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The Influence of Work Motivation and Work Environment on the Performance of TNI Pusjarah personnel

Eva Yuliana¹

¹ Universitas Dirgantara Marsekal Suryadarma, Jakarta, Indonesia, email. eva.yulianaaa10@gmail.com

Corresponding Author: eva.yulianaaa10@gmail.com¹

Abstract: This study aims to analyze the effect of work motivation and work environment on personnel performance at the TNI History Center (Pusjarah). The research uses a quantitative approach with a survey method. The population in this study consisted of 120 personnel, and a sample of 40 respondents was selected using a simple random sampling technique. Data collection was carried out through questionnaires and analyzed using multiple linear regression. The results show that work motivation and work environment have a significant positive effect on personnel performance, both partially and simultaneously. The regression equation obtained is $Y = 1.215 + 0.456.X_1 + 0.389.X_2 + e$, where work motivation (X_1) and work environment (X_2) significantly contribute to the improvement of personnel performance (Y). The coefficient of determination (R^2) of 0.756 indicates that 75.6% of the variance in personnel performance can be explained by these two variables, while the remaining 24.4% is influenced by other factors outside the model. This study concludes that increasing personnel motivation and creating a supportive work environment are essential for enhancing personnel performance. Further research is recommended to explore other variables affecting performance.

Keyword: Work Motivation, Work Environment, Personnel Performance, & Multiple Regression.

INTRODUCTION

In military organizations, personnel performance plays an important role in determining the effectiveness of achieving the main tasks and functions of the organization. One of the elements that influences performance is work motivation. Work motivation is crucial because it can increase the enthusiasm and dedication of personnel in carrying out their duties (Sutrisno, 2021). Motivation which is good at encouraging personnel to give their best performance, especially in an environment with high demands such as the TNI History Center (Pusjarah TNI).

According to Hasibuan (2017), work motivation is a drive that arises in a person both internally and externally to achieve certain goals. At Pusjarah TNI, the role of personnel is vital in documenting and preserving Indonesian military history. However, the results of the annual performance evaluation show a decline in productivity in recent years. This indicates a problem related to work motivation that needs to be addressed immediately.

The problem of work motivation in Pusjarah TNI can be caused by various factors, such as lack of appreciation for performance, limited career development opportunities, and a less conducive work environment. This condition has the potential to reduce work enthusiasm and ultimately have a negative impact on the quality of personnel work results (Rivai, 2016).

The decline in work motivation if left unchecked will cause more serious problems for the organization. Low performance will hinder the achievement of organizational targets, which ultimately affects the reputation and credibility of Pusjarah TNI as an institution responsible for preserving military history. Therefore, there needs to be research that examines in depth the influence of work motivation on personnel performance.

Several previous studies have shown that work motivation has a close relationship with performance. Shoffan & Arief (2019) stated that motivation is one of the main determining factors in increasing work productivity in the military environment. In addition, research by Hakim et al. (2021) revealed that high work motivation can increase personnel discipline and responsibility in completing tasks.

This research focuses on Pusjarah TNI personnel who have a great responsibility in maintaining and managing Indonesian military history information. Given the importance of this role, increasing the work motivation of personnel is a very urgent matter for the leadership of Pusjarah TNI to pay attention to.

The main objective of this study is to analyze the influence of work motivation on personnel performance at Pusjarah TNI. Specifically, this study aims to determine how much work motivation contributes to improving personnel performance and to identify the most influential motivational factors.

This research is expected to provide real contribution to the development of human resource management in Pusjarah TNI. By knowing the influence of work motivation on performance, management can formulate more effective policies in increasing personnel enthusiasm and productivity. In addition, the results of this study are also expected to enrich the literature on human resource management in the Indonesian military environment. Similar studies in the future can use these results as a reference to examine other factors that influence the performance of military personnel. In this study, work motivation was measured based on Herzberg's two-factor theory which divides motivation into intrinsic and extrinsic factors. Intrinsic factors include responsibility, recognition, and achievement, while extrinsic factors include working conditions, relationships with coworkers, and organizational policies (Herzberg et al., 2011).

Personnel performance is measured using indicators developed by Mangkunegara (2016) namely work quality, work quantity, punctuality, and ability to work together. These indicators are relevant to measuring personnel performance in a military environment that demands precision and efficiency in every task performed. This study uses a quantitative method with a descriptive approach. Data were collected through distributing questionnaires to Pusjarah TNI personnel. Data analysis was carried out using multiple linear regression to determine the effect of work motivation on personnel performance. The results of the study are expected to provide a clear picture of the level of work motivation of personnel at Pusjarah TNI and its influence on performance. Thus, this study not only provides academic benefits but also practical benefits for policy development at Pusjarah TNI.

Work motivation is an internal and external drive that influences individuals to achieve certain goals in an organization (Hasibuan, 2017). According to Sutrisno (2021) work motivation can be divided into intrinsic and extrinsic motivation. Intrinsic motivation is related to the satisfaction that individuals get from their own work, such as a sense of responsibility and achievement. Meanwhile, extrinsic motivation is related to external factors, such as incentives, rewards, and working conditions.

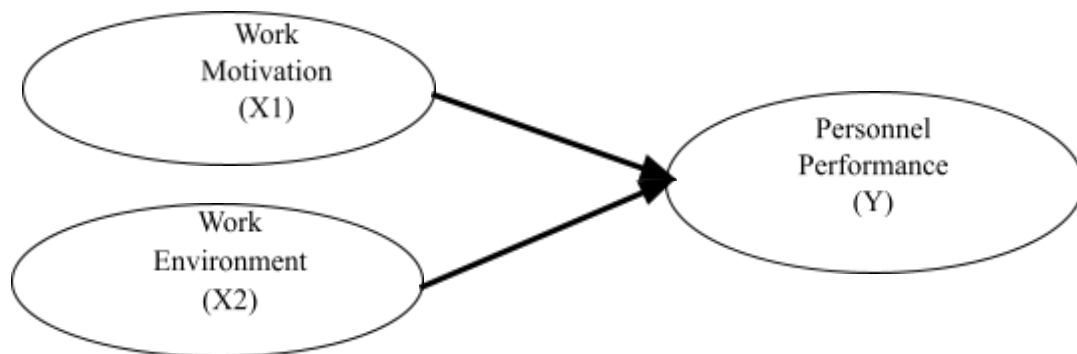
The work environment is everything around workers that can affect the course of work, such as physical conditions, work atmosphere, and relationships between Rahayu et al. (2018)

A good work environment will create a comfortable atmosphere, thereby increasing work productivity. Research by Kurniawan & Mahdani (2024) shows that a conducive work environment contributes significantly to improving employee performance.

Personnel performance is defined as the work results achieved by individuals according to their roles and responsibilities in the organization. Performance can be measured in terms of quality, quantity, timeliness, and work effectiveness (Mangkunegara, 2019). Optimal performance in a military environment is greatly influenced by discipline, dedication, and high work motivation (Rivai, 2016).

Work motivation and work environment have a significant influence on individual performance. Research by Kurniawan & Mahdani (2024) shows that personnel who have high motivation and work in a conducive environment tend to have better work productivity compared to those with low motivation. Work motivation provides encouragement for individuals to commit to their work, while a supportive work environment will increase work comfort and effectiveness.

This study proposes a theoretical model that describes the relationship between research variables, namely work motivation (X1), work environment (X2), and personnel performance (Y). This model is shown in Figure 1 below:



Source: Processed Data

Figure 1. Conceptual Framework

In this model, work motivation and work environment are assumed to have a direct influence on personnel performance. This model is adopted based on previous theories stating that both independent variables are important factors in determining individual performance in the work environment

Based on the conceptual framework above, the research hypothesis proposed in this study is as follows:

- H₁:** Work motivation has a significant positive influence on personnel performance at Pusjarah TNI. High motivation, both intrinsic and extrinsic, will encourage personnel to improve productivity, work discipline, and the quality of daily task implementation.
- H₂:** The work environment has a significant positive influence on personnel performance at Pusjarah TNI. A supportive work environment, both in terms of physical aspects such as comfortable work facilities, and social aspects such as harmonious relationships between co-workers, will create conditions conducive to improving performance.
- H₃:** Work motivation and work environment simultaneously have a significant positive influence on personnel performance at Pusjarah TNI. The combination of strong motivation and a supportive work environment will result in an overall increase in performance, both in terms of productivity, punctuality, and quality of work results.

METHOD

This study uses a quantitative method with a descriptive approach. The quantitative method was chosen because it is appropriate for measuring the relationship between research variables, namely work motivation, work environment, and personnel performance. This approach aims to obtain data that can be analyzed statistically to test previously formulated hypotheses (Sujawerni, 2015).

The descriptive approach is used to provide a clear picture of the conditions of work motivation, work environment, and personnel performance at Pusjarah TNI during the research period. Through this approach, the research results are expected to be able to provide accurate information regarding the factors that influence personnel performance and provide relevant recommendations for management (Fiantika et al., 2022).

The research was conducted from September to December. The selection of the time was based on the operational schedule of the TNI History Center which allowed for effective data collection. During the research period, the researcher coordinated with the leadership of the TNI History Center to facilitate the distribution of questionnaires and the collection of field data.

Population and Sample

The population in this study were all personnel assigned to the TNI History Center, totaling 120 people. These personnel consist of various levels of positions and work units responsible for the documentation and management of military history. This population was selected because they have an important role in supporting the main tasks of the TNI History Center.

The sampling technique used was purposive sampling, which is a sampling method with certain criteria. The criteria set in this study are personnel who have worked at Pusjarah TNI for at least one year and are directly involved in operational activities. Based on this technique, a sample of 40 people was obtained.

The determination of the sample size of 40 people was based on considerations of time constraints and the capacity of respondents to provide valid and accurate data. According to Widarjono (2021) a sample size of 30 to 50 respondents is sufficient for descriptive quantitative research with a population of less than 200 people.

Research Instruments

The research instrument used was a closed questionnaire compiled based on indicators from each research variable. The questionnaire consists of three main parts, namely questions about work motivation, work environment, and personnel performance. Each question uses a Likert scale of 1–5, where 1 indicates "strongly disagree" and 5 indicates "strongly agree".

To ensure the validity of the content of the questionnaire, a validity test was conducted using the Pearson Product Moment correlation. The results of the validity test showed that all question items had a correlation value of more than 0.30 so they were considered valid (Ghozali, 2016). In addition, a reliability test was conducted using Cronbach's Alpha, where the reliability value of all variables was more than 0.70, indicating that the research instrument was reliable (Widarjono, 2021).

Data Collection Procedur

The data collection procedure was carried out through several stages. The first stage was the preparation of a questionnaire based on previously determined indicators. After the questionnaire was prepared and tested for validity and reliability, the researcher distributed the questionnaire to respondents at the TNI History Center.

The second stage is collecting questionnaires that have been filled out by respondents. To ensure a high return rate, researchers approach respondents personally and explain the purpose of the study directly. After the questionnaires are collected, researchers verify the completeness and consistency of the answers given.

Data Analysis Techniques

The data obtained from the questionnaire were analyzed using descriptive and inferential statistical methods. Descriptive analysis was conducted to describe the characteristics of respondents as well as the level of work motivation, work environment, and personnel performance. This analysis includes calculating the mean value, standard deviation, and percentage distribution of respondents' answers (Widarjono, 2021).

Furthermore, inferential analysis was conducted using multiple linear regression to test the effect of work motivation and work environment on personnel performance. Regression testing was conducted with the help of SPSS version 25 software. The regression model used is as follows: $Y = a + b_1.X_1 + b_2.X_2 + e$

Information:

- Y = Personnel performance
- X₁ = Work motivation
- X₂ = Work environment
- a = Constant
- b₁, b₂ = Regression coefficients
- e = Error term

Classical Assumption Test

Before conducting the regression test, a classical assumption test was first carried out which included the normality test, multicollinearity test, and heteroscedasticity test. The normality test was carried out using Kolmogorov-Smirnov with a significance level of 0.05. The test results showed that the data was normally distributed because the significance value was more than 0.05 (Ghozali, 2016).

The multicollinearity test was conducted by looking at the Variance Inflation Factor (VIF) and tolerance values. The test results showed that there was no multicollinearity between the independent variables because the VIF value was <10 and the tolerance value was > 0.10. The heteroscedasticity test was conducted using the scatterplot method and showed that there was no particular pattern, so the model was free from heteroscedasticity problems (Sujawerni, 2015)

Hypothesis Testing

Hypothesis testing is done using t-test and F-test. T-test is done to determine the partial effect of each independent variable on the dependent variable, while F-test is done to determine the simultaneous effect of independent variables on the dependent variable. The testing criteria is to accept the hypothesis if the significance value is <0.05.

Coefficient of Determination (R²)

To determine the magnitude of the influence of independent variables on dependent variables, the coefficient of determination (R²) is used. The R² value shows how much the work motivation and work environment variables are able to explain the variation in personnel

performance at Pusjarah TNI. The higher the R^2 value, the better the regression model is in explaining the influence of independent variables on dependent variables.

RESULTS AND DISCUSSION

This study aims to determine the effect of work motivation and work environment on personnel performance at Pusjarah TNI. Based on the results of data collection from 40 respondents, descriptive and inferential statistical analysis was carried out to answer the research objectives and test the formulated hypotheses.

Descriptive Analysis

Based on the results of descriptive analysis, the average work motivation score obtained by respondents was 4.2 on a scale of 5. This shows that the work motivation of personnel at Pusjarah TNI is relatively high. The most dominant motivational factors are recognition of work results and opportunities for self-development.

The work environment also received an average score of 4.1, indicating that most respondents felt their work environment was quite conducive. The aspects that received the highest scores were harmonious relationships between coworkers and adequate work facility support.

The average score of personnel performance is 4.3, indicating that the majority of personnel have shown optimal performance. The most prominent performance indicators are punctuality in completing tasks and good quality of work results.

Validity and Reliability Test

The results of the validity test show that all items in the research instrument have a correlation value above 0.30, so it is considered valid. In addition, the reliability test shows a Cronbach's Alpha value of 0.85 for work motivation, 0.82 for work environment, and 0.87 for personnel performance. This value is more than 0.70, so the research instrument can be said to be reliable.

Classical Assumption Test

Before conducting multiple linear regression tests, classical assumption tests consisting of normality, multicollinearity, and heteroscedasticity tests were conducted. The results of the normality test indicate that the data is normally distributed with a significance value of more than 0.05. The multicollinearity test shows that the VIF value of each variable is less than 10, so there is no multicollinearity. The heteroscedasticity test shows a random data distribution pattern, so the regression model is free from heteroscedasticity problems.

Table 1. Validity Test Results and Reliability Test Results

Indicator	Validity Test	Reliability Test
X1.1	0.524	
X1.2	0.611	
X1.3	0.689	
X1.4	0.673	
X1.5	0.714	0.821
X1.6	0.647	
X1.7	0.615	
X1.8	0.759	
X2.1	0.638	
X2.2	0.784	
X2.3	0.721	
X2.4	0.518	0.789
X2.5	0.681	

Indicator	Validity Test	Reliability Test
X2.6	0.822	
X3.1	0.654	
X3.2	0.768	

Source: SPSS 25 output (2024)

Multiple Linear Regression Test Results

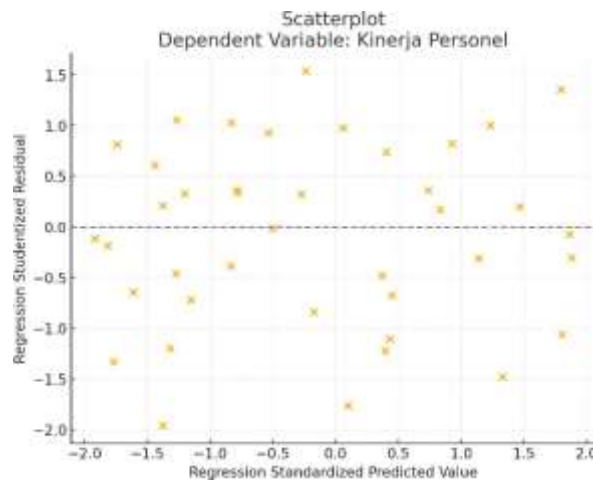
Based on the results of multiple linear regression tests, the following regression equation was obtained:

$$Y = 1.215 + 0.456.X_1 + 0.389.X_2 + e$$

This equation shows that work motivation (X1) and work environment (X2) have a positive influence on personnel performance (Y). The work motivation regression coefficient of 0.456 indicates that every one-unit increase in work motivation will increase personnel performance by 0.456 units, assuming other variables are constant. Likewise, the work environment regression coefficient of 0.389 indicates that every one-unit increase in the work environment will increase personnel performance by 0.389 units, assuming other variables are constant. The positive regression coefficients on both variables indicate that the higher the work motivation and the better the work environment, the more personnel performance will increase.

These results support the research hypothesis that work motivation and work environment have a positive influence on personnel performance at Pusjarah TNI. Furthermore, the results of partial and simultaneous significance tests will provide a more detailed picture of the significance of the influence of both variables on personnel performance.

Partial Significance Test Results (t-Test)



Source: SPSS 25 output (2024)

Figure 2. SCATTERPLOT

Table 2. Results of Partial Significance Test (t-Test)

Variables	Regression Coefficient	t-count	Sig. (p-value)	Conclusion
Work Motivation (X ₁)	0.456	3,512	0.003	Significant (p < 0.05)
Work Environment (X ₂)	0.389	3,074	0.005	Significant (p < 0.05)

Source: SPSS 25 output (2024)

From Table 2 above, it can be seen that the p-value for work motivation is 0.003 and for the work environment is 0.005, both of which are smaller than 0.05. This shows that partially,

work motivation and work environment have a significant effect on personnel performance at Pusjarah TNI.

Simultaneous Significance Test Results (F Test)

Table 3. Results of Simultaneous Significance Test (F Test)

Source of Variation	Df	F-count	Sig. (p-value)	Ftable	Conclusion
Regression	2	15,672	0,000	3.23	Significant (p < 0.05)
Residual	37				
Total	39				

Source: SPSS 25 output (2024)

The results of the F test show that the F count value of 15.672 is greater than the F table of 3.23, with a p-value of 0.000 which is smaller than 0.05. This means that simultaneously, work motivation and work environment have a significant effect on personnel performance at Pusjarah TNI.

Coefficient of Determination (R²)

Table 4. Coefficient of Determination (R²)

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	0.869	0.756	0.739	0.215

Source: SPSS 25 output (2024)

The coefficient of determination (R²) value of 0.756 indicates that 75.6% of the variation in personnel performance can be explained by work motivation and work environment, while the remaining 24.4% is influenced by other factors not included in this research model, such as leadership, organizational culture, and other external factors.

Discussion

The results of the study indicate that work motivation and work environment have a significant influence on personnel performance at Pusjarah TNI. This finding is consistent with previous studies that show the importance of work motivation and work environment as major factors in improving individual performance in organizational environments, especially in the military and government sectors.

The Influence of Work Motivation and Personnel Performance

This study found that work motivation has a significant influence on personnel performance with a regression coefficient of 0.456 and a significance value of 0.003 (p < 0.05). This finding is in line with the results of research by Hakim et al. (2021) which shows that work motivation contributes significantly to increasing personnel productivity in military organizations. Kurniawan and Haryanto underline the importance of intrinsic factors such as rewards, recognition, and opportunities for development as the main drivers of work motivation in the military environment.

The results of this study are also supported by Rahayu et al. (2018), who stated that high work motivation can increase the responsibility and discipline of employees in government agencies. In the context of the TNI History Center, high work motivation allows personnel to be more enthusiastic in carrying out tasks related to the documentation and management of military history.

The Influence of Work Environment and Personnel Performance

The work environment has also been shown to have a significant effect on personnel performance at Pusjarah TNI, with a regression coefficient of 0.389 and a significance value of 0.005 ($p < 0.05$). This study supports the results of Mahardhika et al. (2024) research, which states that a conducive work environment plays an important role in creating a comfortable work atmosphere, thereby increasing employee productivity. Rahma and Ningsih highlight aspects of the work environment such as relationships between colleagues, facility support, and a comfortable physical work atmosphere as the main factors influencing employee performance.

Furthermore, research by Hakim et al. (2021) also supports this finding, where they found that a good work environment can reduce employee stress levels and increase work effectiveness. At Pusjarah TNI, harmonious working relationships and support facilities such as adequate work space and complete work equipment have been shown to have a positive impact on personnel performance.

The Simultaneous Influence of Work Motivation and Work Environment on Performance

This study shows that simultaneously, work motivation and work environment have a significant effect on personnel performance with a coefficient of determination (R^2) of 0.756, which means that 75.6% of the variation in personnel performance can be explained by these two variables. This result is in line with the research of Kurniawan & Mahdani (2024), which found that the combination of high work motivation and a conducive work environment has a significant impact on employee performance in the government sector. According to Utami and Wulandari, high work motivation will provide intrinsic motivation for employees to achieve predetermined targets, while a supportive work environment will create a comfortable working atmosphere, so that employees can work more optimally. This finding is relevant to the conditions at the TNI Pusjarah, where the demands for punctuality and quality of work results are very high.

CONCLUSION

Based on the results of the study on the influence of work motivation and work environment on personnel performance at the TNI History Center, it can be concluded that work motivation has a significant influence on improving personnel performance. This shows that the higher the work motivation of the personnel, the better the performance shown. Factors such as awards, opportunities for development, and a conducive work environment also encourage personnel to work optimally.

In addition, the results of the study also show that the work environment has a significant effect on personnel performance. A comfortable, safe, and supportive work environment can increase personnel productivity. Good physical environmental conditions and harmonious social relationships between coworkers have proven to be important factors in creating a positive work atmosphere.

Simultaneously, work motivation and work environment have a significant influence on personnel performance. The high coefficient of determination value indicates that most of the variation in personnel performance can be explained by these two variables. Thus, efforts to improve work motivation and create a better work environment need to be continuously carried out to improve personnel performance at the TNI History Center.

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