



# J-BOM

**Journal of Business and Organization Management**



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*from the*  
**DESK**  
*of the* **EDITOR**

Dear Readers,

Our journal enter second year! Yeay!

All of the topics issued in this edition are interesting. **Utomo** et al. invite us to discuss influence social media marketing activities, electronic word of mouth and brand equity on product purchase intention skincare local brand. **Jefriyanto** et al. talk about the influence of job embeddedness on employee performance mediated by work engagement and OCB at Klaten District, **Panggabean** et al. deliver their research result about the influence of leadership, work environment, and motivation on employee performance at PT Modern Polaris Teknologi Jakarta; **Yanuri** and **Subyantoro** tell us about the effect of transformational leadership style on performance of civil servant teacher at SMKN 3 Wonosari Gunungkidul with work commitment as an intervening variable; then **Nursiyami** and **Mardiana** present their research result about the role of job satisfaction as a mediation variable of the influence of work stress on teacher performance SMK 1 Gedangsari, **Nuraini** and **Pratiwi** write about the influence of workload and achievement motivation on performance at Yogyakarta State SMA/SMK Finance Section Official. **Trihadi** and **Warsiki** discuss the influence of work discipline, work motivation, and work environment on the performance of implementing staff in the Pamong Praja Police Unit in Yogyakarta, while **Bangun** et al. write about the comparison of banking profitability before and during covid-19 at banks registered on the IDX in 2017-2022.

We will publish a new edition every May and November, so make sure you take part in it.

Happy reading!

**Editorial Team**



# **Influence of Work Discipline, Work Motivation, and Work Environment on the Performance of Implementing Staff in the Pamong Praja Police Unit in Yogyakarta**

**Trihadi<sup>1</sup>, AYN Warsiki<sup>2</sup>**

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## **Abstract**

*This study aims to determine the effect of work discipline, work motivation, and work environment on the performance of implementing staff. The respondents of this study were the implementing staff at the DIY Civil Service Police Unit with a total of 45 respondents. This study uses multiple linear regression and the coefficient of determination. The results of this study concluded that work discipline partially affects employee performance. Partially, work motivation affects employee performance, and partially work environment affects employee performance. And Work Discipline, Work Motivation, and Work Environment affect Employee Performance.*

**Keywords:** *Work Discipline, Work Motivation, Work Environment, Employee performance*

## **Introduction**

### **Background**

Human resources are a central figure in the organization to achieve the expected goals. For management activities to run well, an organization must have knowledgeable and highly skilled human resources and efforts to manage the organization as optimally as possible so that its performance increases. Good performance is optimal performance, namely performance that is following organizational standards and supports the achievement of organizational goals.

Performance according to Sedarmayanti (2011) that performance is a translation of performance which means the work of a worker, a management process, or an organization as a whole, where the results of the work must be measurable (compared to predetermined standards). Many factors can affect performance, including motivation, leadership, work environment, work discipline, work culture, communication, commitment, position, quality, work life, training, compensation, job satisfaction, and many others. All of these factors have an effect, depending on the facts that happened, some are dominant and some are not (Parlinda and Wahyuddin, 2003).

One of the factors that will be assessed by the organization when assessing the performance of its employees is their work discipline. Management uses discipline to encourage organizational members to meet various requirements. Discipline places more emphasis on individual awareness to comply with organizational rules (Susilaningih, 2008). According to Mc. Clelland (Martoyo, 2000: 159), employees will

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be able to achieve maximum performance if they have high achievement motivation. This motivation must come from within themselves apart from their work environment.

In addition to work discipline and work motivation, the workplace environment can also improve employee performance. According to Nawawi (2003), the work environment can be defined as the condition or atmosphere of the workplace in an organization.

Previous studies used work discipline, motivation, and work environment variables on employee performance. One example is Dewi Kurniawati's research (2021), "The Effect of Work Discipline, Work Motivation, and Work Environment on Employee Performance During the Covid-19 Pandemic", which found that work discipline partially affected employee performance. Employee performance is not affected by their work motivation or their work environment. In addition, the work environment, work motivation, and employee discipline affect employee performance.

Research conducted by Devi Muzdalifah Novitasari in 2020 with the title Effects of Work Motivation, Work Discipline, and Work Environment on Employee Performance in Production Employees at PT. Bina Busana Internusa found that factors such as work motivation, work discipline, and work environment had a positive and significant impact on the performance of production employees at PT. Internusa Fashion Development.

In addition, research conducted by AA Gde Oka Pramadita and Ida Bagus Ketut Surya with the title Effect of Motivation, Work Discipline, and Work Environment on Employee Performance at PT PLN (Persero) Distribution in Denpasar, Bali. The results of the analysis show that PT PLN (Persero) employees ) Distribution in Denpasar Bali is influenced simultaneously and partially by factors of motivation, work discipline, and work environment. PLN (Persero) Denpasar Bali distribution is largely influenced by the work environment.

As with employees in companies, ASN (State Civil Apparatus) must also have the same competence, both in work motivation, work discipline, and employee performance. ASNs are categorized into two, namely PNS (Civil Servants) and PK (Government Employees with Work Agreements). ASN's role is as planner, executor, and overseer of the implementation of general government and national development tasks by implementing professional policies and public services, free from political intervention, and clean from practices of corruption, collusion, and nepotism. In carrying out its main duties and functions, an ASN must be based on the basic ASN values written in Article 3 of Law No. 5 of 2014. The application of all the basic values contained in the law is actualized into a single abbreviation, namely BERAKHLAK, which includes the abbreviation of Service-oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative are values embodiment competencies that must be owned by ASN

The DIY Civil Service Police Unit is an agency that is located under and is responsible to the Governor through the Regional Secretary in the Regional Government of the Special Region of Yogyakarta, following Governor Regulation no. 74 of 2018 concerning Position, Organizational Structure, Duties, Functions, and Work Procedures of the Civil Service Police Unit has the task of assisting the Governor in carrying out government affairs in the areas of peace, public order, and community protection. In terms of organizational structure, the Civil Service Police Unit consists of the Head of the Unit, the Secretariat, the Public Order and Public Peace Sector, the Law Enforcement Sector, the Community Protection Sector, and the Public Order and

Public Peace Apparatus Capacity Development Sector and Functional Positions with a total of 110 employees.

At this time the performance of the DIY Civil Service Police Unit is required to be optimal so that it can provide the best service for the community. Employees of the DIY Civil Service Police Unit are required to be able to have factors, namely work discipline, and motivation, and the leadership of the Civil Service Police Unit is also required to provide a work environment that can improve employee performance.

Of the total number of employees in the DIY Civil Service Police Unit, there are 3 (three) employment statuses namely State Civil Apparatus (ASN), Auxiliary Personnel (Naban), and outsourcing. In this study the focus is on examining employees with ASN status where ASN performance is assessed based on the realization of the achievements of the Employee Performance Target (SKP) whose achievement is heavily influenced by work discipline, work motivation, and work environment, this is following the Republic of Indonesia Government Regulation Number 30 of 2019 concerning Civil Servant Performance Assessment. Employee work discipline can be seen from the employee's daily attendance which is carried out online through an electronic attendance machine that has been integrated with employment applications following DIY Governor Circular Number 873/1076 concerning Implementation of the Use of Electronic Attendance Machines.

There is support for the implementation of ASN competency development following Government Regulation Number 17 of 2020 concerning Amendments to Government Regulation Number 11 of 2017 concerning the Management of Civil Servants (PNS) stating that every Civil Servant has the right to Competency Development for at least 20 Lesson Hours (JP) for 1 year. Education and Training (Training), Technical Guidance (Bimtek), and awarding exemplary employees every 3 (three) months as a means of increasing employee motivation have been carried out at the DIY Civil Service Police Unit. In 2020 and 2021, due to the Covid -19 pandemic, there is very little to procure Education and Training and Bimtek for implementing employees at the DIY Civil Service Police Unit. In 2020 there were only 5 personnel sent to take part in the PPNS Training, while in 2021 only 1 personnel took part in the Procurement of Goods and Services Training. Along with the decline in positive cases of Covid-19 in 2022, there will be an increasing number of education and training programs both offline and online.

Whereas in the Regulation of the Governor of the Special Region of Yogyakarta Number 15 of 2019 concerning the Standardization of Work Facilities and Infrastructure, it is explained that support in the form of infrastructure is support in achieving employee performance.

Lack of employee performance will result in less smooth implementation of work it can result in frequent delays in completing work that is the responsibility of employees. Not optimal employee performance is also felt in the DIY Civil Service Police Unit, based on the performance evaluation of the implementing staff for three consecutive years in the 2020-2022 period there was an increase in employee performance scores in the DIY Civil Service Police Unit but still not reaching the maximum score.

Based on the background described above, the research design for the final project to be carried out is entitled "The Influence of Work Discipline, Work Motivation, Work Environment on the Performance of Executing Staff in the Civil Service Police Unit, Special Region of Yogyakarta".

## Literature Review

According to Mangkunegara (2001: 67), employee performance is defined as "employee performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his functions following the responsibilities given to him. Assessment of ASN performance within the Regional Government of the Special Region of Yogyakarta uses the realization of the Employee Performance Targets (SKP) which consists of aspects of quantity, quality, and time, this is following Government Regulation Number 30 of 2019 Concerning Civil Servants Performance Evaluation.

### Discipline

According to Davis (2002:112), discipline is a management strategy that aims to increase the efficiency and effectiveness of the organization's standard operating procedures. Is a type of training that aims to improve employee attitudes and knowledge so that discipline is needed. According to Veithzal Rivai (2004: 444), discipline in the workplace is a tool used by managers to communicate with their employees so that they are ready to deal with any problems that arise, as well as a means to improve their self-quality. self-esteem and well-being by addressing all business and social norms.

### Motivation

According to Mangkunegara (2007:61), motivation is a condition or source of energy that motivates employees who are active or determined to achieve their company goals.

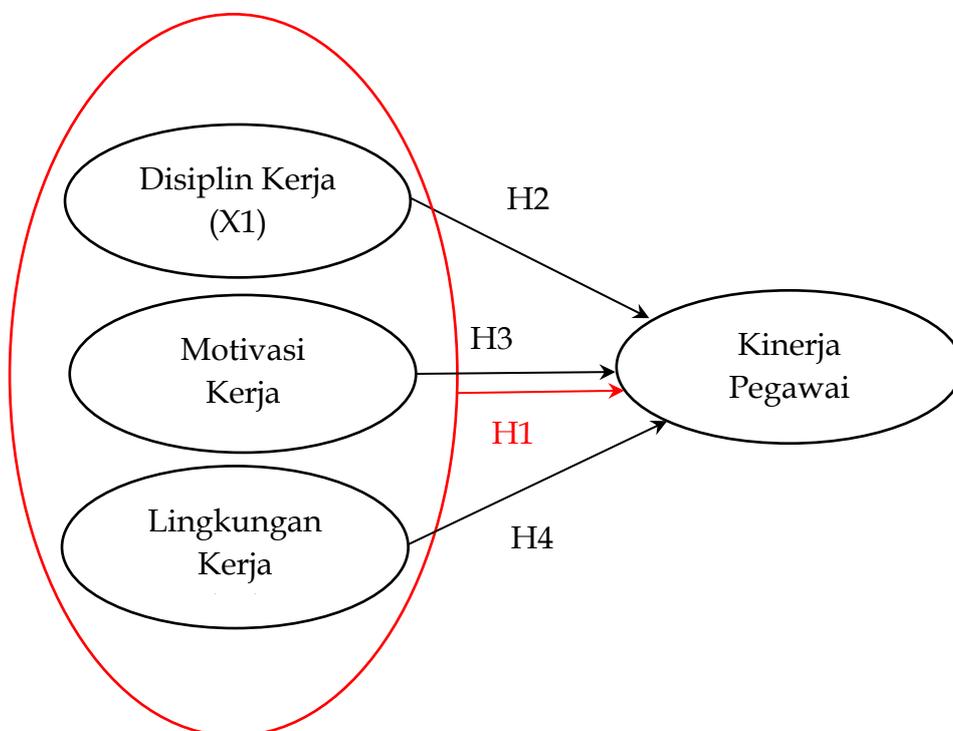


Figure 1. Research Framework

Mc. Clelland (2009) argues that employees can achieve peak performance if they have high achievement motivation, where this motivation must be possessed by employees to be developed within themselves, regardless of the work environment. This is because the motivation to fight grows from within which will form personal strength and if the work environment is supportive then achievement will be more easily achieved.

### ***Environment***

According to Danang Sunyoto (2012: 43), the work environment includes everything that burdens workers and can affect them in carrying out the tasks assigned to them. Whereas Sedarmayanti (2017) the work environment is a place for some groups where there are various support structures to achieve business goals that are in line with the company's vision and mission.

### ***Framework***

Based on the theory and results of previous research, it is known that the most dominant independent variables affect employee performance. The following is an overview of the theoretical framework of this research.

### ***Methods***

This research is quantitative with a descriptive method. This study used statistical model analysis with SPSS. Data collection and data analysis to determine whether or not there is an influence of work discipline (X1), work motivation (X2), and work environment (X3) on employee performance (Y).

### ***Method of collecting data***

A population is a complete group of elements, which are usually in the form of people, objects, transactions, or events where we are interested in studying or being the object of research (Kuncoro, 2003:103). The population of this study is all employees in an organization, government agency, or company where the research will be conducted. The population of this study was ASN with Executive Positions in the DIY Civil Service Police Unit, totaling 45 people.

While the sample is part of the number and characteristics possessed by the population. The determination of the sample in this study is a saturated sample (census). Thus the sample in this study were all ASN with Executive Positions in the DIY Civil Service Police Unit, totaling 45 people.

### ***Data analysis***

The data analysis method used in this study is multiple regression analysis and analysis of the coefficient of determination.

### ***Hypothesis***

**H1.** Work discipline, work motivation, and work environment have a positive and significant effect on employee performance

**H2.** Work discipline has a positive and significant effect on performance.

**H3.** Work motivation has a positive and significant effect on employee performance

**H4.** The work environment has a positive and significant effect on employee performance

### ***Hypothesis test***

Testing the hypothesis in this study used the t-test, namely comparing the probability value (Sig. t) to the research test level ( $\alpha = 0.05$ ). The F test was also carried out, namely comparing the probability value (Sig. F) to the research test level ( $\alpha = 0.05$ ).

## **Results**

### ***Variable Reliability and Validity Test***

Penelitian ini melakukan uji terhadap butir pertanyaan kuesioner terlebih dahulu dengan dilakukan uji realibilitas dan validitas. Hasil uji realibilitas menunjukkan bahwa keempat variable yaitu disiplin kerja, motivasi kerja, lingkungan kerja, dan kinerja karyawan adalah realibel. Hal ini dilihat dari nilai Alpha Cronbach keempat variable  $\geq 0.60$  yaitu disiplin kerja sebesar 0.896, motivasi kerja sebesar 0.874, lingkungan kerja sebesar 0.917, dan kinerja sebesar 0.961.

Based on the validity test, shows that the indicators used in the variables of performance, work discipline, work motivation, and work environment are almost entirely declared valid. A statement is said to be valid if the value of the  $r_{\text{count}}$  is greater than the  $r_{\text{table}}$ . The  $r_{\text{table value}}$  in this study is 0.2940 ( $r_{\text{table value}}$  for  $n = 43$ ). Indicators that have a  $r_{\text{calculated}}$  value greater than the  $r_{\text{table}}$  than the statements in the questionnaire are declared valid and suitable for use for this research instrument, while indicators that are declared invalid are not used in subsequent calculations

The number of respondents studied in this study amounted to 45 respondents. Respondents are executive staff at the DIY Civil Service Police Unit. Respondent data in this study showed that the number of male respondents was 71.11% and female respondents were 28.89%. Respondents in this study were 35.56% aged 48-53 years, 28.89% aged 42-47 years, 13.33% aged 24-29 years and 30-35 years, and 8.89% aged 36-41 years. The education of the respondents is mostly undergraduate where it is shown that the undergraduate level is 42.22%.

Table 1. Overall Hypothesis Test Results (Test F)

<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	3429.807	3	1143.269	35,526	.000 <sup>b</sup>
	residual	1319.437	41	32.181		
	Total	4749.244	44			

a. Dependent Variable: Performance

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

Table 2. Test Results t

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas		
1 (Constant)	12.522	9.185		1.363	0.180
Motivation	0.741	0.170	0.474	4.350	0.000
Environment	0.250	0.105	0.238	2.382	0.022
Discipline	0.554	0.182	0.306	3.038	0.004

a. Dependent Variable: Performance

### **Hypothesis Testing Results**

*Work discipline, work motivation, and work environment have a positive and significant effect on employee performance*

The results of the F test of this study can be seen in Table 1. F value is 35.526 with significant score 0.000, so it can be concluded that there is an influence of the three independent variables on the dependent variable in this study.

The t-test is used to prove the hypothesis of whether there is or not the effect of each independent variable separately on the dependent variable. The t-test is carried out by comparing the t value with a significant level ( $\alpha$ ) of 0.05 or 5%

*Work discipline has a positive and significant effect on performance.*

Based on the results of hypothesis testing, it can be seen that the work discipline variable ( $X_1$ ) has a positive and significant effect on the performance variable (Y). This is indicated by the t-test with a calculated t value of 3.038 with a significance value of 0.004 which is less than 0.05 and the coefficient value has a positive value of 0.306. This can be interpreted as having a significant influence between work discipline and the functioning of operational personnel in the DIY Civil Service Police Unit. In other words, the hypothesis can be accepted. Thus it can be concluded that the higher the work discipline of the implementing staff in the DIY Civil Service Police Unit, the higher the performance of the implementing staff will be.

This is supported by research conducted by Hepiana Patmarina and Nuna Erisna (2010) which states that work discipline has a significant and positive influence on employee performance. This is also supported by research conducted by Dwi Nanda Suci Rahayu, and Asmara Indahingwati (2019) which shows that work discipline has a significant effect on employee performance.

*Work motivation has a positive and significant effect on employee performance*

Based on the results of testing the hypothesis, it can be seen that the variable work motivation ( $X_2$ ) has a positive and significant effect on the performance variable (Y). This is indicated by the t-test with a t value of 4.350 with a significance value of 0.000 which is less than 0.05 and the coefficient value has a positive value of 0.474. This can be interpreted that there is a significant influence between work motivation and the performance of implementing staff in the DIY Civil Service Police Unit. In other words, the hypothesis can be accepted. Thus it can be concluded that the higher the

work motivation of the implementing staff in the DIY Civil Service Police Unit, the performance of the implementing staff will increase.

This is supported by research conducted by Cion Orocomna, Tinneke M Tumbel, and Sandra IngriedASAloei (2017) which states that motivation has a significant effect on employee performance. In addition, research conducted by Dwi Nanda Suci Rahayu, and Asmara Indahingwati (2019) also states that work motivation has a significant effect on employee performance.

#### *Work environment has a positive and significant effect on employee performance*

Based on the results of hypothesis testing, it can be seen that the work environment variable ( $X_3$ ) has a positive and significant effect on the performance variable (Y). This is indicated by the t-test with a t value of 2.382 with a significance value of 0.022 which is less than 0.05 and a positive coefficient value of 0.238. This can be interpreted that partially having a significant influence between the work environment and the performance of implementing staff in the DIY Civil Service Police Unit. In other words, the hypothesis can be accepted. Thus it can be concluded that the better the work environment in the DIY Civil Service Police Unit, the performance of the implementing staff will increase.

This is supported by research conducted by Rosminah (2020) which states that the work environment has a significant effect on employee performance. In addition, research conducted by Dwi Nanda Suci Rahayu, and Asmara Indahingwati (2019) also states that the work environment has a significant effect on employee performance.

## **Conclusion**

Based on the results of testing the variables of work discipline, work motivation, and work environment simultaneously on performance is  $0.000 < 0.05$  and the  $F_{\text{calculated}}$  value is  $35.526 > F_{\text{table}} 2.60$  so it can be concluded that there is an influence of the three independent variables on the dependent variable and the calculation results in the coefficient of determination (r test) is known that the value of the coefficient of determination (Adjusted R Square) is 0.702. This means that all independent variables (work discipline, work motivation, and work environment) affect the dependent variable (performance) by 70.2%, while the remaining 29.8% is influenced by other factors not explained in this study. So the first hypothesis is accepted.

Based on the results of hypothesis testing, it shows that the work discipline variable (X1) has a positive and significant impact on the performance variable (Y). With a t value of 3.038 indicating a significance value of 0.004 which is lower than 0.05 and the coefficient shows a positive value of 0.306. This shows that there is a significant correlation between work discipline and the performance of implementing staff in the DIY Civil Service Police Unit. In other words, the hypothesis can be accepted.

Based on the results of hypothesis testing, it shows that the variable work motivation (X2) has a positive and significant effect on the performance variable (Y). With a t-value of 4.350, the t-test shows a significance value of 0.000 which is less than 0.05 and the coefficient shows a positive value of 0.474. This means that the work motivation and performance of the implementing staff in the DIY Civil Service Police Unit affect it partially. Therefore, the hypothesis can be accepted.

The results of hypothesis testing show that the work environment variable (X3) has a positive and significant impact on the performance variable (Y). With a calculated t-value of 2.382, the t-test shows a significance value of 0.022 which is smaller than 0.05, and the coefficient shows a positive value of 0.238. This means that the work environment and the performance of the implementing staff in the DIY Civil Service Police Unit are partially affected. Therefore, the hypothesis can be accepted.

### **Suggestion**

An indication that the "attendance" indicator has the lowest response rate on work discipline (X1). Therefore, the implementing staff of the DIY Civil Service Police Unit must be more careful and comply with the regulations set by the head of the unit and the laws and regulations that apply to the agency.

It is known that factors that indicate the need for power have the lowest response on work motivation (X2). Therefore, it is suggested that the organization develops the capacity of implementing staff, especially in the area of leadership for implementing staff in the DIY Civil Service Police Unit.

An indication that the work environment (X3) has the lowest response rate on non-physical environmental indicators, especially on the group work component. Therefore, to improve *Corsa's spirit* in the workplace, the organization must develop the capacity of the implementing staff in the DIY Civil Service Police Unit.

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