

The Effect of Work Environment and Work Discipline on The Performance of “Integrated Police Service Center” (SPKT) Unit Members, Sungai Penuh Police Sector with Work Motivation as Intervening Variable

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ABSTRACT : *The purpose of this study was to determine the effect of the work environment and work discipline on the performance of members of the SPKT (Integrated Police Service Center) Sungai Penuh Police Sector with work motivation as an intervening variable. This research is motivated by the condition of the work environment that is quite extensive and complex, unstable working hours, so that demands high attention, the level of discipline is still uneven, filling absenteeism that is rarely done, lack of work motivation, facilities and infrastructure of the hood is still lacking, the performance of the agency and Members of the Sungai Penuh Police Sector SPKT are still low and unstable from year to year. The research method with a quantitative approach with the path analysis method. Data collection techniques with questionnaires, observation and interviews. Respondents in this study were 42 members of the SPKT (Integrated Police Service Center) Sungai Penuh Police Sector. The sampling method uses a total sampling method where the entire population in the study is sampled. Hypothesis testing is calculated by the SPSS program version 24.0. The results of this study found that the work environment has a significant effect on motivation, work discipline has no significant effect on motivation, meaning that the higher the influence of work discipline then does not affect motivation, the work environment has a significant effect on performance, work discipline has a significant effect on performance, motivation has a significant effect on performance, indirectly the work environment through motivation has a significant influence on performance, and indirectly work discipline through motivation has an insignificant effect on the performance of members of the Sungai Penuh Police Sector.*

Keywords: *work environment, work discipline, work motivation, performance of members of the police*

I.INTRODUCTION

Sungai Penuh Police Sector located in the Kerinci district police area and part of the Jambi Regional Police(Polda Jambi) legal area is a police service provider with work areas covering the entire River City area. And the Integrated Police Service Center Unit (SPKT) is an element of implementing the main tasks of the Polres which consists of 3 (three) Units and is arranged based on the time division (ploeg) under the Police Chief. SPKT has the duty to provide police services to the public, in the form of first receipt and handling of reports / complaints, police assistance / assistance services, together with related functions to visit TKP to carry out security and crime scene activities in accordance with applicable laws are regulations. Each SPKT Unit is led by the Head of SKPT who is responsible to the Head of the Police Resort and in carrying out his daily duties under the control of the Deputy Police Chief. SPKT has the duty to provide police services to the public, in the form of first receipt and handling of reports / complaints, police assistance / assistance services, together with related functions to visit TKP to carry out security and crime scene activities in accordance with applicable laws and regulations.

The Police Service Center or SPK is the gate of POLRI services to the community. when the community needs police assistance this is the place. SPK is a unit in the Police that stands as a gateway between the Indonesian National Police and the community and has the main duties and responsibilities of providing services to the community. When the community reports on everything that happens to them and needs police assistance, this is the place. Starting from the report of loss of goods to events that are described as cases of high attention. SPK is the network center of the Police function system, when the SPK has received a report from the public, the SPK will determine where the report will be forwarded to the next process can go to the

Criminal Investigation Unit if it involves a crime, or to the Traffic unit if it is an incident on public roads and so on. Therefore SPK officers are demanded to always be prime because no one knows when the community will report on the problems that have befallen them, and the SPK must also be responsive to reports given by the community. At the Polsek level, the SPK led by the Head of the SPK is directly under the Kapolsek, so everything that happens under the knowledge of the SPK will be directly channeled to the Head of the Regional Unity as a basis for taking further action or policy.

Successful and effective organizations are organizations with individuals who have good performance (Sudarmanto, 2011: 6). Performance basically focuses on problems in the planning, implementation, and also the results obtained after carrying out the work. At government agencies performance is usually referred to as an answer to the success or failure of the initial objectives of the work program and policies that have been set. The thing about performance is very important, because performance is one of the most important benchmarks of organizational quality.

Performance or *performance* is an overview of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of an organization that is poured through a strategic planning organization. According to Hasibuan (2013: 94) explains that performance is the result of work achieved by someone in carrying out the tasks assigned to them based on skill, experience, sincerity and time. The performance of employees in carrying out work is also influenced by work discipline because discipline plays a very important role in carrying out the daily tasks of employees.

There are problems that occur in the performance of members of the SPKT River Full Police Sector Unit, both from the system and its implementation. So that the targets and realization of the achievement of the work program from year to year has decreased. The level of achievement requires a process of performance, at this stage of the process subordinates are more dominant in doing it, while the output is the level of achievement of results, both the poor achievement of output or the performance of the most influential agencies are members of the organization / agency / company, however, leaders sometimes do not care With the potential conditions of existing employees, especially issues of work environment, discipline, motivation and performance produced by employees, this will certainly affect the low performance of organizational performance. In general the performance of members of the Sungai Penuh Police Sector SPKT Unit was not as expected.

II. LITERATURE REVIEW

1. Performance

Employee performance is basically the result or level of overall success of a person during a certain period in carrying out tasks, performance depends on a combination of abilities, efforts and opportunities that they get. Performance or *performance* is an overview of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of an organization that is poured through a strategic planning organization. The same thing was also conveyed by Wibowo (2016: 9) performance is a management style in managing performance-oriented resources that carry out open and continuous communication processes by creating a shared vision and strategic and integrated approach as a driving force to achieve organizational goals.

2. Work Environment

Nitisemito, (2011: 184) states that the work environment is anything that exists around the work that can affect him in carrying out the tasks assigned. Discomfort when working is a very bad condition for workers in their activities, because workers will carry out activities that are less than optimal and will lead to a lackluster and boring work environment. Conversely, if work comfort is created when employees perform their activities, workers will carry out their activities optimally, due to the excellent and supportive work environment conditions and will provide individual job satisfaction for employees.

3. Work Discipline

Siswanto (2013: 291) states that work discipline is an attitude of respect, respect, obedience and obedience to applicable regulations both written and unwritten and able to carry it out and not avoid receiving sanctions if he violates the duties and the authority given to him. Work discipline can be seen when employees come to the office regularly and on time, if employees dress neatly in the workplace and employees produce satisfying quantity and quality of work by following the work methods specified by the agency.

4. Work Motivation

Motivation is a driving force or a person driving certain behaviors that can arise from within or outside the individual. Motivation from the Latin word *moverem* means encouragement, desire, cause, or reason for someone to do something. Robbins and Judge (2012: 222), argue that motivation as a process that explains the intensity, direction, and perseverance of an individual to achieve his goals. While motivation is generally related to efforts to achieve a goal, the discussion is narrowed and focused on the goals of organizational achievement

to reflect our interest in work-related behavior. Motivation is important because motivation is the cause, channel, and support of human behavior so that they want to work actively and enthusiastically in achieving optimal results.

5. Research Conceptual Framework

Conceptual framework is a model that explains the relationship of theory with important factors that are known in a particular problem. The conceptual framework will connect theoretically between research variables namely the independent variable with the dependent variable (Erlina, 2011). Based on the theoretical foundation and the formulation of the research problem, the conceptual framework in this study, can be seen in the following figure:

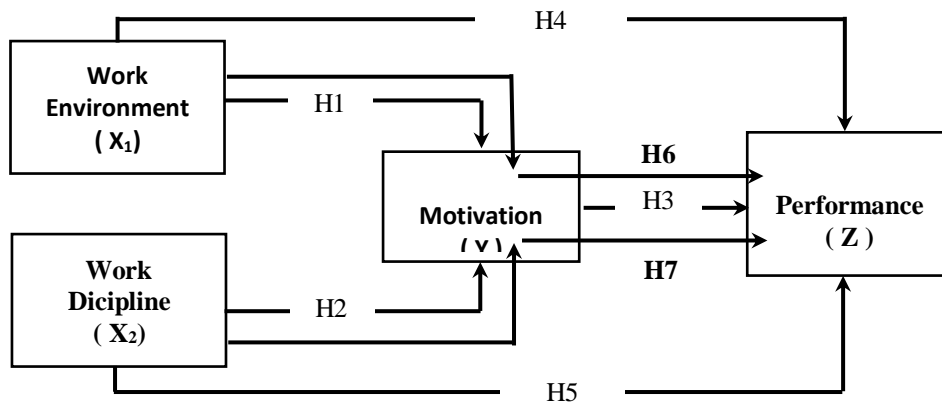


Figure 1. Research Conceptual Framework

Hypothesis

- H1** : The work environment has a significant effect on the work motivation of members of the SPKT River Full Police Unit.
- H2** : Work discipline has a significant effect on work motivation of members of the Sungai Penuh Police Sector SPKT unit.
- H3** : Motivation has a significant effect on the performance of members of the SPKT River Full Police Unit.
- H4** : Work environment has a significant effect on the performance of members of the SPKT River Full Police Unit.
- H5** : Work discipline has a significant effect on the performance of members of the Sungai Penuh Police Sector SPKT unit.
- H6** : Work environment has a significant effect on the performance of members of the SPKT River Full Police Sector unit with Work Motivation as an intervening variable.
- H7** : Work discipline has a significant effect on the performance of members of the Sungai Penuh Police Sector SPKT unit with Work Motivation as an intervening variable.

III. RESEARCH METHODS

This research uses a quantitative approach (quantitative approach). The analysis technique used is Path Analysis (*pathanalysis*). In the context of this study, the variables are the work environment, work discipline, motivation and performance. Data is processed using IBM SPSS Version 24.0.

Data collection techniques in this study is to use a questionnaire. The measurement in this study uses an interval scale with a Likert scale technique that contains 5 (five) answer preferences and is made in the form of a check (✓) or cross (X) with the following details: Score 1 (STS = Strongly Disagree), Score 2 (TS = Disagree), Score 3 (KS = Disagree), Score 4 (S = Agree), and Score 5 (SS = Strongly Agree) The population in this study were all members of the Sungai Penuh Police Sector SPKT Unit. is as many as 42 respondents who will fill out the questionnaire to obtain data in research.

Validity Test is used to measure the validity or invalidity of a questionnaire. To find out the validity of the questionnaire is done by correlation technique *Pearson Product Moment* by means of correlating the scores of each variable with the total score. A variable / statement is said to be valid if the statement's score correlates significantly with the total score at which the test is used. The IBM SPSS version 24.0 program help.

To find out the validity of the questionnaire is done by comparing the r_{table} with r_{count} . The value of r_{table} is seen in table r with $df = n - 2$ (n = number of respondents / samples) with a significance level of 5% (0.05). In this study, the value of r_{table} with a sample of 42 (forty two) respondents, as follows:

$df = 42 - 2 = 40$; where the value of r_{table} at a significance of 5% = 0.3044.

If the result of r_{count} is greater than 0.3044, then the statement is valid, conversely if r_{count} is smaller than 0.3044, then the statement is invalid. Following are the results of validity testing using a program from IBM SPSS Version 24.0 of all statement items of each variable.

Reliability Test is a test tool to determine the reliability of the variable or the extent to which the measurement results have consistency when measuring several times the same symptoms. High and low reliability is indicated by a coefficient *Cronbach Alpha* (α) ≥ 0.60 . If *Cronbach Alpha* (α) is greater or equal to 0.60, the research variable is declared reliable, and vice versa if *Cronbach Alpha* is smaller than 0.60, the research variable is declared unreliable (Sekaran and Bougie, 2010).

This research uses path analyst for data processing and hypothesis testing using SPSS ver. 24.0.

IV.RESULTS AND DISCUSSION

Path Analysis

Path Path Analysis Model I

Table 1. Results of R Square Y (Motivation)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,213 ^a	0,046	0,003	4,258

a. Predictors: (Constant), Work Discipline, Work Environment

b. Dependent Variable: Motivation

Source: Primary Data, Processed with IBM SPSS 24.0, 2019.

Table 2. Regression Effect of X₁ and X₂ to Y

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	38,334	11,964		3,204	0,003
	Work Environment	0,232	0,194	0,187	1,198	0,038
	Work Discipline	0,133	0,199	0,105	0,670	0,507

a. Dependent Variable: Motivation

Source: Primary Data, Processed with IBM SPSS 24.0, 2019.

Based on the above table shows that the significance of the Work Environment variables (x_1) = 0.038 < 0.05, This means that the work environment a significant effect on motivation. While the Work Discipline variable (X_2) = 0.507 > 0.05 which means *Work Discipline does not have a significant effect on motivation*.

While the value of R^2 (R Square) contained in the Model Summary table is 0.046 which gives the sense that the *contribution of variable X₁ and X₂ to Y is at 4.6% and the balance of 95.4% is the contribution of other variables not included in the study*. And of the value of R^2 (R Square), e1 is obtained by means of $e1 = \sqrt{1-0.046} = 0.977$. Based on the above results, the obtained structure equation is:

$$Y = 0,187.X1,105.X2 + 0.977$$

From the above data processing can be obtained Diagram Line Model I, as follows:

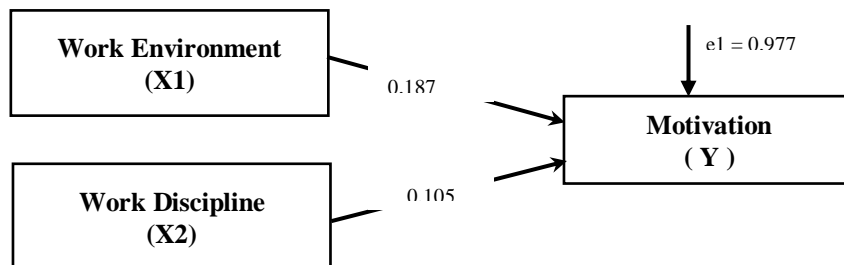


Figure 2. Model I - Path Analysis

Path Analysis Model II

Track model two, this aims to find out whether or not the influence of independent variables (Work Environment and Work Discipline) and variables *intervening* (motivation) on the dependent variable (performance).

Table 3. Results R Square Z (Performance)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,572 ^a	0,328	0,275	4,48817

a. Predictors: (Constant), Motivation, Work Discipline, Work Environment
 b. Dependent Variable: Performance

Source: Primary Data, Processed with IBM SPSS 24.0, 2019.

Table 4. Regresi Pengaruh X₁, X₂, Y terhadap Z

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-17,163	14,172		-1,211	0,233
	Lingkungan Kerja	0,253	0,208	0,165	1,214	0,232
	Disiplin Kerja	0,565	0,211	0,358	2,679	0,011
	Motivasi	0,519	0,169	0,419	3,076	0,004

a. Dependent Variable: Performance

Source: Primary Data, Processed with IBM SPSS 24.0, 2019.

Environment has a significant effect on performance. And for the motivation variable (Y) = 0.004 < 0.05 which means that motivation has a significant effect on performance. And for the value of R² (R Square) contained in table 4.16 Model Summary is 0.328 which means that the contribution of variables X₁, X₂ and Y to Z is. And of the value of R² (R Square), obtained in a manner $e_2 = \sqrt{1 - 0.328} = 0.810$.

Based on the above results, the obtained structure equation is:

$$A. Z = 0,165.X_1 + 0,358.X_2 + 0,419.Y + 0,810$$

From the above data processing can be obtained Model Line Diagram II, as follows:

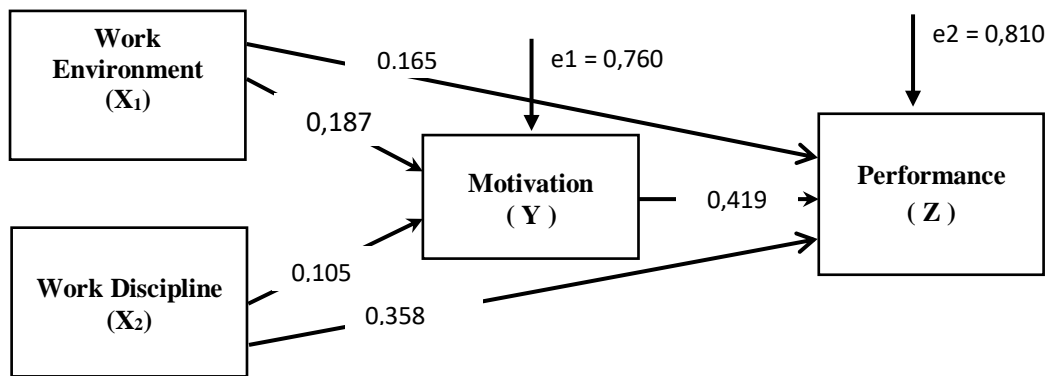


Figure 3. Model II - Path Analysis

Direct and Indirect Influence Test

In addition to using the independent variable (X) of more than one variable, this study also uses intervening variables. Intervening variables are intermediate variables, mediating the relationship between independent variables and the dependent variable. To test the effect of intervening variable analysis method path (path analysis). Path analysis is an extension of the regression analysis to estimate been predetermined based on theory (Ghozali, 2011).

Simultaneous Hypothesis Testing (F Test)

The feasibility test of this model is tested by the Test method F, the results of the test F determine the feasibility of a research model. Following are the results of the Test F from research data processing using IBM SPSS for Windows 24.0.

Table 5. Test Results FANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	372,945	3	124,315	6,171	,002 ^b
	Residual	765,460	38	20,144		
	Total	1138,405	41			

a. Dependent Variable: Performance

b. Predictors: (Constant), Motivation, Work Discipline, Work Environment

Source: Primary Data, Processed with IBM SPSS 24.0, 2019.

Can be seen from table 5 above that the $F_{value_{calculated}}$ of 6.171 is obtained. Then the results will be compared with the $F_{value_{table}}$.

Partial Hypothesis Testing (test t)

Analysis with the t test (partial hypothesis test) is intended to find out how far the influence of one independent variable (work environment, work discipline, and motivation) individually in **explaining** the dependent variable (performance). *This research can be seen in tables 2 and 4 in the previous calculations.*

V. RESULTS AND DISCUSSION

From the results of the analysis test conducted, it can be seen from 10 (ten) statements on each variable, representing statements from a sample of 42 (forty two) respondents for each variable (performance, work environment, work discipline and motivation), all statements are **valid**. This can be proven, by r_{count} greater than r_{table} ($5\% = 0.3044$).

Reliability Test Results variable statements on the questionnaire, it can be seen that all statements of the variable performance, work environment, work discipline and motivation have **reliability** variable. This can be shown by the value of *Cronbach's Alpha* (α) > 0.60, so it can be concluded that all variable statements are **reliable**.

Statistical test results prove that the hypothesis that has been proposed, shows several hypotheses proven to have an influence and significant variables have a small value of t -table that is <0.05, while others do not have an effect because the variable has a value of t -table ie > 0.05. (greater than 0.05).

The discussion is as follows:

1. The first hypothesis of the study is the analysis of the variables above that obtained the value of the Work Environment variable (X_1) = 0.038 < 0.05. This means that the work environment has a significant effect on the motivation of members of the Sungai Penuh Police Sector SPKT (Integrated Police Service Center).
2. The second hypothesis of the study is the analysis of the variables above that obtained the value of the Work Discipline variable (X_2) = 0.507 > 0.05. This means that the Work Discipline has no significant effect on the motivation of members of the Sungai Penuh Police Sector SPKT (Integrated Police Service Center).
3. The third hypothesis of the study is the analysis of the variables above that obtained values for the motivational variable (Y) = 0.004 < 0.05. This means that motivation has a significant effect on the performance of the members of the SPKT River Integrated Police Service Unit (SPKT Unit).
4. The fourth hypothesis of research is analysis of the above variables that variable values obtained at Work (X_1) = 0.232 > 0.05. This means that the Work Environment has no significant effect on the performance of members of the Sungai Penuh Police Sector SPKT (Integrated Police Service Center).
5. The fifth hypothesis of the study is the analysis of the variables above that obtained the value of the Work Discipline variable (X_2) = 0.011 < 0.05. This means that the Work Discipline has a significant effect on the performance of members of the Sungai Penuh Police Sector SPKT (Integrated Police Service Center).
6. The sixth research hypothesis is the analysis of the above variables obtained direct effect given by the Working Environment variable (X_1) on the performance of (Z) of 0.165. While the indirect effect given by X_1 through Y to Z is the multiplication between the value of beta X_1 against Y with the value of beta Y to Z, which is = $0.187 \times 0.419 = 0.078$. Then the total effect given by the Work Environment (X_1) on performance (Z) is = $0.165 + 0.078 = 0.243$. Based on the results of this calculation it is known that the value of the direct effect of 0.165 and the value of the indirect effect of 0.243, which means that the value of the indirect effect is greater than the value of the direct influence. Hacyl shows that indirectly Work (X_1) through motivation (Y) have a significant influence on the performance of (Z) Unit Members IFMS (Integrated Police Service Center) Police Sungai Penuh.
7. The seventh hypothesis of the study is From the analysis of the variables above obtained direct influence given by the Work Discipline variable (X_2) on performance (Z) of 0.358. While the indirect effect given by X_2 through Y to Z is the multiplication between the value of beta X_2 against Y with the value of beta Y against Z that is = $0.105 \times 0.419 = 0.044$. Then the total effect given Work Discipline (X_2) on performance

(Z) is $0.105 + 0.044 = 0.149$. Based on the results of this calculation, it is known that the value of the direct effect is 0.358 and the value of the indirect effect is 0.044, which means that the value of the indirect effect is smaller than the value of the direct effect. These results indicate that the Work Discipline indirectly (X_2) through motivation (Y) has an insignificant influence on the performance (Z) of the SPKT (Integrated Police Service Center) Unit of Sungai Penuh Police Sector.

From the results *test of direct and indirect effects* between the Work Environment and Work Discipline on performance and whether the relationship of Work Environment and Work Discipline on performance is mediated by motivation, it can be seen with the picture as below:

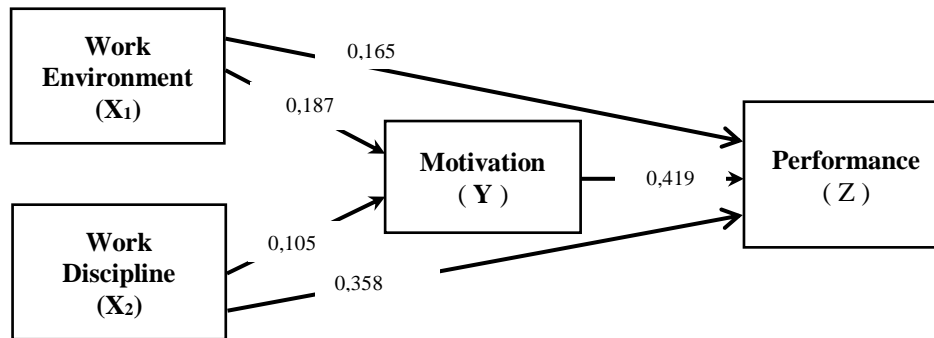


Figure 4. Path Analysis Model

Figure 4. Path Analysis Model Where can be explained that:

1. Based on the picture, the path model proposed relationship based on the theory that the Work Environment has a direct relationship with performance.
2. Based on the picture, the path model proposed relationship based on the theory that Work Discipline has a direct relationship with performance.

However, the Work Environment and Work Discipline also have an indirect relationship to performance, that is from the Work Environment, as well as from the Work Discipline to motivation and then to performance.

In testing the hypothesis simultaneously using the Test F , the result $F_{calculated}$ is 6.171, while the F_{table} is $df(k; nk)$. Value k = number of independent variables = 3, and n = respondent = 42. Then $df(k; nk) = df(3; 42-3) = df(3; 39) = 2.85$. So it can be concluded that $F_{arithmetic} = 6.171 > F_{table} = 2.85$.

($F_{arithmetic} > F_{table}$).

Based on the results of the analysis using the test t / hypothesis test partially (in Table 2), it can be proved as follows:

1. The Effect of the Work Environment on Motivation. Partial influence between the Work Environment on motivation of 1,198 with a sign. $0.038 < \alpha = 0.05$. Sign value. smaller than $\alpha = 0.05$, indicates the acceptance of a hypothesis stating that the Work Environment has a positive and significant effect on motivation, meaning that the higher the influence of the Work Environment will affect work motivation.
2. Effect of Work Discipline on Motivation. Partial influence between Work Discipline on the motivation of 0.670 with a sign. $0.507 > \alpha = 0.05$. Sign value. which is greater than $\alpha = 0.05$, shows the rejection of the hypothesis which states that Work Discipline has a positive and significant effect on motivation, meaning that the higher the influence of Work Discipline then it does not affect work motivation.

Based on the results of the t test (Table 4), it can be proved as follows:

3. The Effect of the Work Environment on Performance
The partial effect of the Work Environment on performance is 1,214 with a sign. $0.232 > \alpha = 0.05$. Sign value. greater than $\alpha = 0.05$, shows the rejection of the hypothesis which states that the Work Environment has a positive and significant effect on performance, meaning that the higher the influence of the Work Environment will not affect the performance.

Environment will not affect the performance.

4. Effect of Work Discipline on Performance. Partial influence between Work Discipline on performance of 2,679 with a sign. $0.011 < \alpha = 0.05$. Sign value. smaller than $\alpha = 0.05$, indicating the acceptance of a hypothesis stating that Work Discipline has a positive and significant effect on performance, meaning that the higher the effect of Work Discipline will have an effect on performance.

5. Effect of Motivation on Performance. Partial influence between motivation on performance of 3,076 with a sign. $0.04 < \alpha = 0.05$. Sign value. smaller than $\alpha = 0.05$, indicating the acceptance of a hypothesis that states motivation has a positive and significant effect on performance, meaning that the higher the influence of motivation will have an effect on performance.

VI. CONCLUSION

Based on the results of the analysis relating to the objectives of this study, it can be concluded that the results of the study are:

1. that the Work Environment has a significant effect on motivation, Work Discipline has no significant effect on motivation, motivation has a significant effect on performance, the Work Environment does not have a significant effect on performance, Work Discipline has a significant effect on performance, indirectly the Work Environment through motivation has a significant influence on performance and indirectly Work Discipline through motivation has an insignificant effect on the performance of members of the SPKT Unit (Integrated Police Service Center) Sungai Penuh Police Sector.
2. How far the influence of one independent variable (work environment, work discipline, and motivation) individually in **explaining** the dependent variable (performance) is the partial influence between the Work Environment on motivation which indicates the acceptance of a hypothesis stating the Work Environment has a positive and significant effect on motivation, meaning the higher the influence of the Work Environment will affect work motivation-partial effect between Work Discipline on motivation which shows the rejection of hypotheses stating Work Discipline has a positive and significant effect on motivation, meaning that the higher the effect of Work Discipline will not affect work motivation, the influence partial between the Work Environment on performance which shows the rejection of the hypothesis stating the Work Environment has a positive and significant effect on performance, meaning that the higher the influence of the Work Environment will not affect spirit on performance, Partial influence between Work Discipline on performance which shows the acceptance of a hypothesis stating Work Discipline has a positive and significant effect on performance, meaning that the higher the effect of Work Discipline will have an effect on performance and Partial influence between motivation on performance that shows acceptance of the hypothesis which states motivation has a positive and significant effect on performance, meaning that the higher the influence of motivation will have an effect on performance.
3. Then it can be concluded that the independent variables (work environment, work discipline and motivation) simultaneously influence the performance (dependent variable).

Based on the above conclusions, there are some *suggestions* that the authors propose, namely: For the Work Environment, it is recommended to agencies in this case the Sungai Penuh Police Sector, especially the SPKT Unit (Integrated Police Service Center) Sungai Penuh Police Sector in order to pay attention to the comfort of members in work, because this is seen from the survey results and the results of respondents' responses to the work environment, they still show unfavorable results, so it is feared that later the performance of the members will decrease which will affect the performance of the agency.

Facilities and Infrastructure, especially in the operation of the SPKT Unit of the Sungai Penuh Police Sector, can be given more attention, in order to increase the motivation of members in carrying out their duties and obligations as protectors, protectors, community servants and law enforcement. Member discipline must be prioritized and improved, so as to increase work motivation that has an impact on improving the performance of members in carrying out tasks. Giving awards to members in the form of promotion can increase work motivation, so that it has a direct impact on member performance.

For motivation it is also recommended that the Sungai Sungai Police Station in general and in particular the SPKT Unit (Integrated Police Service Center) Sungai Penuh Police Station to provide or schedule routine activities such as Mental Revolution activities in the institution, this is in accordance with or based on the National Police Priority Program namely "*Program Quick Wins*"

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