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The Influence of Human Resources and Work Environment on the Performance Of Employees In The Directorate Of Samapta, Metro Jaya Regional Police

Arif Prasetyo¹, Yuni Pratikno², Sitta Kusuma³.

¹Management and Business Study Program, Mitra Bangsa University, Jakarta, arifprasetyo0994@gmail.com.

²Management and Business Study Program, Mitra Bangsa University, Jakarta, yuni.pratikno@gmail.com.

³Management and Business Study Program, Mitra Bangsa University, Jakarta, sittakusuma85@gmail.com.

Corresponding Author: arifprasetyo0994@gmail.com¹

Abstract: This study aims to determine and analyze the influence of human resources on employee performance, the influence of the work environment on employee performance, and the influence of human resources and the work environment simultaneously on employee performance at the Samapta Directorate of the Jakarta Metropolitan Police. This research is important to conduct considering that the Samapta Directorate has a strategic role in carrying out police operational tasks that require personnel readiness, professionalism, and support for a conducive work environment. The quality of human resources that include competence, motivation, and work experience, as well as a safe, comfortable, and collaborative work environment, is believed to contribute directly to employee performance achievements. The type of research used is quantitative research with an associative approach, namely to examine the relationship and influence between variables objectively through numerical data processing. However, this study is also supplemented with qualitative data as supporting data, such as the results of observations, limited interviews, and respondents' statements in questionnaires, in order to obtain a more comprehensive understanding of actual conditions in the field. The population of this study amounted to 89 personnel of the Samapta Directorate of the Jakarta Metropolitan Police, and the entire population was used as respondents so that the sampling technique used was a census. Hypothesis testing was conducted using SPSS version 27 software. The results of the study indicate that partially human resources (X_1) and work environment (X_2) have a positive and significant effect on employee performance (Y). Simultaneously, both independent variables are also proven to have a significant effect on employee performance. The coefficient of determination (R-Square) value of 0.309 or 30.9% indicates that employee performance can be explained by human resources and work environment, while the remaining 69.1% is influenced by other factors outside this study, thus opening opportunities for further research to examine additional variables.

Keyword: Human Resources, Work Environment, Employee Performance, Directorate of Samapta, Metro Jaya Regional Police.

INTRODUCTION

Human resources (HR) are a strategic asset within an organization because the quality, competence, and work attitude of employees significantly determine the success of achieving organizational goals. In police institutions, the role of HR becomes increasingly crucial because employees not only perform administrative functions but also complex and high-risk operational tasks. Dessler (2020) emphasized that effective HR management, including recruitment, training, development, performance appraisal, and compensation, directly impacts employee motivation, productivity, and performance. Therefore, the success of the Directorate of Public Order and Public Order of the Jakarta Metropolitan Police (Polda Metro Jaya) is highly dependent on the quality of HR management that is able to meet the demands of dynamic tasks.

In addition to human resources, the work environment is a crucial factor influencing employee performance. This includes physical conditions, facilities, employee relationships, organizational culture, and leadership style. Sedarmayanti (2018) states that a conducive work environment can increase job satisfaction, reduce stress levels, and boost employee motivation and productivity. In the context of the police, a professional and safe work environment is essential to support the effective implementation of operational tasks and minimize the risk of errors and workplace accidents.

Employee performance is the result of the interaction between human resource quality and work environment conditions. Wibowo (2019) explains that performance is determined not only by individual abilities but also by organizational support through HR management systems and a supportive work environment. At the Metro Jaya Police's Directorate of Public Order, employee performance is reflected in response speed, accuracy of actions according to SOPs, ability to work in teams, and the effectiveness of security and public service tasks.

Various previous studies have shown that human resource quality significantly influences employee performance. Purwanto and Sari (2021) stated that competence, training, work experience, and motivation directly contribute to productivity and work discipline. Employees with high competence tend to be more adaptive, able to make quick decisions, and demonstrate initiative in completing tasks. Therefore, human resource development through continuous training and coaching is a crucial strategy for improving police employee performance.

The work environment has also been shown to significantly influence employee performance. Fitria and Rahman (2022) emphasized that adequate work facilities, harmonious work relationships, and supportive leadership can increase employee motivation, satisfaction, and work effectiveness. In the Samapta Directorate, the work environment is characterized by high work pressure, irregular working hours, and safety risks, thus requiring the support of facilities and a conducive organizational climate for optimal employee performance.

Based on these conditions, research into the influence of human resources and the work environment on employee performance at the Directorate of Public Order Management (Samapta) at the Jakarta Metropolitan Police (Polda Metro Jaya) is crucial. This study aims to identify the role and contribution of each variable, both partially and simultaneously, in improving employee performance. The results are expected to provide theoretical contributions to the development of human resource management in the police sector and serve as a basis for strategic policymaking for leaders to improve operational effectiveness and employee professionalism.

Human Resources (HR)

Human resources are a strategic organizational asset that determines the success of achieving goals through the contribution of employee knowledge, skills, and work attitudes. Dessler (2020) defines HR as individuals working within an organization and managed through the functions of planning, recruitment, training, performance appraisal, and compensation. Armstrong (2020) states that HR is the intellectual capital of an organization that must be systematically developed to create sustainable excellence. Meanwhile, Hasibuan (2019) emphasizes that HR is the primary factor that drives all other organizational resources. In the context of the police, the quality of HR determines the effectiveness of operational tasks and public services.

Effective HR management focuses on developing employee competency, motivation, and discipline. Mangkunegara (2020) stated that HR development aims to improve employees' technical, conceptual, and moral abilities so they can work optimally. Noe (2019) emphasized that HR training and development are strategic investments to improve performance and adapt to changes in the work environment. Mathis and Jackson (2018) added that an integrated HR system will increase productivity, loyalty, and individual performance. In the Samapta Directorate, sound HR management is necessary to address the complexity of security and law enforcement tasks.

Quality human resources have a direct impact on employee performance. Wibowo (2019) stated that employee performance is significantly influenced by individual competence, motivation, and work commitment. Robbins and Judge (2020) explained that employee behavior and performance are influenced by individual abilities and a supportive organizational system. Purwanto and Sari (2021) also emphasized that quality human resources significantly contribute to productivity and work discipline in the public sector. Therefore, competent and professionally managed human resources are key factors in improving employee performance at the Directorate of Public Order and Public Order of the Jakarta Metropolitan Police.

Work environment

The work environment is the overall conditions surrounding employees that influence the performance of their work, both physically and non-physically. Sedarmayanti (2018) defines the work environment as all the tools, materials, and situations surrounding employees that can affect their comfort and work effectiveness. Nitisemito (2015) states that the work environment includes physical conditions such as lighting, cleanliness, and security, as well as non-physical conditions such as work relationships and organizational climate. In police institutions, a safe and conducive work environment is essential to support high-risk operational tasks.

A positive work environment can improve employee motivation, satisfaction, and performance. Robbins and Judge (2020) emphasized that a supportive work environment will increase employee engagement and commitment to the organization. Wibowo (2019) stated that adequate work facilities and harmonious work relationships can increase productivity and effectiveness. Mangkunegara (2020) added that a conducive work environment can reduce stress and conflict levels, enabling employees to work more focused and optimally.

In the context of public sector organizations, the work environment also reflects the quality of management and leadership. Sedarmayanti (2018) emphasized that supportive leadership and effective communication are essential components of a non-physical work environment. Fitria and Rahman (2022) stated that a positive work environment significantly increases employee motivation and performance. At the Directorate of Public Order and Public Order of the Jakarta Metropolitan Police (Polda Metro Jaya), a professional, safe work environment supported by effective leadership is a crucial prerequisite for improving employee performance in carrying out security and public service duties.

Employee Performance

Employee performance is the work results achieved by individuals in carrying out their duties and responsibilities according to established standards. Mangkunegara (2020) defines performance as the quality and quantity of work results achieved by employees in carrying out their duties. Wibowo (2019) states that performance reflects the level of achievement of organizational goals through individual contributions. Armstrong (2020) emphasizes that performance is a key indicator of the effectiveness of HR management and the organization as a whole.

Employee performance is influenced by various factors, both internal and external. Robbins and Judge (2020) state that ability, motivation, and the work environment are the main determinants of individual performance. Mathis and Jackson (2018) add that a clear and fair performance appraisal system can encourage employees to improve productivity and work discipline. In police organizations, employee performance is measured not only by work output but also by adherence to SOPs, discipline, and teamwork.

In the context of policing, employee performance has direct implications for public safety and order. Wibowo (2019) states that good performance is characterized by effectiveness, efficiency, responsibility, and initiative in carrying out duties. Sedarmayanti (2018) emphasizes that the performance of public sector employees must be oriented towards service and the interests of the community. Therefore, improving the performance of employees at the Directorate of Public Order and Public Order at the Jakarta Metropolitan Police is greatly influenced by the quality of human resources and a supportive work environment, enabling the organization to carry out its functions optimally and professionally.

METHOD

Types of research

This research uses a quantitative approach with a survey method, which aims to examine the relationships and influences between variables objectively and measurably. The quantitative approach was chosen because it allows researchers to systematically analyze organizational phenomena through numerical measurements and statistical hypothesis testing (Sugiyono, 2022). The survey method was used to obtain data directly from respondents through a structured questionnaire instrument, thus depicting real-world conditions related to human resource quality, the work environment, and employee performance. This research is explanatory in nature, as it aims to explain the influence of independent variables on the dependent variable (Sekaran & Bougie, 2020). With this approach, researchers can draw generalized conclusions about the study population based on the empirical data obtained.

Research Population and Sample

The population in this study was all 2,170 employees of the Metro Jaya Regional Police's Samapta Directorate. Due to time and resource constraints, this study employed a probability sampling technique, ensuring that each member of the population had an equal opportunity to become a respondent (Sugiyono, 2022). The sample size was determined using the Slovin formula with a certain error rate, resulting in a sample size of 89 respondents. This sample size was deemed representative of the population's characteristics and allowed for valid statistical analysis (Sekaran & Bougie, 2020).

Method of collecting data

The data collection method in this study used a closed-ended questionnaire, structured based on indicators for each research variable. Questionnaires are an efficient data collection technique for obtaining large amounts of primary data in a relatively short time (Sugiyono, 2022). Each statement in the questionnaire was measured using a five-level Likert scale, ranging from strongly disagree to strongly agree, to quantitatively measure respondents'

perceptions. According to Sekaran and Bougie (2020), the use of a Likert scale is effective for measuring respondents' attitudes, perceptions, and opinions regarding organizational phenomena. The questionnaires were distributed directly to predetermined respondents to ensure data return and accuracy.

Research Instruments

The research instrument used was a questionnaire containing statements related to Human Resources, Work Environment, and Employee Performance. Human resources variables were measured using indicators of employee competency, knowledge, skills, work attitudes, and professionalism. Work environment variables were measured using indicators of physical work conditions, employee relationships, leadership support, job security, and environmental comfort. Meanwhile, employee performance variables were measured using indicators of work quality, work quantity, punctuality, responsibility, and cooperation (Mangkunegara, 2019; Robbins & Judge, 2021). All instruments were tested through validity and reliability tests to ensure that the measurement tools used were able to produce accurate and consistent data.

Data Analysis Methods

Data analysis in this study was conducted using the Statistical Package for the Social Sciences (SPSS) version 27. The analysis stages included validity testing, reliability testing, classical assumption testing (normality, multicollinearity, and heteroscedasticity testing), and multiple linear regression analysis to examine the effect of independent variables on the dependent variable. According to Ghozali (2021), the use of multiple linear regression analysis aims to determine the magnitude of the influence of each independent variable, either partially or simultaneously, on the dependent variable. Hypothesis testing was carried out using the t-test, F-test, and coefficient of determination (R²) with a significance level of 5 percent, so that the research results can be scientifically and statistically justified.

Validity Testing

$$r_{xy} = \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{n(\sum X^2) - (\sum X)^2} \cdot \sqrt{n(\sum Y^2) - (\sum Y)^2}}$$

The basis for decision making in validity testing is as follows : 1)If the r value is positive and the r result is > r table , then the item or variable is valid. 2)If the r value is negative and r result < r table or r result is negative > r table then the item or variable is invalid.

A questionnaire is declared valid if the r value obtained from the calculation results (r_{xy}) is greater than the table r value (5%).

Instrument Reliability Test

According to Arikunto (2020:221), reliability refers to the degree to which an instrument is sufficiently reliable to be used using the Cronbach's Alpha formula. The formula used in this reliability test is as follows:

$$r_1 = \left[\frac{k}{(k - 1)} \right] \left[\frac{S_t^2 - \sum p_i q_i}{S_t^2} \right]$$

The basis for decision making in the reliability test in this study is as follows: 1)If the r alpha value is positive and r alpha > r table , then the item or variable is reliable. 2)If the r alpha value is negative and r alpha < r table or r alpha is negative > r table , then the item or variable is not reliable.

Multiple Regression Analysis

Sugiyono (2019:277) proposed multiple linear regression analysis used to make predictions, how the value of a variable changes dependent if the value of the independent variable is increased or decreased. This analysis is used by involving two or more independent variables. between the dependent variable (Y) and the independent variables (X 1 , and X 2), This method is used to determine the strength of the influence between several factors. independent variables simultaneously with the dependent variable

$$\mu_{Y/X_1, X_2, \dots, X_n} = A + B_1X_1 + B_2X_2 + \dots + B_nX_n$$

technique used in this study was multiple linear regression. The analysis was conducted computerized using the computer program Statistical Product and Service Solutions (SPSS) Version 29 for Windows .

Hypothesis

Hypothesis 1 (H1)

H01: Human resources do not have a positive and significant influence on the performance of employees of the Samapta Directorate of Polda Metro Jaya.

Ha1: Human resources have a positive and significant influence on the performance of employees of the Samapta Directorate of Polda Metro Jaya.

Hypothesis 2 (H2)

H01: The work environment does not have a positive and significant effect on the performance of employees of the Samapta Directorate of Polda Metro Jaya.

Ha2: The work environment has a positive and significant influence on the performance of employees of the Samapta Directorate of Polda Metro Jaya.

Hypothesis 3 (H3)

H03: Human Resources (X₁) and Work Environment (X₂) simultaneously do not influence Employee Performance (Y).

Ha3: Human Resources (X₁) and Work Environment (X₂) simultaneously influence Employee Performance (Y).

F test

The F test is used to determine whether there is a simultaneous influence between the independent variables on the dependent variable. The F test formula according to Sugiyono (2019:190) is as follows:

$$F = \frac{R^2/k}{(1-R^2)/(n-k-1)}$$

Information:

F = F value (F count)

R 2 = Multiple correlation coefficient

K = Number of independent variables

n = Sample size

The basis for making the decision is as follows:

1)If F count < F table , then H 0 is accepted.

2)If F count > F table , then H0 is rejected .

Coefficient of Determination

The definition of the coefficient of determination according to Andi Supangat (2018:350) is: " The coefficient of determination is a quantity to show the level of strength of the relationship between two or more variables in the form of a percentage (showing how much percentage of the diversity of y can be explained by the diversity of x), or in other words how much x can contribute to y."

Mudrajad Kuncoro (2021:100) states that the coefficient essentially measures the model's ability to explain variation in the dependent variable. The coefficient of determination is between zero (0) and one (1). A small r2 value indicates that the independent variables' ability to explain variation is very limited. A value close to one indicates that the independent variables provide almost all the information needed to predict variation in the dependent variable.

The magnitude of the relationship between the variables "X 1 " and "X 2 " with the variable "Y" can be determined by using the coefficient of determination analysis, which is obtained by squaring the correlation coefficient. Based on the definition above, the coefficient of determination is part of the total diversity of the dependent variable that can be calculated by the diversity of the independent variable calculated with the coefficient of determination with the basic assumption that other factors outside the variable are considered fixed or constant. To determine the value of the coefficient of determination, it can be calculated using the formula:

$$K_d = r^2 \times 100\%$$

Information:

Kd = Value of coefficient of determination

r = Correlation coefficient value.

RESULTS AND DISCUSSION

T-Test (Partial)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	6,951	2,452		2,835	0,006
Sumber Daya Manusia	0,373	0,113	0,333	3,302	0,001
Lingkungan Kerja	0,329	0,105	0,317	3,141	0.002

a. Dependent Variable: Employee Performance

Source: SPSS Data Processing 27, 2025

Based on the results of the t-test to determine the influence of each independent variable on Employee Performance , the following results were obtained: 1.Human Resources (X_1) The test results show a calculated t value of 3.302 > from t table (1.988) with a significance level of 0.001. The significance value is smaller than 0.05, so H_0 is rejected and H_1 is accepted.

Thus, it can be concluded that Human Resources have a positive and significant effect on Employee Performance . This shows that the level of quality Human Resources , the performance will increase significantly. 2.Work Environment (X_2) The test results show a calculated t value of 3.141 > from t table (1.988) with a significance level of 0.002. The significance value is smaller than 0.05, so H_0 is rejected and H_2 is accepted. Thus, it can be concluded that the Work Environment has a positive and significant effect on Employee Performance . This shows that the better the Work Environment perceived by employees , the performance will increase significantly.

F Test (Simultaneous)

F Test Results Table

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	106,966	2	53,483	19,271	,000 ^b
	Residual	238,674	86	2,775		
	Total	345,640	88			
Employee Performance						
b. Predictors: (Constant), Human Resources, Work Environment						

Based on the results of the F test, the calculated F value was 19.271 > f table 3.10 with a significance level of 0.000 (<0.05). This shows that Human Resources and the Work Environment simultaneously have a positive and significant influence on Employee Performance . Thus, the regression model used is appropriate for explaining the influence of the independent variables on the dependent variable.

Coefficient of Determination Test (R^2)

Table of Results of the Determination Coefficient Test (R^2)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.556 ^a	0,309	0,293	1,666
a. Predictors: (Constant), Human Resources, Work Environment				
b. Dependent Variable: Employee Performance				

Source: SPSS Data Processing 29, 2025

Based on the analysis results, the R Square (R^2) value was obtained at 0.309 . This shows that 30.9 % of the variation in Employee Performance can be explained by Human Resources and Work Environment variables , while the remaining 69.1 % is influenced by other variables outside this research model.

The Adjusted R Square value of 0.293 shows that after adjusting for the number of independent variables, the contribution of the two variables to Employee Performance is 29.3 %.

The Influence of Human Resources on Employee Performance

The results of the study indicate that Human Resources have a positive and significant effect on Employee Performance. This finding indicates that the better the quality of human resources possessed by employees, which is reflected in competence, motivation, work experience, and job satisfaction, the higher the resulting performance. This is proven by the results of the hypothesis test which shows a t-statistic value of 3.302 which is greater than the t-table value of 1.988, with an influence coefficient of 0.373 and a P-value of 0.001 (<0.05). Thus, the hypothesis stating that Human Resources have an effect on Employee Performance is declared accepted.

The results of this study align with the theory proposed by Mangkunegara (2020), which states that employee performance is largely determined by the quality of human resources, particularly the competence and work motivation possessed by individuals in carrying out their duties. Furthermore, Dessler (2020) emphasized that effective human resource management through training and development will have a direct impact on improving organizational performance. These findings also align with previous research conducted by Purwanto and Sari (2021) and Rahman and Aulia (2019), which concluded that human resources have a positive and significant impact on employee performance in the public sector. Therefore, improving the quality of human resources is a strategic factor in enhancing employee performance at the Directorate of Public Order and Public Order of the Jakarta Metropolitan Police.

The Influence of the Work Environment on Employee Performance

The results of the study indicate that the Work Environment has a positive and significant effect on Employee Performance. This finding indicates that the more conducive the work environment perceived by employees, both from physical and non-physical aspects, the more optimal the performance shown. This is proven through the results of the hypothesis test which shows a t-statistic value of 3.141 which is greater than the t-table value of 1.988, with an influence coefficient of 0.329 and a P-value of 0.002 (<0.05). Thus, the hypothesis stating that the Work Environment influences Employee Performance is declared accepted.

The results of this study align with Sedarmayanti's (2018) theory, which states that a safe, comfortable, and psychologically supportive work environment will increase employee enthusiasm, concentration, and productivity. Robbins and Judge (2019) also emphasized that a positive work environment can encourage effective work behavior and improve individual performance. These findings align with previous research conducted by Fitria and Rahman (2022) and Hartono and Widodo (2022), which concluded that the work environment has a positive and significant impact on employee performance in government agencies. Therefore, creating a conducive work environment is a crucial factor in improving employee performance at the Samapta Directorate.

The Simultaneous Influence of Human Resources and Work Environment on Employee Performance

Based on the results of simultaneous testing, it can be concluded that Human Resources and the Work Environment together have a significant influence on Employee Performance. This is evidenced by the calculated F value of 19.271, which is greater than the F table value of

3.10, and the coefficient of determination (R-Square) value of 0.309 or 30.9%. These findings indicate that employee performance is not determined by a single factor, but rather by a combination of the quality of human resources and a supportive work environment.

The results of this study align with the systems theory in human resource management proposed by Armstrong and Taylor (2020), which states that employee performance is the result of the interaction between individual factors and work environment factors. Furthermore, Gibson et al. (2018) emphasized that individual performance is simultaneously influenced by personal, organizational, and environmental variables. These findings also align with previous research conducted by Lubis and Hidayat (2021) and Kurniawan and Hartono (2020), which concluded that human resources and the work environment jointly have a significant influence on employee performance in the police and public agencies. Therefore, improving employee performance at the Directorate of Public Order and Order Management of the Jakarta Metropolitan Police (Polda Metro Jaya) requires an integrated approach that combines strengthening human resource quality and creating a conducive work environment.

CONCLUSION

Based on the research results and discussion, it can be concluded that Human Resources have a positive and significant effect on the performance of employees of the Samapta Directorate of the Metro Jaya Regional Police. This finding indicates that the quality of human resources, reflected in competence, motivation, work experience, and job satisfaction, has a strategic role in improving employee performance. These results reinforce the view that employees with good quality human resources will be able to carry out their duties more effectively, efficiently, and responsibly. This conclusion is in line with Mangkunegara's theory (2020) which states that employee performance is largely determined by individual quality, especially competence and work motivation, and is supported by Dessler's opinion (2020) which emphasizes that proper management and development of human resources will have a direct impact on improving organizational performance.

Furthermore, this study also concluded that the Work Environment has a positive and significant influence on Employee Performance. A conducive work environment, both in terms of physical aspects such as comfort and job security, as well as non-physical aspects such as relationships between employees and leadership support, has been proven to be able to encourage increased employee performance. Supportive work environment conditions will create a positive work atmosphere, increase work enthusiasm, and strengthen employee commitment to the organization. This finding is in line with the theory of Sedarmayanti (2018) who emphasizes the importance of a safe and comfortable work environment in increasing work productivity, as well as the view of Robbins and Judge (2019) who state that a positive work environment can shape effective and performance-oriented work behavior.

Simultaneously, this study concludes that Human Resources and the Work Environment jointly have a significant influence on Employee Performance, with a contribution of 30.9 percent. This indicates that improving employee performance cannot be achieved optimally by focusing only on one factor, but rather requires synergy between individual qualities and supportive work environment conditions. This conclusion is in line with the systems theory in human resource management proposed by Armstrong and Taylor (2020), which states that performance is the result of the interaction between individual factors and organizational environmental factors. In addition, Gibson et al. (2018) emphasized that individual performance is influenced simultaneously by personal, organizational, and work environment variables. Thus, efforts to improve employee performance at the Directorate of Samapta Polda Metro Jaya need to be carried out through an integrated approach that focuses on strengthening human resource quality while creating a conducive and sustainable work environment.

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