

## The Influence of Work Motivation and Work Environment on the Performance of Service Personnel at the West Sulawesi Regional Police Headquarters (Yanma)

Jans Goldman Wattimena<sup>1)</sup> & Ibnu Khajar<sup>2)</sup>

<sup>1)</sup>Faculty of Economy, Universitas Islam Sultan Agung, Semarang, Indonesia, E-mail [jansgoldmanwattimena.std@unissula.ac.id](mailto:jansgoldmanwattimena.std@unissula.ac.id)

<sup>2)</sup>Faculty of Economy, Universitas Islam Sultan Agung, Semarang, Indonesia, E-mail: [ibnukhajar@unissula.ac.id](mailto:ibnukhajar@unissula.ac.id)

**Abstract.** *This study aims to analyze the influence of work motivation and work environment on the performance of personnel of the West Sulawesi Regional Police Headquarters Service (Yanma). Work motivation and work environment are two important factors that can improve human resource performance, especially in police organizations that have high workloads. The phenomenon in the field shows a negative stigma towards the Yanma work unit, where this section is often used as a place for problematic personnel, which has an impact on personnel motivation and performance. This study uses a descriptive quantitative approach with a total sampling technique on all Yanma personnel of the West Sulawesi Regional Police as many as 56 respondents. Data were collected through questionnaires and analyzed using multiple linear regression. The results of the study indicate that work motivation and work environment have a positive and significant effect on personnel performance, both partially and simultaneously. The coefficient of determination ( $R^2$ ) of 50.6% indicates that variations in personnel performance can be explained by work motivation and work environment, while the rest is influenced by other factors. This finding emphasizes the importance of managerial attention in increasing motivation and improving work environment conditions in order to improve personnel performance in non-operational units such as Yanma.*

**Keywords:** *Environment; Performance; Personnel; Motivation.*

### 1. Introduction

Every company or agency strives to have professional and skilled human resources in facing national and global competition. The existence of human resources with reliable skills can encourage companies or agencies to develop into organizations that are at the forefront of their business fields. In other words, human resources are a very important part in determining the success of a company or agency. In this context, quality human resources are not only a necessity, but a must to maintain competitiveness in the modern era.

Optimal use of human resource potential is a must if the company or agency targets maximum

profit or organizational success. Human resources in a company or agency are called employees, staff, or personnel. Employees can support the achievement of company goals depending on how they develop and use their skills, and the extent to which collaboration between various departments is well established. Proper human resource management is the main foundation in achieving effective and efficient organizational performance.

Human resources are a very vital element in a company or agency. To achieve organizational goals optimally, human resources are needed who have high commitment, are responsible, and are serious in carrying out their duties. They must have a strong determination to complete the work optimally. One important element in human resources is the competence they have. According to Batarliene et al. (2017), employees are the most valuable assets in a company because they have diverse knowledge, experience, and skills that cannot be easily replaced.

Employee performance is the result achieved in carrying out their duties according to the criteria that have been determined for a particular job. Many factors can affect employee performance, including motivation, appreciation from superiors or awards, and work environment conditions. High performance is inseparable from how these factors can be managed well by the organization. Motivation and work environment factors are two main aspects that contribute significantly to the quality of an employee's performance.

Motivation plays a crucial role in improving employee performance. Highly motivated employees will be driven to perform better, show a strong internal drive to achieve goals, and are willing to overcome obstacles that arise in the work. Strong motivation also encourages the development of creative ideas, initiative, and perseverance in work. According to Salju (2023), organizational initiatives in providing recognition, awards, development opportunities, and a supportive work environment can be major factors in increasing employee motivation. Motivation not only improves performance but also strengthens employees' emotional attachment to the organization.

Motivation has a significant influence on employee performance. When someone feels motivated, the internal drive to work better and achieve organizational targets increases. According to Suharsono (2023) and Sutrisno et al., (2023), motivation plays a major role in driving increased work performance. High motivation is also related to higher levels of job satisfaction, which ultimately increases loyalty and reduces turnover rates in the organization. Employees who feel appreciated and motivated will show better performance and be more committed to their work. In addition to motivation, another factor that also affects employee performance is the work environment. According to Santoso et al. (2024), the work environment includes everything that is around workers and can affect their comfort and effectiveness in carrying out their duties. A conducive work environment provides a sense of security, increases enthusiasm, and allows employees to work more optimally. In line with that, Armansyah (2020) and Armansyah et al. (2024) emphasize that the work environment consists of various internal factors in the organization that directly impact the implementation

of employee duties.

Every company or agency must optimize the potential of existing human resources to create effective organizational performance. Human resources are key to achieving organizational goals, including in the police organization. In the police environment, personnel are the backbone in carrying out service, protection, and law enforcement functions. One of the important work units in the police environment is the Headquarters Service (Yanma), including in the West Sulawesi Regional Police (Sulbar). Yanma has a tough task, starting from managing headquarters facilities, readiness of ceremonial facilities and infrastructure, to providing supporting needs for leaders. With a high workload, strong motivation and a supportive work environment are needed so that Yanma personnel can provide optimal service.

However, the phenomenon in the field shows a quite striking gap. The Yanma work unit is often the "last resort" for personnel who have problems in their duties or who have committed violations. Transfers to Yanma are more often associated with aspects of coaching, not awards for achievement. This causes a negative stigma against the Yanma section, in contrast to other sections such as Criminal Investigation or Intel which are more prestigious. This condition has a significant impact on the level of motivation, work spirit, and performance of personnel assigned to Yanma. The absence of adequate managerial attention to the conditions of motivation and the work environment in Yanma exacerbates this situation.

The Research Gap in this study lies in the lack of studies that specifically discuss the influence of work motivation and work environment on personnel performance in non-operational units such as Yanma. Most previous studies have focused more on operational or administrative units in general, not on parts that are often overlooked but have a strategic role in supporting police activities. Therefore, this study is important to fill the gap in the literature and provide an in-depth understanding of the factors that influence personnel performance in a work environment such as Yanma.

Many studies have been conducted on the influence of work motivation and work environment on employee performance, but they show mixed and inconsistent results. Several studies have shown that work motivation does not have a significant effect on performance, as shown by Saputra's (2021) research, which found that even though work motivation is high, it does not always have a direct impact on improving employee performance due to other factors such as inadequate workload or reward systems. On the other hand, the work environment was also found to not always have a significant effect on employee performance. Research by Lestari (2020) stated that the physical and non-physical work environment does not have a significant effect on employee performance, especially if employees are accustomed to the existing work situation.

In addition, a study by Anwar and Yuliana (2022) shows that the combination of motivation and work environment does not always have a positive influence on performance, because

individual factors such as leadership style, personal character, and work stress levels can be more dominant intervening variables.

## 2. Research Methods

### 3.1. Types of Research and Approaches

This study uses a quantitative descriptive research type. As a first step, researchers collect data related to the topic using books that are used as reference sources in obtaining theoretical foundations and ways to analyze data. The next step is the research approach by researching with certain subjects and the conclusions only apply to those subjects.

## 3. Results and Discussion

The West Sulawesi Regional Police Headquarters Service, known as Yanma Polda Sulbar, is a work unit under the structure of the West Sulawesi Regional Police whose main task is to provide public service support for all work units within the Regional Police. Located in the West Sulawesi Regional Police Headquarters Complex in Mamuju, Yanma functions as an assistant element to the leadership in matters of general administrative services, cleanliness, facility maintenance, and protocol. Yanma plays an important role in ensuring the smooth operation of the police through the provision of professional, effective, and efficient headquarters services.

The vision of Yanma Polda Sulbar is: "To realize excellent, modern, and trusted headquarters services to support the implementation of the duties of the West Sulawesi Regional Police." Meanwhile, its mission includes:

- 1) Providing fast, accurate and accountable administrative services and headquarters facilities;
- 2) Providing protocol services and maintenance of facilities and infrastructure that support the professionalism of police performance; and
- 3) Fostering and managing an orderly, clean and comfortable work environment as part of bureaucratic reform within the West Sulawesi Regional Police.

In supporting its duties and functions, Yanma Polda Sulbar has a well-coordinated organizational structure. This structure is led by a Head of Yanma (Kayanma) who is directly responsible to the Chief of Police through Irwasda (Regional Supervision Inspectorate). The Head of Yanma is assisted by the Deputy Head of Yanma in coordinating three main areas, namely: Administrative Services Section (handling correspondence, documentation, and guest services), Maintenance and Cleanliness Section (managing building maintenance, cleanliness, and public facilities), and Protocol and Events Section (organizing protocol for official activities and official ceremonies). Each section is supported by several Subsections and Technical Implementation Units (UPT) which are tasked specifically according to their fields. With this structure, Yanma strives to provide responsive services and support the

creation of a conducive and professional work environment within the scope of the West Sulawesi Regional Police.

As a unit that supports the main tasks of the police, Yanma Polda Sulbar manages various activities such as guest services, meeting room arrangements, internal administration, and maintenance of vehicles and headquarters buildings. With a number of selected and competent personnel, Yanma continues to strive to improve the quality of service based on the principles of transparency, accountability, and responsiveness to the needs of the organization and the community that are directly related to the institution. Service support from Yanma is one of the important foundations in achieving optimal performance in the West Sulawesi Police environment as a whole. The organizational structure can be seen in the following image:

### Organizational Structure Image



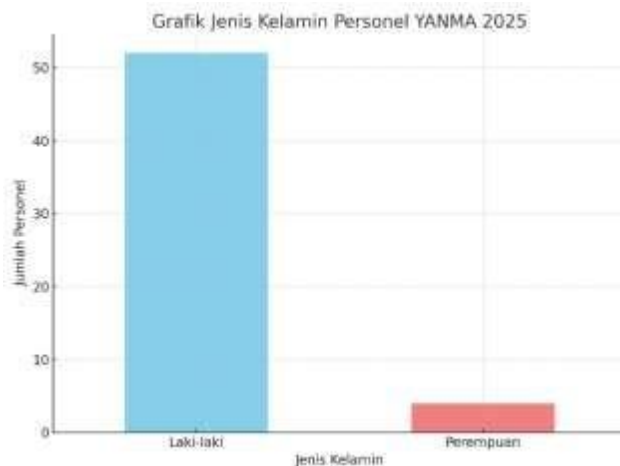
Respondents in this study were seen from several categories:

- ### 1) By Gender

Based on the gender of the research respondents, it can be seen in the following image.



## Respondent Image Based on Gender



Source: Yanma Sulbar

Based on the image above, the gender distribution of Yanma personnel in 2025 is known. It can be seen that the number of male personnel is much greater than female personnel. There are 52 male personnel, while there are only 4 female personnel. This difference shows that the representation of women in Yanma is still very small compared to men.

## 2) Based on Education Level

Based on education level, research respondents can be seen in the following image.

## Respondents' Image Based on Education Level



Source: Yanma Sulbar

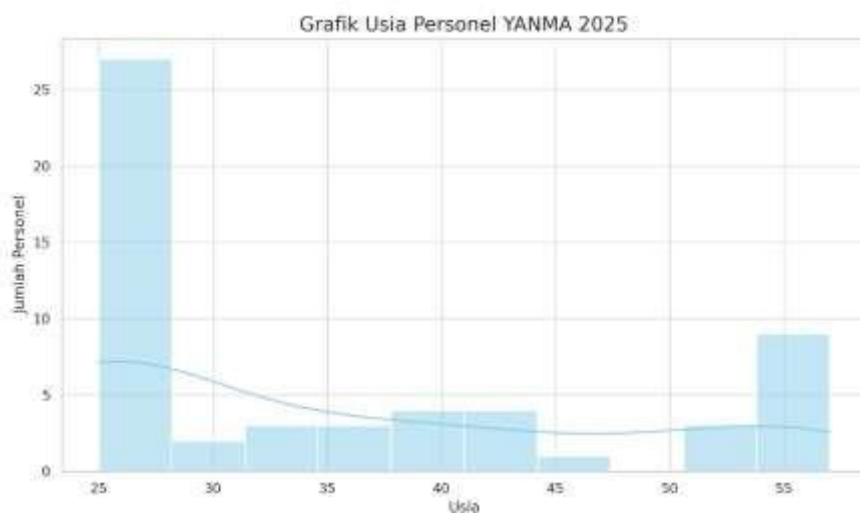
Based on the image above shows the education level of Yanma personnel in 2025. From the graph it can be seen that most of the personnel have a high school education, with a total of around 44 people. Meanwhile, personnel with a bachelor's degree are fewer, around 11

people, and those with a master's degree are only 1 person. This graph shows that the dominance of education levels in Yanma is still at the middle level, with only a few personnel having higher education (bachelor's and master's).

### 3) By Age

Based on age, research respondents can be seen in the following image.

Respondents Image Based on Age

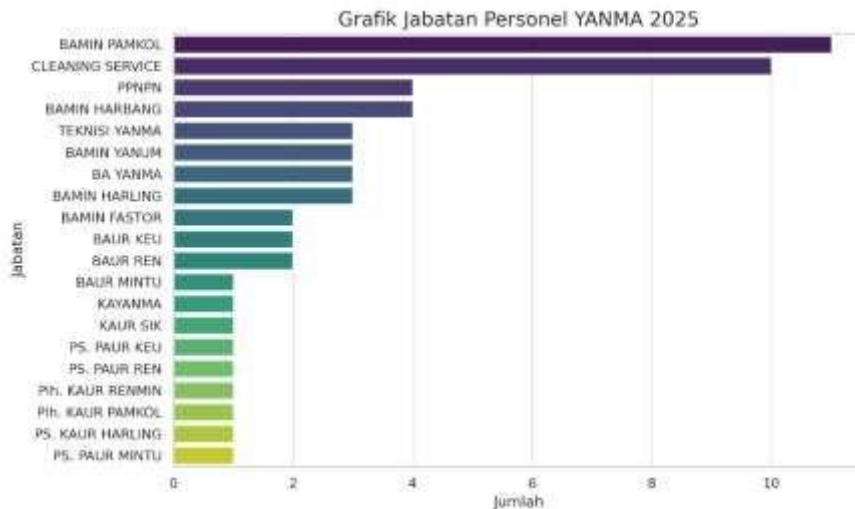


Source: Yanma Sulbar

Based on the figure above, it shows the age distribution of Yanma personnel in 2025. It can be seen that the largest age group is in the age range of around 25 years, with the number of personnel reaching around 27 people. After that, the number of personnel in other age groups tends to decrease, with a slight increase in the age group of around 55 years. In general, the graph shows that the majority of Yanma personnel are young, while the number of personnel at an older age is relatively small, although there is a slight increase in the age approaching retirement.

### 4) By Position

Based on position, research respondents can be seen in the following image

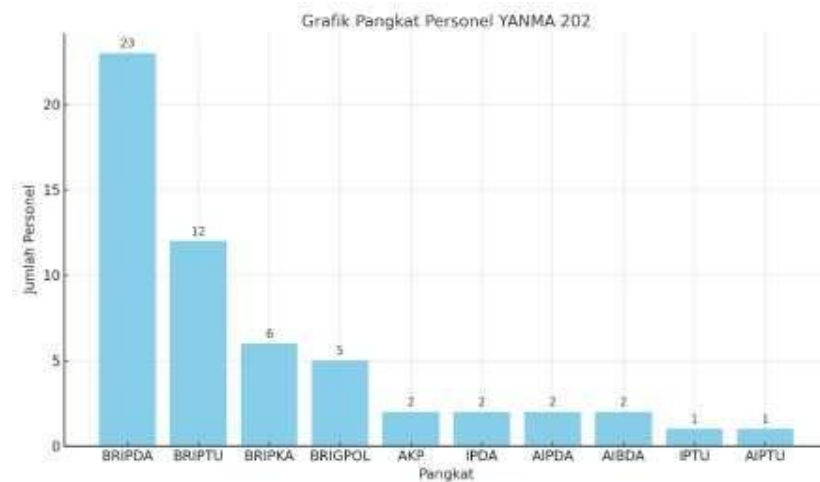
**Picture of Respondents Based on Position**

Source: Yanma Sulbar

Based on the image above, it shows the distribution of Yanma personnel positions in 2025. The position with the largest number of personnel is BAMIN PAMKOL with 11 people, followed by the Cleaning Service position with 10 people. Other positions such as PPNPN and BAMIN HARBANG are each filled by 4 personnel. Meanwhile, other positions such as BAUR MINTU, KAYANMA, KAUR SIK, to PS. PAUR MINTU are filled by only 1 to 2 personnel. This graph shows that the largest workload is concentrated in the security and cleanliness fields, while other administrative and technical positions have fewer personnel.

**5) Based on Rank**

Based on rank, research respondents can be seen in the following image

**Respondent Image Based on Rank**

Source: Yanma Sulbar



Based on the image, it shows the distribution of Yanma personnel ranks in 2025. The largest rank is BRIPDA with 23 personnel, followed by BRIPTU with 12 personnel. Other ranks such as BRIPKA (6 personnel) and BRIGPOL (5 personnel) have a smaller number. For officer ranks such as AKP, IPDA, and AIPDA, each only has 2 personnel. While IPTU and AIPTU only have 1 personnel. In general, the personnel structure is dominated by the rank of young non-commissioned officers, indicating that the majority of personnel are at the early stages of their careers.

The discussion that will be conducted is as follows:

1) The Influence of Work Motivation on the Performance of Headquarters Service Personnel (Yanma)

The results of multiple linear regression analysis show that the Work Motivation variable has a positive and significant effect on the Performance of headquarters service personnel (Yanma), as indicated by the significance value of 0.025 which is smaller than the significance limit of 0.05. In addition, the t-count value of 2.306 is greater than the t-table value of 2.004, so the hypothesis stating that work motivation has an effect on the performance of headquarters service personnel (Yanma) is accepted. The regression coefficient of 0.375 indicates that every 1 unit increase in work motivation will be followed by an increase of 0.375 units in the performance of headquarters service personnel (Yanma), assuming other variables remain constant.

Conceptually, these results support the two-factor theory proposed by Frederick Herzberg, which divides the factors that influence performance into two, namely motivator factors and hygiene factors. Motivator factors such as achievement, recognition, responsibility, and opportunities for development greatly determine the level of job satisfaction and individual performance. In this context, headquarters service personnel (Yanma) who feel appreciated and given opportunities for development will show higher commitment and work more productively (Herzberg, 1959; Robbins & Judge, 2017).

This finding is in line with Sutrisno's (2016) research which found that work motivation has a significant effect on increasing employee productivity in the government sector. Sutrisno explained that the existence of intrinsic motivation such as the desire to achieve and receive awards is the main driver for employees to achieve work targets. This research is also consistent with the results of a study by Handoko (2014), which emphasized that motivation greatly determines how employees view their work and how they complete the tasks given.

Another study that supports these results is a study conducted by Widodo (2015), which examined the influence of motivation on employee performance in manufacturing companies. The results of his study showed that motivation plays a major role in forming a positive attitude towards work and improving work quality. Widodo said that companies that

provide fair incentives and rewards tend to have employees with higher performance.

Furthermore, Rivai and Sagala (2013) also stated that high motivation contributes to increased work effectiveness because employees will feel that their work has meaning and relevance to personal and organizational goals. When employees realize that their contributions are recognized and appreciated, they will strive to give their best performance. This confirms that motivation is not just a drive to work, but also a psychological foundation that influences how well someone carries out their duties.

Thus, it can be concluded that work motivation is one of the important factors in improving the performance of headquarters service personnel (Yanma). This study not only strengthens the classical motivation theory, but also confirms the results of previous studies which show that organizations that are able to create an effective motivation system will have headquarters service personnel (Yanma) with higher performance. Therefore, human resource management must actively create a work climate that can motivate employees, both through material and non-material rewards.

## 2) The Influence of the Work Environment on the Performance of Headquarters Service Personnel (Yanma)

The results of the t-test in this study indicate that the work environment variable has a positive and significant effect on the performance of headquarters service personnel (Yanma). The significance value of 0.002 ( $<0.05$ ) and the t-count value of 3.206 ( $> t$ -table 2.004) are evidence that the hypothesis stating that there is an effect of the work environment on the performance of headquarters service personnel (Yanma) is accepted. The regression coefficient of 0.279 indicates that every one unit increase in the quality of the work environment will be followed by an increase of 0.279 units in the performance of headquarters service personnel (Yanma), assuming other variables remain constant.

This finding is in line with Maslow's Hierarchy of Needs Theory, where the need for safety and comfort is at the basic level in the hierarchy of human needs. A safe and comfortable work environment is an important prerequisite before individuals are able to achieve self-actualization. In the context of work, a work environment that is physically, socially, and psychologically supportive allows employees to feel more appreciated and optimally engaged in work activities (Maslow in Robbins & Judge, 2017).

The results of this study are supported by Sedarmayanti (2011) who stated that an ideal work environment including lighting, temperature, air circulation, cleanliness, and social interaction play a major role in increasing employee work productivity. An uncomfortable work environment will cause work stress, fatigue, and decreased motivation, which ultimately have a negative impact on employee performance.

Another study that supports this finding is a study by Syafarudin (2014) which found that the physical work environment has a significant influence on employee performance in the

banking environment. Syafarudin emphasized the importance of office layout, temperature control, and workplace cleanliness in supporting work comfort and effectiveness. Meanwhile, Indrawati and Yuliana (2018) also found that the non-physical work environment, such as relationships between coworkers and organizational atmosphere, also influenced employee performance improvements.

Furthermore, Nitisemito (2015) revealed that a pleasant working atmosphere and harmonious relationships between employees can increase work enthusiasm and a sense of belonging to the organization. This study shows that the dimensions of the work environment are not only related to technical aspects, but also to emotional and social aspects that have a direct impact on employee satisfaction and performance.

Thus, it can be concluded that the work environment has a very important role in supporting the success of employees in carrying out their duties. A good work environment not only creates comfort, but also increases employee loyalty, engagement, and productivity as a whole. Therefore, organizations need to pay attention to aspects of the work environment holistically in order to create healthy working conditions and support the achievement of optimal performance.

### 3) The Influence of Work Environment on Motivation

Based on the results of the t-test, presented in the table above, it is obtained information that the value of  $8.053 > t \text{ table } (2.004)$  then the work environment variable has a positive effect on the work motivation variable. This means that the better the quality of the work environment felt by the headquarters service personnel (Yanma), the higher the work motivation they have. A safe, comfortable, clean work environment, and having good social relations will create a work atmosphere that supports the increase in enthusiasm and involvement of headquarters service personnel (Yanma) in carrying out their duties.

Theoretically, this finding is in line with Maslow's Hierarchy of Needs (Robbins & Judge, 2017), which places the need for safety and comfort as a basic need that must be met before individuals can achieve higher levels of motivation, such as self-actualization. A work environment that meets these basic needs will provide a sense of safety and comfort, which then becomes an important foundation for the emergence of internal motivation. Employees who feel their environment is supportive will tend to be more enthusiastic, productive, and take the initiative in completing work.

Several previous studies also support this finding. Sedarmayanti (2011) emphasized that physical environmental factors such as lighting, air circulation, room temperature, and cleanliness greatly influence employee work motivation. A physically comfortable environment increases psychological comfort, which automatically strengthens employees' intrinsic drive to perform better. In addition, Syafarudin's (2014) research in the banking sector shows that a good work environment, including neat office layout and harmonious social interactions, can significantly increase employee work motivation.

A study by Indrawati and Yuliana (2018) added that not only the physical work environment, but also the social environment in the organization such as employee relations, organizational justice, and superior support also have a major influence on work motivation. They found that employees who work in an environment full of appreciation and cooperation tend to show higher work motivation compared to employees who work in an unhealthy competitive environment. A positive social environment creates a work climate that is able to meet employees' psychological needs for appreciation and recognition.

In addition, Wibowo (2016) in his book on Performance Management states that a conducive work environment factor is one of the important keys in increasing employee work motivation in both the public and private sectors. Wibowo stated that attention to factors such as workspace design, office atmosphere, work relationships, and internal policies greatly determine the extent to which individuals feel motivated to work enthusiastically. Research by Gunawan (2017) in manufacturing companies also shows that 60% of the increase in employee work motivation is the result of systematic improvements to the work environment.

Thus, it can be concluded that the work environment is an important external factor that greatly influences the work motivation of headquarters service personnel (Yanma). A good work environment will increase the sense of security, comfort, and satisfaction of headquarters service personnel (Yanma), thus encouraging them to work more enthusiastically, productively, and oriented towards achieving organizational goals. Therefore, organizational management needs to pay serious attention to efforts to create and maintain a healthy work environment, both in terms of physical, social, and psychological aspects, in order to support the continuous improvement of motivation and performance of headquarters service personnel (Yanma).

#### 4. Conclusion

The conclusions that can be drawn from this study are as follows, Work motivation has a positive and significant effect on the performance of headquarters service personnel (Yanma). Every increase in motivation will significantly improve performance, The work environment also has a positive and significant effect on the performance of headquarters service personnel (Yanma). A comfortable, safe, and supportive work environment will increase the productivity and involvement of headquarters service personnel (Yanma), The work environment has been proven to have a positive effect on the motivation of headquarters service personnel (Yanma). A safe, comfortable, and supportive work environment makes headquarters service personnel (Yanma) feel more appreciated and motivated to work better. A conducive work environment not only meets the basic needs of headquarters service personnel (Yanma), but also encourages enthusiasm, involvement, and commitment in carrying out tasks.

## 5. References

### Journals:

- Adam, A., Machasin, & Efni, Y. (2021). Pengaruh Motivasi Dan Kepemimpinan Terhadap Kepuasan Kerja Dan Kinerja Karyawan Pada Pt. Primalayan Citra Mandiri (Datascip Service Center) Di Indonesia. *Jurnal Ekonomi Kiat*, 31(1), 48–57.
- Ahmad, A. J., & Mustari, N. (2022). Pengaruh Lingkungan Kerja Terhadap Kinerja Pegawai Di Dinas Pendidikan Dan Kebudayaan Kabupaten Bulukumba. *Pujia Jurnal Unismuh*, 3(1), 287–298. <https://Journal.Unismuh.Ac.Id/Index.Php/Kimap/Index>
- Anwar, H., & Yuliana, R. (2022). Pengaruh motivasi dan lingkungan kerja terhadap kinerja karyawan: Studi kasus pada instansi pemerintah daerah. *Jurnal Administrasi dan Organisasi*, 9(2), 112–120.
- Armansyah, A. (2024). Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan Pada Pt Hpa Tanjungpinang. *Jurnal Ilmiah Manajemen Dan Bisnis (Jimbis)*, 3(1), 81–93. <https://doi.org/10.24034/jimbis.V3i1.6580>
- Azizah, S. N., & Betari, G. S. (2023). Pengaruh Penghargaan Dan Motivasi Terhadap Kinerja Karyawan (Studi Pada Penjualan Produk Cv. Primarasa Sejahtera). *Al Qalam: Jurnal Ilmiah Keagamaan Dan Kemasyarakatan*, 17(2), 1454–1464. <https://doi.org/10.35931/Aq.V17i2.1974>
- Hasrullah, Kamidin, M., Fitriani, & Asad, A. (2022). Pengaruh Motivasi Dan Gaya Kepemimpinan Terhadap Kinerja Karyawan. *Center Of Economic Students Journal*, 5(3), 291–302. <https://doi.org/10.56750/Csej.V5i3.546>
- Hukubun, D. M., Ventje, W. A. A., & Program, T. (2020). Pengaruh Penghargaan (Reward) Terhadap Kinerja Karyawan Best Western Lagoon Manado. *Productivity*, 1(1), 84–89
- Indrawati, R., & Yuliana, S. (2018). Pengaruh lingkungan kerja fisik dan nonfisik terhadap kinerja karyawan. *Jurnal Manajemen dan Organisasi*, 9(2), 85–95.
- Lestari, D. (2020). Analisis pengaruh lingkungan kerja terhadap kinerja pegawai pada kantor pelayanan publik. *Jurnal Ilmiah Manajemen dan Bisnis*, 7(1), 45–55.
- Lusiana, S., Sufri, M., Modding, B., & Basalamah, M. S. A. (2023). Pengaruh Penghargaan Dan Sanksi Terhadap Kinerja Karyawan. *Center Of Economic Students Journal*, 6(2), 185–198. <https://doi.org/10.56750/Csej.V6i2.582>
- Syafarudin. (2014). Pengaruh lingkungan kerja terhadap kinerja pegawai di sektor perbankan. *Jurnal Ekonomi dan Bisnis*, 6(1), 23–30.

### Books:

Gunawan. (2017). *Manajemen sumber daya manusia di industri manufaktur*. PT RajaGrafindo Persada.

Handoko, T. H. (2014). *Manajemen personalia dan sumber daya manusia*. BPFE.

Herzberg, F. (1959). *The motivation to work*. John Wiley and Sons.

Nitisemito, A. S. (2015). *Manajemen personalia*. Ghalia Indonesia.

S. F., & Handayani, M. (2022). Pengaruh Motivasi Dan Penghargaan Terhadap Kinerja

Wibowo. (2016). *Manajemen kinerja*. Rajawali Pers.