performance where the influence of variable X2 on Y2 has a t count of $2.509 \geq 1.654$ with a significance level of $0.013 \leq 0.05$. This means that, physiologically, personnel sometimes experience headaches when they have to handle work outside of their main duties, for example administrative staff who become field officers when conflicts occur in the community. However, with the abilities they possess, administrative personnel are able to carry out tasks that are not included in their main duties and functions.

This finding is in line with the research results of Hasnani et al., (2023), which stated that work stress had a positive and significant effect on the performance of the Southeast Sulawesi Regional Police's DIT Narcotics Research Personnel. In addition, the findings of this study are also consistent with Chiken's (2017) research, which concluded that work stress had a positive impact on police officers from 2 metropolitan police departments in the United States.

Influence Organizational Citizenship Behavior To Personnel Performance

Variable organizational citizenship behavior has a positive and significant impact on personnel performance where the influence of variable Y1 on Y2 has a calculated t of $10.380 \geq 1.654$ with a significance level of $0.000 \leq 0.05$. This means that personnel have the ability to take over tasks from colleagues who are unable to attend, and the replacement personnel are able to complete the amount of work in accordance with the standards set by the organization.

This finding is in line with the research results of Hasnani et al., (2023), which stated that organizational citizenship behavior has a positive and significant effect on the performance of the Southeast Sulawesi Regional Police's Narcotics Research DIT Personnel. Apart from that, the findings of this study are also consistent with research by Dotulong and Andriany (2021), who concluded that organizational citizenship behavior had a positive impact on 200 members of the Indonesian National Police.

Influence Organizational Citizenship Behavior As an intervening variable in workload

Personnel Performance

Variable organizational citizenship behavior as a mediator can have a significant effect on workload personnel performance where the influence of the OCB variable has a value of $2.10 \geq 1.96$. This means that personnel have the ability to carry out activities outside their main duties, which can improve the image of the organization and they are also willing to replace the duties of their colleagues if necessary.

Workload is an issue that needs attention from every agency or organization, because it can affect personnel performance. Workload is a group or number of activities that must be completed by an organizational unit or position holder within a certain period of time (Nabawi, 2019: 175). This shows that the greater workload an individual faces can reduce Organizational Citizenship Behavior, because individuals tend to focus more on personal tasks and responsibilities rather than helping others.

Influence Organizational Citizenship Behavior As an Intervening Variable in Work Stress Personnel Performance

Variable organizational citizenship behavior as a mediator can have a significant effect on workload personnel performance where the influence of the OCB variable has a value of $2.28 \geq 1.96$. This means that personnel are subject to all regulations, both written and unwritten, that apply within the organization. In addition, personnel have the initiative to carry out independent training to improve their work abilities.

Job stress is a feeling of pressure experienced by employees in facing work, which appears in the form of symptoms such as unstable emotions, feeling uneasy, likes to be alone, difficulty sleeping, excessive smoking, unable to relax, anxiety, tension, nervousness, increased blood pressure, and experiencing digestive disorders (Mangkunegara, 2017:157).

CLOSING**Conclusion**

The results of this research show that key factors such as workload, work stress and organizational citizenship behavior have a very positive role in the performance of personnel at the North Sulawesi Police Mobile Brigade Unit Staff as follows:

1. Workload has a positive and significant relationship with organizational citizenship behavior in North Sulawesi Police Mobile Brigade Unit Staff.
2. Job stress has a positive and significant relationship to organizational citizenship behavior in North Sulawesi Police Mobile Brigade Unit Staff.
3. Workload has a positive and significant relationship to the performance of personnel at the North Sulawesi Police Mobile Brigade Unit Staff.
4. Work stress has a positive and significant relationship to the performance of personnel at the North Sulawesi Police Mobile Brigade Unit Staff.
5. Organizational citizenship behavior has a positive and significant relationship to the performance of personnel at the North Sulawesi Police Mobile Brigade Unit Staff.
6. Organizational citizenship behavior can mediate workload on personnel performance at the North Sulawesi Police Mobile Brigade Unit Staff.

7. Organizational citizenship behavior can mediate work stress on the performance of personnel at the North Sulawesi Police Mobile Brigade Unit Staff.

Suggestion

Based on the results of the discussion and existing problems, the following suggestions can be found:

1. Researchers suggest to the North Sulawesi Mobile Brigade Unit that assignments to personnel can be adjusted to work demands and completion time. The goal is that the work can be completed according to the expected standards.

2. The impact of implementing organizational citizenship behavior (OCB) is increased performance, because OCB involves extra roles or the willingness of personnel to voluntarily carry out tasks that are not included in their main duties. Therefore, for the North Sulawesi Police Mobile Brigade Unit, encouraging OCB practices among its members is a must to improve personnel performance. By introducing OCB behavior in the agency environment, it is hoped that it can create a comfortable working atmosphere and optimize the performance of personnel in the North Sulawesi Police Mobile Brigade Unit Staff.

3. For future researchers, it is hoped that the object of research will be expanded, for example, not only the North Sulawesi Police Mobile Brigade Unit Staff, so that the research results can be more generalized and differences in the influence of workload and work stress on organizational citizenship behavior and personnel performance can be seen.

4. Researchers can then utilize other variables such as organizational commitment to improve personnel performance. Thus, it is hoped that further research can explain the dynamics of social change more accurately.

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