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## The Effect of Participation and Work Environment on Personnel Performance in the General Secretariat (Setum) of the Jakarta Metro Jaya Regional Police

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**Abstract:** The objectives of the study are as follows: to determine the effect of personnel participation on personnel performance, to determine the effect of the work environment on personnel performance, to analyze the effect of participation and the work environment simultaneously on personnel performance at the Setum Polda Metro Jaya. There is an effect of participation on employee work performance . This is proven by the results obtained. The calculated t value for the participation variable (X 1 ) is 7.606 while the t table value for n = 50 is 2.008 . So  $7.606 > 2.008$  , then  $H_0$  is rejected and  $H_a$  is accepted, it can be stated that participation (X 1 ) has a significant effect<sup>2</sup> on personnel performance (Y) . There is an influence of the work environment on employee work performance . Proven to be obtained The calculated t value for the work environment variable (X2 ) is 6.909, while the t table value for n = 50 is 2.008 . So  $6.909 > 2.008$  , the Adjusted R Square value is 0.932 which shows that the Y variable (personnel performance) is influenced by the X1 variable ( participation ) and the X2 variable ( work environment ) by 93.2% and the remaining 6.8% is influenced by other factors not studied.

**Keyword:** Influence, Participation, Work Environment, Personnel Performance, Jakarta Metro Jaya Regional Police.

### INTRODUCTION

The Jakarta Metropolitan Police (Polda Metro Jaya) is one of the most important police institutions in Indonesia, with a significant responsibility for maintaining security and order in the Jakarta metropolitan area and its surroundings. In carrying out its duties and functions, this institution is supported by various work units, one of which is the General Secretariat (Setum) . The Setum Polda Metro Jaya plays a crucial role in managing general administration, documentation, correspondence, and archiving all internal unit activities and policies. With this strategic role, the performance of personnel within the Setum environment must always be optimal, professional, and timely .

The role of human resources is a crucial factor in any company organization or government agency. The availability of qualified human resources is a company's primary asset, as without them, government agency activities would be impossible. An employee's active role is essential in establishing plans, systems, processes, and goals.

Given the importance of human resources in achieving organizational goals, it is necessary to manage these resources independently so they can perform according to the organization's leadership's expectations. Therefore, maintaining a workforce is absolutely essential, both morally and physically. A positive work environment that meets employee needs will naturally lead employees to recognize their responsibility to the organization. This can be used as a factor to increase employee morale.

One of the main factors suspected of causing the decline in performance is the level of personnel participation in the work process, as well as the quality of the work environment is not fully supportive. Participation is defined as the active involvement of personnel in decision-making, program planning, and providing input on task implementation. A lack of participatory space will reduce the sense of ownership, work motivation, and innovation of the personnel themselves.

The performance of personnel at the Jakarta Metropolitan Police General Secretariat reflects the administrative governance of the police institution. Poor performance in several aspects, such as punctuality, initiative, and attendance, indicates managerial issues that must be addressed immediately, particularly regarding active personnel participation and a work environment that supports productivity.

A good working environment can be useful to prevent work burnout and losses to the organization, so that with a work environment that supports and meets employee needs, work enthusiasm can increase. employees. The work environment is everything that is around workers who can influence them in carrying out their tasks which are charged, for example cleaning, music and so on.

A work environment is considered good or appropriate if people can carry out activities optimally, healthily, safely, and comfortably. The impact of a suitable work environment can be seen over the long term. Furthermore, less than ideal work environments can require more manpower and time and do not support efficient work system design (Sedarmayanti, 2021: 2).

Unknowingly, the problems mentioned above negatively impact the performance of employees at the Jakarta Metro Jaya Police General Secretariat (Setum). Lack of concentration in completing tasks has led to a decline in employee morale. This decline is evident in the failure to achieve organizationally set targets. Frequent non-work-related communication among employees during working hours results in many tasks going unfinished. Consequently, employees constantly compare their work to others.

Based on the description above, the author is interested in conducting research related to employee motivation, abilities, and performance. Therefore, the author conducted a study entitled "The Influence of Participation and Work Environment on Personnel Performance at the General Secretariat (Setum) of the Jakarta Metro Jaya Police."

## **Human Resource Management**

The most important resource in an organization is human resources. Human resources are those who provide energy, talent, creativity, and enthusiasm for the organization. Within a company, these human resources consist of employees and managers. Without competent people, every company or organization will face difficulties in achieving its goals. The following is the definition of Human Resource Management (HRM) according to Prof. Dr. Harries Madiistriyatno, as explained in his book "Human Resource Management: Managing Individual Potential in a Company" (Ircham, M., & Suryani, E, 2024). HRM is a systematic effort by an organization to manage individual potential—including competence, motivation,

commitment, loyalty, and professionalism—so that they can play an optimal role in achieving company goals and advancing the organization's development in a sustainable manner .

Management, as a science and art, can be applied in all spheres of life, including social, private or corporate, military, and governmental settings. In government, it aligns with the government's mission and function to serve the public interest based on power.

Human resources can be seen from two aspects, namely quantity and quality. Quantity concerns the number of human resources (population) whose contribution to development is less important compared to the quality aspect, even the quantity of human resources without being accompanied by good quality will be a burden on the development of a nation, while quality concerns the quality of human resources which concerns abilities, both physical abilities and non-physical abilities (intelligence and mental) . Therefore, for the sake of accelerating development in any field, improving the quality of human resources is a primary prerequisite for national development, which is meant by human resources are workers or employees or also employees (employees) .

Human resources in an organization or related agency also play a very important role in achieving the goals and success of the organization in question. Even complete and sophisticated facilities are not a guarantee of the success of the institution itself, if not balanced by the quality of its human resources or employees in the organization who will utilize these facilities to support the work of their employees. The definition of management is often referred to as the art of getting work done through others, which means that managers achieve organizational goals by arranging other people to carry out various jobs themselves .

Based on the opinions of the experts above, it shows that human resource management is the art and science of planning, organizing, directing and supervising the procurement, development, integration and maintenance of human resources to obtain and utilize human resources as much as possible so that certain goals are achieved in the organization, without neglecting the goals that the members want to achieve. After discussing the definition of human resource management, the author then describes the opinions of experts regarding the importance of human resource management.

### **Employee Participation**

Employee participation is a crucial factor in human resource management, directly related to individual involvement in organizational activities. Participation reflects the extent to which employees have the opportunity to express their opinions, participate in decision-making, and share responsibility for carrying out tasks and achieving organizational goals .

According to Siagian (2021:120) , employee participation is a person's mental and emotional involvement in a group situation that encourages him to contribute to group goals and share responsibility in achieving those goals .

Meanwhile, according to Handoko (2020:75) , employee participation is the involvement of individuals in the decision-making process concerning their work and the execution of their responsibilities . In the context of formal organizations such as government agencies or the police, employee participation also includes involvement in developing work plans, team discussions, and conveying ideas for improving work systems.

According to Pidarta (2021:51), participation is the mental and emotional involvement of individuals in group situations that encourage them to contribute to group goals and share their shared responsibilities. We often hear the word participation in everyday life, both from experts and laypeople. To date, there is no generally accepted understanding or definition of participation .

This encourages public participation in many countries, driven by the belief that it is a democratic right for communities to be involved in the development of their own communities. This aligns with the concept of community-driven development, namely development aimed at improving human well-being. Governments often encounter obstacles in motivating

communities to participate in development. If these obstacles cannot be overcome, governments sometimes resort to pressure by enforcing strict regulations. However, it is important to recognize that community participation in development through pressure is generally inappropriate in democratic countries like ours. The most appropriate approach is persuasion or stimulation, and this approach appears to be in the public interest. If persuasion and stimulation are ineffective, then coercion or pressure is employed. When discussing participation in village/sub-district development, what is meant is largely the local community's responsiveness to government recommendations and instructions regarding development itself. Some of the development demands are currently being actively promoted. The most important and decisive change is a shift in community attitudes and actions.

From these various definitions, it can be concluded that employee participation is the active involvement of employees in decision-making, planning, implementation and evaluation of work related to the implementation of their duties, both individually and in groups, which aims to increase work effectiveness and achieve organizational goals.

### **Work Environment**

The work environment is one of the important functions in human resource management (HRM). The work environment is all conditions in the workplace that can affect employees both directly and indirectly. In addition, the work environment is a community where people gather in diversity and in changing situations and conditions that can affect Personnel Performance .

Prof. Harries emphasized that organizations, like living things, are influenced by external (e.g., technology, regulations) and internal (e.g., conflict, group culture) environments. Both create dynamics that must be managed appropriately for the organization to thrive and strengthen individual performance. Prof. Harries' approach views the work environment not only from a physical perspective (e.g., space, facilities) but also from a non-physical perspective: interpersonal relationships, communication climate, sense of security, and a family atmosphere. According to Prof. Harries Madiistriyatno, the work environment is the totality of conditions that shape the dynamics, culture, and work climate—including internal/external, physical/non-physical, and shared values—which collectively influence the performance and development of individuals and the organization.

According to Nitisebito (2022: 183), the work environment is everything surrounding workers that can influence them in carrying out the tasks assigned to them. To increase individual productivity while simultaneously increasing organizational or company productivity, the work environment must be as comfortable as possible. A good work environment provides comfort to the people who work in it, so they feel enthusiastic, passionate, and gain satisfaction in their work .

According to Salusu (20 2 1:28) "The environment includes conditions, situations, circumstances, events and influences –that surround and influence the development of the organization." This definition explains that the environment around an organization can determine the level of success of all the series of activities that the organization carries out in an effort to achieve organizational goals.

Steers (2019:8) states that "The work environment is a characteristic within an organization that influences employee behavior." Meanwhile, according to Nawawi (2021:293), "The environment is a relatively continuous internal quality of the organization that is felt by its members."

Based on the opinions of the experts above, it can be concluded that the work environment is a place where members of an organization carry out their work and is a working condition that can be measured based on the nature and subjective perceptions of its members who live and work together which occurs continuously and produces impressive actions in carrying out their duties and work.

## **METHOD**

### **Types of Research**

The type of research used is explanatory research or quantitative research based on questionnaires from respondents, namely the researcher explains the causal relationship between variables through hypothesis testing (Singarimbun, 2022: 5). Quantitative data is data in the form of numbers or qualitative data that is quantified. Qualitative data that is quantified, for example, is found in a measurement scale. A statement/question that requires alternative answers, strongly agree, agree, somewhat agree, disagree where each: strongly agree is given a score of 4, agree 3, somewhat agree 2, and disagree 1 (Sugiyono, 2002: 7).

Quantitative research maintains distance between the researcher and the object being studied. Quantitative research uses formal, standardized, and measurable instruments (Sukmadinata, 2006: 95) .

### **Sample Population**

According to Margono (2020:118), the definition of a population is all the data that concerns us within a defined scope and timeframe. Therefore, a population relates to the data, not the people. If every person provided data, the population size would be equal to the number of people.

Therefore, the population in this study is the personnel at the General Secretariat (Setum) of the Jakarta Metro Police . The sampling technique used in this study is simple random sampling . According to Sugiyono (2020:57), simple sampling is defined as random sampling of population members without considering the strata within the population. The number of samples taken is 50 personnel at the General Secretariat (Setum) of the Jakarta Metro Police. as a response in this study

### **Method Of Collecting Data**

techniques are methods for searching for and obtaining data on variables in the form of notes, reports, and documentation. According to Sugiyono (2020:37), there are two main factors that influence the quality of research data: the quality of the research instrument and the quality of the results. In this study, The data collection technique used is the field research technique, carried out by going directly to the field using a questionnaire data collection tool which is distributed to respondents .

The data collection techniques used in this study are as follows:

### **Questionnaire**

In this study, the author used a closed questionnaire (statements that were already available), where the author provided respondents with a choice of each statement submitted, so that respondents only had to mark (X) or mark (√) on each statement option they wanted .

Assessment of a series of research questionnaire statements that have been answered by respondents using the following research norms:

A question is positive if the answer is: a) Strongly Agree : Score 5, b) Agree : Score 4, c) Quite Agree : Score 3, d) Disagree : Score 2, e) Strongly Disagree : Score 1.

Likert scale . The Likert scale is used to measure an individual's or group's attitudes, opinions, and perceptions about social events or phenomena. In this research, these social phenomena have been specifically defined by the researcher, and are hereinafter referred to as research variables.

### **Research Instruments**

Research instrument for the participation variables (X1 ) , work environment (X2 ) and personnel performance (Y) was a questionnaire with a Likert scoring model filled out by

respondents on the distributed questionnaire. The Likert scale consists of 5 (five) scales, namely Strongly Agree (SS), Agree (S), Quite Agree (CS), Disagree (TS) and Strongly Disagree (STS)

**Analysis Method**

The analysis technique used in this study was quantitative analysis using statistics. Furthermore, to obtain and expedite data input, statistical software was used to support this research. The software used to support this research was SPSS ( Statistical Product and Service Solutions ) version 29. In SPSS, raw data that had been processed into numbers was input into SPSS, making it easier for the author to conduct this research.

**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 :

a.If the r value is positive and the r result is > r table , then the item or variable is valid. b.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**

The calculations or analysis in this study utilize the SPSS computer program for Windows 29. The test statistics used are:

### **F Test**

The F test statistic is used to determine simultaneously (multiple) the influence between participation (X<sub>1</sub>), work environment variables (X<sub>2</sub>) and personnel performance (Y), with the test decision being:

- 1) H<sub>0</sub> is accepted if F count < F table
- 2) H<sub>0</sub> is rejected if F count > F table .

### **T-Test**

To determine the influence of the independent variable individually (partially) on the dependent variable, the decision is to use a partial test (t-test) with the test decision being: 1) H<sub>0</sub> is accepted if t count < t table 2) H<sub>0</sub> is rejected if t count > t table. 1)Then to find out the size of participation (X<sub>1</sub>), work environment variables (X<sub>2</sub>) and personnel performance (Y) using the partial coefficient of determination (r<sup>2</sup>). If the r<sup>2</sup> for each independent variable is greater, the greater its contribution to the dependent variable and if there is a dependent variable with the largest r<sup>2</sup> number, the smallest probability and the highest calculated r, then the dependent variable has a large relationship to the independent variable .

### **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<sup>2</sup> = 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<sub>0</sub> is accepted. 1)If F count > F table , then H<sub>0</sub> 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**

The quantitative data that has been compiled, through the distribution of questionnaires or surveys that the researcher has conducted, becomes the average participation value (X1 ), work environment variables (X2 ) and personnel performance (Y) and analyzed using parametric statistics with the program SPSS Release 29.00 For Windows , namely to find out whether each variable studied has a positive influence on Work Effectiveness or vice versa. The data was analyzed using the regression analysis command ( option ) found on the SPSS main menu . The values in each SPSS output are described as follows:

**Multiple Linear Regression Test**

**The influence of participation (X1 ) on personnel performance (Y ) .**

Coefficients table , the calculated t-value for the transformational leadership variable (X1 ) is 4.568, while the t- table value for N = 75 is 1.992 . So  $4.568 > 1.992$  , then  $H_0$  is rejected and  $H_a$  is accepted, it can be stated that transformational leadership (X1 ) has a significant influence on the performance of outsourcing employees (Y).

**Influence Work environment (X 2 ) on personnel performance (Y) .**

calculated t value for the work environment variable (X2 ) is 6.909, while the t table value for n = 50 is 2.008 . So  $6.909 > 2.008$  , then  $H_0$  is rejected and  $H_a$  is accepted, it can be concluded that partially the work environment variable (X2 ) has an effect on personnel performance (Y)

**F test**

From the calculation results, the calculated F value was 337.358 and the significance was 0.000. So, the calculated  $F > F$  table , ( $337.358 > 2.79$ ) and the significance was less than 5% ( $0.000 < 0.05$ ). This means that together the independent variables consisting of the participation variable (X1 ) and the work environment (X2 ) , have a positive and significant effect on the personnel performance variable (Y).

### Coefficient of Determination

Based on the Model Summary table, the Adjusted R Square value is 0.932, which shows that variable Y (personnel performance) is influenced by variable X1 ( participation ) and variable X2 ( work environment ) by 93.2% and the remaining 6.8% is influenced by other factors that were not studied.

### CONCLUSION

There is an influence of participation on employee work performance . This is proven by the results obtained. The calculated t value for the participation variable ( X 1 ) is 7.606 while the t table value for n = 50 is 2.008 . So  $7.606 > 2.008$  , then  $H_0$  is rejected and  $H_a$  is accepted, it can be stated that participation ( X 1 ) has a significant effect on personnel performance ( Y ). There is an influence of the work environment on employee work performance.

Proven to be obtained The calculated t value for the work environment variable ( X 2 ) is 6.909, while the t table value for n = 50 is 2.008 . So  $6.909 > 2.008$  , then  $H_0$  is rejected and  $H_a$  is accepted, it can be concluded that partially the work environment variable ( X 2 ) has an effect on personnel performance ( Y ). 3.joint influence of participation and work environment on employee work performance.

This is proven by the results obtained. The calculated F value is 337.358 and the significance is 0.000. So the calculated  $F > F$  table , ( $337.358 > 2.79$ ) and the significance is less than 5% ( $0.000 < 0.05$ ). This means that together the independent variables consisting of the participation variable ( X 1 ) and the work environment ( X 2 ), have a positive and significant effect on the personnel performance variable ( Y ). The Adjusted R Square value is 0.932 which indicates that the Y variable (personnel performance) is influenced by the X 1 variable ( participation ) and the X 2 variable ( work environment ) by 93.2% and the remaining 6.8% is influenced by other factors not studied.

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