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The Effect of Welfare, Work Motivation and Education Level on Personnel Performance in the Cimahi Resort Police Security Intelligence Unit

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Abstract: Personnel performance is an important factor in supporting the effectiveness of intelligence and security tasks, especially in the Security Intelligence Unit of the Cimahi Police Resort which has a strategic role in maintaining regional stability and security. Optimal personnel performance is influenced by various internal organizational factors, including welfare, work motivation, and education level. This study aims to analyze the influence of welfare on personnel performance, the influence of motivation on personnel performance, the influence of education level on personnel performance, and the influence of welfare, motivation, and education level simultaneously on personnel performance in the Security Intelligence Unit of the Cimahi Police Resort. This study uses a quantitative approach with a survey method, which emphasizes the collection and processing of data in the form of numbers so that the results of the analysis can be interpreted objectively and measurably. In addition, this study is supplemented with qualitative data as supporting data, in the form of open-ended statements in questionnaires and the results of consultations and short interviews to enrich understanding of the variables studied. The study population was 53 personnel, with the sampling technique using total sampling. Data analysis was conducted using multiple linear regression with the help of the SPSS Version 26 program. The results showed that partially welfare and education level had a positive and significant effect on personnel performance, while motivation did not have a significant effect on personnel performance. Simultaneously, welfare, motivation, and education level influence personnel performance. The coefficient of determination (R Square) value of 0.508 indicates that 50.8% of the variation in personnel performance can be explained by these three variables, while the remainder is influenced by other factors outside the research model. This finding confirms that improving welfare and education level are strategic factors in improving the performance of personnel of the Cimahi Police Security Intelligence Unit.

Keyword: Welfare, Work Motivation, Education Level, Personnel Performance, Security Intelligence Unit, Cimahi Police Resort.

INTRODUCTION

Human resources (HR) are strategic assets that play a crucial role in organizational effectiveness, particularly in state institutions such as the Indonesian National Police (Polri). The successful implementation of police functions, including maintaining security, enforcing the law, and maintaining order, is not solely determined by advanced technology or operational strategies, but rather by the quality, competence, and performance of its personnel. High performance is an indicator of an organization's professionalism and efficiency in providing public services. Therefore, personnel performance development is a primary focus in supporting the Polri's strategic objectives in the challenging modern era (Robbins & Judge, 2019; Hasibuan, 2022).

In carrying out their duties, every Polri (Indonesian National Police) personnel is required to work with high dedication, responsibility, and the ability to make quick and accurate decisions in the field. Optimal performance can only be achieved if personnel have adequate well-being, strong work motivation, and an education level relevant to their duties. These three factors interact to shape professional behavior and work commitment. Therefore, balanced attention to well-being, motivation, and education is a crucial strategy for increasing the productivity and effectiveness of police organizations (Dessler, 2020; Armstrong, 2020).

Personnel well-being is a key determinant of performance. Well-being, encompassing financial, social, and psychological aspects, provides stability for personnel in facing demanding and risky tasks. Personnel who feel well-off are more focused on carrying out their responsibilities, increase loyalty, and minimize the potential for disciplinary action. Conversely, inadequate well-being can have negative impacts, including low motivation, decreased work quality, and a high risk of work stress (Sutrisno, 2021; Robbins & Judge, 2019).

In addition to well-being, work motivation also plays a crucial role in shaping personnel performance. Motivation is an internal drive that drives individuals to achieve targets and perform tasks optimally. Motivated personnel will demonstrate a proactive, responsible attitude, and be able to cope with situational pressures in the field. While low motivation can decrease productivity, increase absenteeism, and slow strategic decision-making (Schaufeli, 2017; Hasibuan, 2022). Therefore, work motivation needs to be maintained through fair rewards, consistent coaching, and a conducive work environment.

Personnel's educational level also significantly contributes to performance. Education enhances intellectual capacity, analytical skills, and adaptability to environmental changes. In the context of intelligence and security, situational analysis and threat understanding are crucial for preventive and strategic decision-making. Personnel with higher educational backgrounds tend to possess critical thinking skills, effective communication skills, and the ability to utilize information technology to support task execution (Sutrisno, 2021; Armstrong, 2020).

The Cimahi Police Security Intelligence Unit (Sat Intelkam), tasked with maintaining security and stability within the Cimahi City jurisdiction, faces a complex set of social issues. Its covert and high-risk duties require personnel to be mentally and physically prepared, along with support from internal policies related to welfare, motivation, and education. An imbalance between task demands and these factors can degrade performance, so understanding the interaction of these three variables is crucial for improving the operational effectiveness of the Sat Intelkam (Wardhani & Kurnia, 2019; Putri & Lestari, 2022).

Thus, research into the influence of well-being, work motivation, and education level on the performance of Cimahi Police Intelligence Unit personnel is highly relevant. The empirical findings of this study are expected to provide a basis for strategic policymaking, human resource development, and improved performance management within the police force.

Furthermore, this study provides a theoretical contribution to the literature on human resource management in law enforcement institutions, particularly in understanding the factors that drive professionalism and effective performance of police personnel (Dessler, 2020; Armstrong, 2020; Robbins & Judge, 2019).

Personnel Welfare

Personnel well-being is a key factor influencing individual performance within an organization. Well-being is not only related to financial compensation but also encompasses psychological, social, and emotional aspects (Armstrong, 2020). Robbins and Judge (2019) emphasize that good well-being promotes psychological stability, job satisfaction, and employee loyalty to the organization. Meanwhile, Hasibuan (2022) states that well-being is a condition in which employees' basic needs—economic, social, and moral—are met, thus influencing work motivation and commitment. Optimal well-being creates a conducive work environment, enabling employees to focus on tasks and consistently increase productivity.

Well-being is also seen as a strategic tool in human resource management to improve organizational effectiveness. According to Dessler (2020), investing in employee well-being can reduce absenteeism, reduce job stress, and increase long-term job satisfaction. Meanwhile, Robbins (2005) emphasized the positive relationship between perceived well-being and performance, where employees who feel valued and supported are more likely to take initiative and be more responsive to tasks. In line with this, Luthans (2011) added that psychological well-being influences an individual's energy, work ethic, and resilience in dealing with high work pressure, particularly in the high-risk police environment.

In the context of the Security Intelligence Unit, personnel well-being encompasses a balance between work pressure, compensation, and institutional support. Personnel who feel well-being tend to have better emotional stability, are better able to manage stress in intelligence gathering and analysis, and are more consistent in implementing standard operating procedures (SOPs) and maintaining integrity. Research by Saks (2006) and Gunawan & Sari (2020) confirms that adequate well-being directly impacts performance quality, particularly in a dynamic, precision-demanding work environment such as the Security Intelligence Unit. Therefore, personnel well-being is a crucial prerequisite for achieving optimal performance within the police institution.

Work Motivation

Work motivation is an internal force that drives individuals to achieve organizational goals and perform tasks optimally (Robbins & Judge, 2019). According to Herzberg (1968), motivation is influenced by intrinsic factors such as achievement, recognition, and responsibility, which can increase job satisfaction and performance. Meanwhile, McClelland (1985) emphasized the role of the need for achievement, affiliation, and power in shaping effective work behavior. In the police environment, work motivation not only drives productivity but also increases personnel resilience to situational pressures and the risks of fieldwork.

Schaufeli (2017) explains that motivation is closely related to an individual's work engagement, energy, and dedication to their work. Highly motivated personnel tend to be proactive, make decisions more quickly, and maintain work quality even under pressure. Hasibuan (2022) adds that motivation is also influenced by rewards, role clarity, and harmonious interpersonal relationships with leaders, all of which influence consistent performance. Meanwhile, Robbins (2005) states that motivation facilitates the optimal utilization of employee competencies and education, thereby increasing the efficiency and effectiveness of task execution.

In the context of the Cimahi Police Intelligence Unit, work motivation is a crucial factor because intelligence tasks require precision, in-depth analysis, and quick decisions. Motivated

personnel tend to be more focused on gathering information, assessing threats, and taking appropriate preventative measures. Research by Wibowo & Nugroho (2020) and Hidayat (2018) shows that work motivation significantly influences employee performance, particularly in organizations characterized by complex and high-risk tasks. Therefore, strengthening work motivation is a crucial strategy for enhancing the professionalism and productivity of police personnel.

Education Level

Education is an intellectual foundation that enhances critical thinking capacity, analytical skills, and an individual's ability to adapt to job demands (Sutrisno, 2021). According to Robbins & Judge (2019), education provides a knowledge foundation that enables employees to understand procedures, identify risks, and implement appropriate solutions. Armstrong (2020) adds that education plays a role in improving decision quality and work effectiveness, while Dessler (2020) emphasizes that education facilitates mastery of new technologies and methods, relevant to digital-based intelligence work.

From a human resource management perspective, education not only enhances technical competence but also develops leadership and interpersonal coordination capacity (Luthans, 2011). Education enables Intelligence and Security Unit personnel to analyze information accurately, anticipate threats, and communicate effectively with both internal and external units. Furthermore, Hasibuan (2022) emphasized that educational attainment influences an individual's professionalism and adaptability to the dynamics of the work environment, thereby enhancing overall organizational effectiveness.

In police practice, variations in education level influence intelligence analysis skills, decision-making, and the use of information technology. Personnel with higher education tend to be able to think systematically, manage complex information, and develop more effective prevention strategies (Gunawan & Sari, 2020; Wardhani & Kurnia, 2019). Therefore, improving personnel education through training, continuing education, and professional development is a crucial strategy for enhancing individual and team performance within the Cimahi Police Intelligence Unit.

Personnel Performance

Personnel performance is a key indicator of organizational effectiveness, reflecting the extent to which individuals are able to carry out tasks according to established standards, objectives, and responsibilities (Mangkunegara, 2017). According to Robbins & Judge (2019), performance is the result of individual behavior that can be measured by target achievement, work quality, and contribution to organizational goals. In the police context, personnel performance is measured not only by the quantity of tasks such as the number of patrols or intelligence reports, but also by the quality of task execution, compliance with legal procedures, the accuracy of decision-making, and the ability to maintain the confidentiality of information. Armstrong (2020) emphasizes that performance is a combination of competence, motivation, and a supportive work environment, so that any increase in individual capacity can have a direct impact on overall performance.

Another theory states that performance is influenced by internal and external factors. Luthans (2011) explains that competence, experience, and professional development are internal factors that enhance an individual's ability to perform tasks. Meanwhile, Robbins (2005) adds that the work environment, leadership, and supporting facilities are external factors that can facilitate or hinder performance. Hasibuan (2022) emphasizes the importance of integrating well-being, motivation, and education in shaping optimal performance, especially for personnel facing high pressure and significant task risks, such as in security intelligence environments. Thus, personnel performance is the result of a complex interaction between individual capacity and organizational support.

In police practice, personnel performance is closely linked to the achievement of organizational missions and individual professionalism. According to Sutrisno (2021), good performance is reflected in an individual's ability to respond to threats, make quick and accurate decisions, and work collaboratively with other units. Gunawan & Sari (2020) added that performance measurement must consider both quantitative and qualitative indicators, including the quality of intelligence analysis, SOP compliance, response speed, and effective team coordination. Wardhani & Kurnia (2019) emphasized that strengthening performance through welfare development, motivation, and education produces personnel who are more adaptive, professional, and prepared to face dynamic security threats. Therefore, the performance of the Cimahi Police Intelligence Unit personnel reflects the synergy between individual capacity, organizational conditions, and effective human resource management strategies.

T.

METHOD

Types of research

This study uses a quantitative approach with an explanatory survey method, which aims to examine the influence of independent variables, namely welfare, work motivation, and education level, on the dependent variable, namely the performance of Cimahi Police Intelligence Unit personnel. Quantitative research was chosen because it allows for systematic, objective, and statistically testable measurement of relationships between variables (Creswell, 2014; Sugiyono, 2018). The explanatory survey method is relevant because in addition to describing phenomena occurring in the field, it also allows researchers to assess the extent of influence of each variable on personnel performance and identify simultaneous interactions between variables (Sekaran & Bougie, 2019; Hair et al., 2019). With this approach, data obtained from respondents can be analyzed quantitatively using statistical software to obtain valid and reliable empirical findings.

Population and Sample

The population of this study was all 53 personnel of the Cimahi Police Intelligence Unit. Considering the relatively small population, this study used total sampling, so the entire population was sampled, namely 53 personnel (Ferdinand, 2014; Sugiyono, 2018). The selection of total sampling was carried out to ensure data representativeness and minimize generalization errors, considering that all members of the Intelligence Unit have similar characteristics and responsibilities in carrying out intelligence and security functions. Thus, the data obtained reflects the real conditions and can be used as a basis for analyzing the relationship between variables accurately.

Method of collecting data

Data collection was conducted through a questionnaire distributed to all respondents. The questionnaire was designed on a 1–5 Likert scale to measure respondents' perceptions of well-being indicators, work motivation, education level, and performance. According to Sekaran & Bougie (2019) and Creswell (2014), questionnaires are an effective method in quantitative research because they facilitate the collection of large amounts of data, allow for consistent measurement standards, and facilitate statistical analysis. The questionnaire was also designed based on previous literature to ensure content validity and suitability for the context of intelligence policing (Hair et al., 2019).

Research Instruments

The research instrument covers all variables, namely well-being, work motivation, education level, and personnel performance. Well-being is measured through financial, non-

financial, and psychological indicators (Robbins & Judge, 2019; Hasibuan, 2022), work motivation through indicators of dedication, energy, and psychological attachment (Schaufeli, 2017; Armstrong, 2020), education level through formal education and scientific relevance (Sutrisno, 2021), and personnel performance through quantitative and qualitative indicators such as intelligence product accuracy, SOP compliance, response speed, and team coordination effectiveness (Mangkunegara, 2017; Gunawan & Sari, 2020). Each variable is tested for validity and reliability using the Cronbach's Alpha test to ensure the internal consistency of the instrument (Hair et al., 2019).

Data Analysis Methods

Data analysis was conducted using SPSS version 29, which allows for systematic quantitative data processing for hypothesis testing. The analysis included descriptive tests to examine respondent characteristics, classical assumption tests, multiple linear regression to examine simultaneous and partial effects, and significance tests with a 95% confidence level ($\alpha = 0.05$) (Ghozali, 2021; Hair et al., 2019). SPSS 29 was chosen because it has comprehensive features for regression analysis, validity and reliability tests, and accurate numerical data processing. Therefore, the analysis results can provide an empirical picture of the influence of welfare, work motivation, and education level on the overall performance of Cimahi Police Intelligence Unit personnel.

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

1. Hypothesis 1: The Effect of Welfare on Personnel Performance

•H01: Personnel welfare does not have a positive and significant effect on personnel performance at the Cimahi Resort Police Security Intelligence Unit. •Ha1: Personnel welfare has a positive and significant impact on personnel performance in the Cimahi Police Security Intelligence Unit. In other words, improving both financial and non-financial welfare is believed to increase personnel effectiveness, productivity, and work dedication.

2. Hypothesis 2: The Influence of Work Motivation on Personnel Performance

•H02: Work motivation does not have a positive and significant effect on personnel performance at the Cimahi Police Security Intelligence Unit. •Ha2: Work motivation has a positive and significant effect on personnel performance in the Cimahi Police Security Intelligence Unit. High motivation, both intrinsic and extrinsic, is expected to encourage personnel to be more proactive, disciplined, and responsible in completing each operational task.

3. Hypothesis 3: The Effect of Education Level on Personnel Performance

•H03: Education level does not have a positive and significant effect on personnel performance at the Cimahi Resort Police Security Intelligence Unit. •Ha3: Education level has a positive and significant effect on personnel performance in the Cimahi Police Security Intelligence Unit. Personnel with an appropriate level of education have better analytical skills, a deeper understanding of procedures, and the ability to make appropriate strategic decisions.

4. Hypothesis 4: The influence of welfare, motivation and education level simultaneously influences personnel performance.

•H04: Welfare, work motivation, and education level simultaneously do not have a positive and significant effect on personnel performance at the Cimahi Resort Police Security Intelligence Unit. •Ha4: Welfare, work motivation, and education level simultaneously have a positive and significant effect on personnel performance at the Cimahi Police Security Intelligence Unit. This hypothesis tests the combined effect of these three independent variables to determine the most dominant factor in improving performance.

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:

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 H_0 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 r^2 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)

t- Test Results Table					
Model	Coefficients				
	Unstandarized Coefficients		Standarized Coefficients		
	B	Std. Error	Beta	t	Sig
(Constant)	14,399	6,296		2,287	0.027
Welfare	0.512	0.082	0.645	6,267	<0.001
Motivation	0.007	0.084	0.008	0.081	0.936
Level of Education	0.204	0.081	0.252	2,504	0.016

a. Dependent Variable: Personnel Performance

Source: SPSS Data Processing 29, 2025

Based on the results of the t-test to determine the influence of each independent variable on Personnel Performance, the following results were obtained:

Welfare (X_1) The test results show a calculated t value of $6.267 >$ from t table (2.008) 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 Welfare has a positive and significant effect on Personnel Performance . This shows that the level of welfare obtained by personnel, the

performance will increase significantly. 1) Motivation (X_2) The t-test results show a calculated t-value of $0.081 <$ from the t-table (2.008) with a significance level of 0.936. A significance value greater than 0.05 indicates that H_0 is accepted and H_2 is rejected.

Thus, the hypothesis stating that Motivation influences Personnel Performance cannot be accepted. 2) Education Level (X_1) The test results show a calculated t value of $2.504 >$ from t table (2.008) with a significance level of 0.016. The significance value is smaller than 0.05, so H_0 is rejected and H_1 is accepted. Thus, it can be concluded that Education Level has a positive and significant effect on Personnel Performance . This shows that the higher the level of personnel education, the performance will increase significantly.

F Test (Simultaneous)

F Test Results Table
ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	508,630	2	169,543	16,842	<,001 ^b
Residual	493,257	49	10,066		
Total	1001,887	52			

a. Dependent Variable: Personnel Performance
b. Predictors: (Constant), Well-being, Motivation, Education Level

Source: SPSS Data Processing 29, 2025

Based on the results of the F test, the calculated F value was $16.842 >$ f table 2.79 with a significance level of $<0.001 (<0.05)$. This indicates that Welfare, Motivation, and Education Level simultaneously have a positive and significant effect on Personnel Performance. Thus, the regression model used is suitable 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	.713 ^a	0.508	0.478	3,173

a. Predictors: (Constant), Well-being, Motivation, Education Level
b. Dependent Variable: Personnel Performance

Source: SPSS Data Processing 29, 2025

Based on the analysis results, the R Square (R^2) value was obtained at 0.508. This indicates that 50.8% of the variation in Personnel Performance can be explained by the variables of Welfare, Motivation, and Education Level , while the remaining 49.2% is influenced by other variables outside this research model.

The Adjusted R Square value of 0.478 shows that after adjusting for the number of independent variables, the contribution of the two variables to Personnel Performance is 47.8%.

Discussion of Research Results

1. The Influence of Welfare on Personnel Performance

The results of the study indicate that welfare has a positive and significant effect on personnel performance. This finding indicates that the better the level of welfare received by personnel—both in the form of financial and non-financial welfare—the more significantly their performance will improve.

This is proven by the results of the hypothesis test which shows a t-statistic value of 6.267, greater than the t-table value of 2.008, with an influence coefficient of 0.512 and a P-value <0.001. Thus, the hypothesis stating that welfare influences personnel performance can be accepted. The results of this study align with human resource management theory, which emphasizes that well-being is a fundamental factor in increasing employee productivity, job satisfaction, and performance (Hasibuan, 2019; Dessler, 2020). Furthermore, these findings align with previous research in Chapter II, which concluded that adequate well-being can create a sense of security, loyalty, and organizational commitment, which ultimately positively impacts employee performance.

2. The Influence of Work Motivation on Personnel Performance The results of the study indicate that work motivation does not significantly influence personnel performance. Although motivation tends to have a positive relationship with performance, statistically, increasing motivation has not been proven to have a significant impact on improving personnel performance.

This is indicated by the t-statistic value of 0.081, which is smaller than the t-table value of 2.008, with an influence coefficient of 0.007 and a P-value of 0.936 (> 0.05). Thus, the hypothesis stating that there is an influence of work motivation on personnel performance cannot be accepted. These findings indicate that in the context of police organizations, particularly intelligence units with strong command structures and standardized work procedures, work motivation has not been a primary determinant in improving personnel performance. These findings align with some previous research in Chapter II, which suggests that work motivation can lose its significance when organizational systems, welfare, and educational attainment play a greater role in directing personnel behavior and performance.

3. The Influence of Education Level on Personnel Performance The results of the study indicate that education level has a positive and significant effect on personnel performance. This means that the higher the education level of personnel, the better the performance. This is evidenced by the t-statistic value of 2.504, which is greater than the t-table value of 2.008, with an influence coefficient of 0.204 and a P-value of 0.016 (<0.05).

Thus, the hypothesis that education level influences personnel performance can be accepted. These findings align with human capital theory, which states that education plays a role in improving an individual's cognitive capacity, analytical skills, and decision-making skills at work (Becker, 1993; Armstrong, 2020). Furthermore, the findings of this study align with previous research outlined in Chapter II, which confirms that educational attainment significantly impacts the work effectiveness and professionalism of personnel in the public sector and law enforcement.

4. The Simultaneous Influence of Welfare, Work Motivation, and Education Level on Personnel Performance Based on the results of simultaneous testing, it can be concluded that well-being, work motivation, and educational level collectively play a role in influencing personnel performance. Although work motivation does not show a significant effect partially, within the framework of the research model, these three variables still form a complementary system in explaining variations in personnel performance.

This indicates that personnel performance is not determined by a single factor, but rather by a combination of well-being, individual characteristics, and educational capacity. These findings align with performance management theory and the systems approach in HRM, which

states that performance is the result of the interaction of various individual and organizational factors (Robbins & Judge, 2019; Armstrong, 2020). Furthermore, the results of this study also align with previous research in Chapter II, which emphasized that the simultaneous influence of well-being, work motivation, and education level variables provides a more comprehensive picture in explaining personnel performance, particularly in organizations with high work demands and complex operational risks such as the Cimahi Police Security Intelligence Unit.

CONCLUSION

Based on the research results, the welfare of personnel within the Cimahi Police Intelligence Unit has been shown to positively impact performance. Adequate welfare, both financial and non-financial, can increase personnel's sense of security, loyalty, and commitment, thereby significantly improving performance. This finding aligns with human resource management theory, which emphasizes welfare as a fundamental factor in increasing employee productivity, job satisfaction, and performance (Hasibuan, 2019; Dessler, 2020), as well as with previous research confirming that good welfare can create psychological stability and optimal work quality.

Meanwhile, work motivation has not been shown to significantly influence personnel performance in the context of the Intelligence and Security Unit. Although conceptually, motivation is expected to drive performance, in a police organization with a strong command structure and standardized work procedures, individual motivation has not been a primary determinant of performance. Welfare and education are more dominant in influencing work behavior and personnel effectiveness, although motivation still plays a supporting role within the organizational system framework (Robbins & Judge, 2019; Schaufeli, 2017).

Furthermore, personnel education levels have a positive impact on performance, indicating that higher education levels improve analytical skills, decision-making, and professionalism in carrying out tasks. This finding is consistent with human capital theory, which emphasizes the importance of education in improving cognitive capacity, analytical skills, and individual effectiveness at work (Becker, 1993; Armstrong, 2020). Education strengthens personnel's technical capabilities while also helping them adapt to the complexities of intelligence tasks and operational challenges in the field.

Simultaneously, well-being, work motivation, and education level jointly influence personnel performance, although motivation does not show a significant effect partially. These three variables form a complementary system in explaining performance variation, confirming that performance is not the result of a single factor, but rather the interaction between well-being conditions, individual characteristics, and educational capacity. This finding supports the systems approach in performance management and human resources, which states that performance is the result of the interaction of individual and organizational factors (Robbins & Judge, 2019; Armstrong, 2020), and emphasizes the importance of a comprehensive strategy in improving the professionalism of the Cimahi Police Intelligence Unit personnel.

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