

THE INFLUENCE OF WORK FACILITIES, JOB PLACEMENT, AND WORK PRESSURE ON PERFORMANCE THROUGH WORK MOTIVATION AS AN INTERVENING VARIABLE IN THE WORK UNIT OF SPECIAL ANTI-TERROR DETACHMENT 88 AT POLRI MABES

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Abstract

Every organization is often faced with problems regarding the performance of its personnel. Every leader in a work unit will always try to ensure that every activity carried out achieves maximum results and is carried out effectively and efficiently. In order to achieve the desired level of effectiveness and efficiency, the work unit must have a good work system or have good performance. Therefore, the performance of personnel is very dependent on the good or bad performance of the organization. Where the performance of an organization depends on the performance of its personnel which is the motor for the running of the work unit. The purpose of this study was to analyze the influence of work facilities, work placements, and work pressure on performance through work motivation as an intervening variable in the Special Detachment 88 Anti-Terror Unit of the National Police at the National Police Headquarters with a total of 350 personnel. Sampling in this study amounted to 188 samples. In this study, the sampling technique used was proportional sampling using the Slovin formula. The research method uses an associative method with a quantitative approach with analysis of Partial Least Square (PLS) analysis techniques with the SmartPLS Version 4.0 program. The results of this study state that the work facility variable has a positive and significant effect on performance. The work placement variable has a positive and insignificant effect on performance. The work pressure variable has a positive and significant effect on performance. Work motivation variable has a positive and significant effect on performance. The work facility variable has a positive and significant effect on work motivation. The work placement variable has a positive and significant effect on work motivation. The work pressure variable has a positive and insignificant effect on work motivation. Work motivation variable is able to mediate the effect of work facilities on performance. The work motivation variable is able to mediate the effect of work placement on performance. The work motivation variable has not been able to mediate the effect of work pressure on performance. The work pressure variable has a positive and insignificant effect on work motivation. Work motivation variable is able to mediate the effect of work facilities on performance. The work motivation variable is able to mediate the effect of work placement on performance. The work motivation variable has not been able to mediate the effect of work pressure on performance. The work pressure variable has a positive and insignificant effect on work motivation. Work motivation variable is able to mediate the effect of work facilities on performance. The work motivation variable is able to mediate the effect of work placement on performance. The work motivation variable has not been able to mediate the effect of work pressure on performance.

Keywords: *Work Facilities, Work Placement, Work Pressure, Performance, and Motivation*

1. INTRODUCTION

Terrorism is an international or transnational crime that threatens peace and world peace. Terrorism does not only threaten developed countries or countries that are experiencing conflict, but can occur in developing countries, such as Indonesia. Acts of terrorism have an impact by

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causing many victims consisting of injuries to death, both foreigners and Indonesian citizens. The 2018 acts of terrorism resulted in the most victims after the Bali Bombing, which was the largest terrorist attack in Indonesia in 2002. Apart from that, there were also impacts on the country's economy, namely related to decisions or considerations by investors in the capital market. This is similar to what happened due to the terrorist act in Bali, the JCI experienced a drastic decline of 10.36%, followed by a decrease in the JCI during the bomb attack at the JW Marriot Hotel by 3.06%. The buildings or facilities that are state assets also suffered damage, causing losses to many parties. The increase in the number of victims caused by acts of terrorism in 2018 was accompanied by a change in terror actors who involved women and children, with terror targets giving priority to civilians and security forces. As for several series of bomb terror in the country: Bali Bombing I (2002), JW Marriot Bombing (2003), Bali II Bombing (2005), Ritz Carlton Bombing (2009), AzDzikra Mosque Bombing Cirebon (2011), Sarinah Bombing (2016), Solo Police Headquarters Bombings (2016), Kampung Melayu Bombings (2017), as well as Surabaya and Sidoarjo Bombings (2018), Makassar Bombings (2021). It can be seen that terrorism is unpredictable, fluctuating and needs special and intense handling. These external problems certainly have an impact on the organization that specifically handles the eradication of criminal acts of terrorism, namely the Special Detachment 88 Anti-Terror Police, which was formed on June 30 2003 as a formal and real reaction from the government in tackling terrorism in Indonesia.

Densus 88 AT Polri consists of the best policemen in Indonesia, who are given special training or education, so that it is expected to be able to realize national stability which is one of the keys to creating economic recovery and improving the quality of life of the community. As a legal basis in efforts to eradicate criminal acts of terrorism, the government issued PERPU Number 1 of 2002 which was later ratified to become Law Number 15 of 2003, then the revision was ratified again on May 25 2018 to become Law Number 8 of 2018. This basis is used as a reference by the Detachment 88 AT Polri in carrying out major operations to eradicate criminal acts of terrorism through a soft & hard approach, through its strategy in carrying out functions in the fields of intelligence, prevention, prosecution, investigation and social identification. The more appropriate (in view of the acts of terror that occurred) the output produced in carrying out the functions in these various fields, the more it will provide an increase in organizational performance. This implementation can be carried out if the strength of the personnel who are members of several groups can be maximized, so that the results of the handling of acts of terrorism that occur have a positive impact on improving organizational performance (Densus 88 AT Polri). As an organization, Detachment 88 also wants to be supported by qualified human resources so they can perform well. For government agencies the availability of quality human resources (police) apparatus,

2. PROBLEM FORMULATION

1. What is the influence of Work Facilities on Performance in the Special Detachment 88 Anti-Terror Work Unit at Polri Headquarters?
2. What is the influence of Work Placement on Performance in the Special Detachment 88 Anti-Terror Work Unit at the National Police Headquarters?
3. What is the effect of work pressure on performance in the Special Detachment 88 Anti-Terror Work Unit at the National Police Headquarters?
4. What is the effect of work motivation on performance in the Special Detachment 88 Anti-Terror Work Unit at the National Police Headquarters?
5. What is the influence of Work Facilities on Work Motivation in the Special Detachment 88 Anti-Terror Work Unit at the National Police Headquarters?
6. What is the effect of Work Placement on Work Motivation in the Special Detachment 88 Anti-Terror Work Unit at the National Police Headquarters?

7. What is the effect of work pressure on work motivation in the Special Detachment 88 Anti-Terror Work Unit at the National Police Headquarters?
8. What is the influence of Work Facilities on Performance through Work Motivation in the Special Detachment 88 Anti-Terror Work Unit at the National Police Headquarters?
9. What is the effect of Work Placement on Performance through Work Motivation in the Special Detachment 88 Anti-Terror Work Unit at the National Police Headquarters?
10. What is the effect of work pressure on performance through work motivation in the Special Detachment 88 Anti-Terror Work Unit at the National Police Headquarters?

3. RESEARCH METHOD

The research method uses a quantitative approach. The population of this research is 350 people. Sampling in this study amounted to 188 samples. In this study, the sampling technique used was proportional sampling using the Slovin formula. Data collection techniques using a questionnaire. Data analysis using SEM analysis with PLS. The research method uses an associative method with a quantitative approach with analysis of Partial Least Square (PLS) analysis techniques with the SmartPLS Version 4.0 program.

4. RESULTS AND DISCUSSION

Internal consistency analysis is a form of reliability used to assess the consistency of results across items on the same test. Internal consistency testing uses a composite reliability value with the criteria of a variable being said to be reliable if the composite reliability value is > 0.700 (Sarwono and Narimawati, 2015:18).

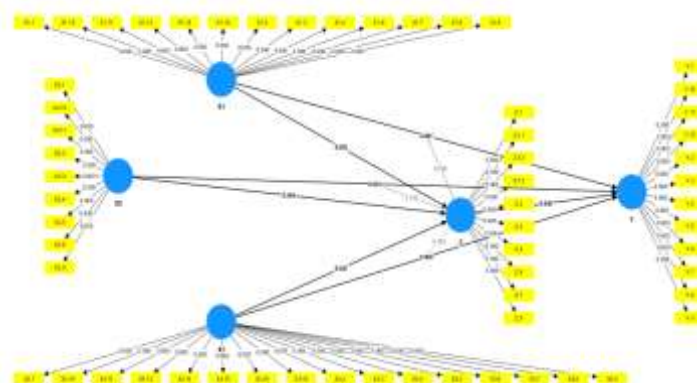
Table 1. Internal Consistency Analysis

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
X1	0.932	0.934	0.941	0.553
X2	0.904	0.906	0.922	0.567
X3	0.942	0.943	0.949	0.536
Y	0.934	0.935	0.943	0.580
Z	0.907	0.914	0.922	0.542

Source: Data Processing (2022)

Based on the internal consistency analysis data in the table above, the result is that variable X1 has a composite reliability value of $0.941 > 0.700$, then variable X1 is reliable, then variable X2 has a composite reliability value of $0.922 > 0.700$, then variable X2 is reliable, variable X3 has a reliability value composite value of $0.949 > 0.700$, variable X3 is reliable, variable Y has a composite reliability value of $0.943 > 0.700$, variable Y is reliable, variable Z has a composite reliability value of $0.922 > 0.700$, variable Z is reliable.

Image 1. Hypothesis test



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Testing the direct effect hypothesis aims to prove the hypotheses of the effect of a variable on other variables directly (without intermediaries). If the path coefficient value is positive, it indicates that an increase in the value of one variable is followed by an increase in the value of another variable. If the path coefficient value is negative, it indicates that an increase in one variable is followed by a decrease in the value of the other variable. If the probability value (P-Value) < Alpha (0.05) then Ho is rejected (the influence of a variable on other variables is significant). If the probability value (P-Value) > Alpha (0.05) then Ho is accepted (the effect of a variable on other variables is not significant).

Table 2. The Direct Effect Hypothesis

	Original sample (O)	Sample average (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X1 -> Y	0.190	0.184	0.070	2,719	0.007
X1 -> Z	0.429	0.425	0.139	3,079	0.002
X2 -> Y	-0.095	-0.096	0.055	1,743	0.081
X2 -> Z	0.308	0.306	0.106	2,906	0.004
X3 -> Y	0.582	0.592	0.080	7,279	0.000
X3 -> Z	0.111	0.119	0.145	0.763	0.445
Z -> Y	0.316	0.313	0.050	6,314	0.000

Source: Data Processing (2022)

1. The direct effect of the work facilities variable on the performance variable has a path coefficient of 2,719 (positive), so an increase in the value of the work facilities variable will be followed by an increase in the performance variable. The effect of the work facilities variable on performance has a P-value of 0.007 < 0.05, so it can be stated that the effect of work facilities on performance is positive and significant.
2. The direct effect of the work placement variable on the performance variable has a path coefficient of 1,743 (positive), so an increase in the value of the work placement variable will be followed by an increase in the performance variable. The effect of work placement on performance has a P-value of 0.0081 > 0.05, so it can be stated that the effect of work placement on performance is positive and not significant.
3. The direct effect of the Work Pressure variable on the Performance variable has a path coefficient of 7,279 (positive), so an increase in the value of the Work Pressure variable will be followed by an increase in the Performance variable. The effect of the variable Work Pressure on Performance has a P-Values of 0.000 < 0.05, so it can be stated that the influence between Work Pressure on Performance is positive and significant.
4. The direct effect of the Work Motivation variable on the Performance variable has a path coefficient of 6,314 (positive), so an increase in the value of the Work Motivation variable will be followed by an increase in the Performance variable. The effect of the variable Work Motivation on Performance has a P-Values of 0.000 < 0.05, so it can be stated that the influence between Work Motivation on Performance is positive and significant.
5. The direct effect of the work facilities variable on the work motivation variable has a path coefficient of 3,079 (positive), so an increase in the value of the work facilities variable will be

followed by an increase in the work motivation variable. The influence of the work facilities variable on work motivation has a P-value of $0.002 < 0.05$, so it can be stated that the effect of work facilities on work motivation is positive and significant.

- The direct effect of the work placement variable on the work motivation variable has a path coefficient of 2,096 (positive), so an increase in the value of the work placement variable will be followed by an increase in the work motivation variable. The effect of work placement variable on work motivation has a P-value of $0.004 < 0.05$, so it can be stated that the effect of work placement on work motivation is positive and significant
- The direct effect of the Work Pressure variable on the Work Motivation variable has a path coefficient of 0.763 (positive), so an increase in the value of the Work Pressure variable is not followed by an increase in the Work Motivation variable. The effect of the variable Work Pressure on Work Motivation has a P-Values of $0.445 > 0.05$, so it can be stated that the influence between Work Pressure on Work Motivation is positive and not significant.

Table 3. Indirect Effect Hypothesis

	Original sample (O)	Sample average (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
X1 -> Z -> Y	0.136	0.134	0.050	2,688	0.007
X2 -> Z -> Y	0.097	0.096	0.038	2,559	0.011
X3 -> Z -> Y	0.035	0.036	0.045	0.773	0.440

Source: Data Processing (2022)

- The indirect effect of work facilities on performance variables with work motivation as an intervening variable has a path coefficient of 2,688 (positive). The effect of work facilities on performance mediated by work motivation has a P-value of $0.007 < 0.05$. The type of mediation produced is partial mediation so that it can be stated that the effect of work facilities on performance and work motivation as an intervening variable is positive and significant.
- The indirect effect of work placement variables on performance variables with work motivation as an intervening variable has a path coefficient of 2,559 (positive). The effect of work placement variable on performance moderated by work motivation has a P-value of $0.011 < 0.05$. The type of mediation produced is full mediation so that it can be stated that the influence between work placement on performance and work motivation as an intervening variable is positive and significant.
- The indirect effect of the Work Pressure variable on the Performance variable with Work Motivation as an intervening variable has a path coefficient of 0.773 (positive). The effect of the variable Work Pressure on Performance moderated by Work Motivation has a P-Values of $0.440 > 0.05$. The type of mediation produced is predictor mediation so that it can be stated that the effect of work pressure on performance and work motivation as an intervening variable is positive and not significant.

The coefficient of determination (R Square) aims to evaluate the accuracy of the prediction of a variable. In other words, to evaluate how the variation in the value of the dependent variable is affected by the variation in the value of the independent variable in a path model.

Table 4. Coefficient of Determination

	R-square	R-square adjusted
Y	0.920	0.917
Z	0.653	0.648

Source: Data Processing (2022)

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In the table above, the results of the influence of work facilities, work placements, and work pressure on performance are 91.7%, and the remaining 8.3% is influenced by other variables outside those examined in this study. While in the table above, the results of the effect of work facilities, work placement, and work pressure on work motivation are 64.8%, and the remaining 35.2% is influenced by other variables outside those examined in this study.

5. CONCLUSIONS AND SUGGESTIONS

5.1. CONCLUSION

1. The direct effect of the work facilities variable on the performance variable has a path coefficient of 2,719 (positive), so an increase in the value of the work facilities variable will be followed by an increase in the performance variable. The effect of the work facilities variable on performance has a P-value of $0.007 < 0.05$, so it can be stated that the effect of work facilities on performance is positive and significant.
2. The direct effect of the work placement variable on the performance variable has a path coefficient of 1,743 (positive), so an increase in the value of the work placement variable will be followed by an increase in the performance variable. The effect of work placement on performance has a P-value of $0.0081 > 0.05$, so it can be stated that the effect of work placement on performance is positive and not significant.
3. The direct effect of the Work Pressure variable on the Performance variable has a path coefficient of 7,279 (positive), so an increase in the value of the Work Pressure variable will be followed by an increase in the Performance variable. The effect of the variable Work Pressure on Performance has a P-Values of $0.000 < 0.05$, so it can be stated that the influence between Work Pressure on Performance is positive and significant.
4. The direct effect of the Work Motivation variable on the Performance variable has a path coefficient of 6,314 (positive), so an increase in the value of the Work Motivation variable will be followed by an increase in the Performance variable. The effect of the variable Work Motivation on Performance has a P-Values of $0.000 < 0.05$, so it can be stated that the influence between Work Motivation on Performance is positive and significant.
5. The direct effect of the work facilities variable on the work motivation variable has a path coefficient of 3,079 (positive), so an increase in the value of the work facilities variable will be followed by an increase in the work motivation variable. The influence of the work facilities variable on work motivation has a P-value of $0.002 < 0.05$, so it can be stated that the effect of work facilities on work motivation is positive and significant.

5.2. SUGGESTIONS

1. Organizations need to maintain and further improve the quality of their facilities so that personnel do not feel bored and can improve their performance.
2. Leaders should pay more attention to the job placement process, because placing competent personnel requires the right placement, in a position that will assist the organization in achieving the expected goals.
3. For personnel, to minimize work pressure, they can pay more attention to the conditions of daily behavior in carrying out their duties. As when getting high work pressure, personnel should not withdraw from the surrounding environment or like to be alone and immediately complete tasks or not procrastinate by making proper time management. Meanwhile, organizations should pay more attention to the condition of personnel by providing entertainment facilities in the office, holding gatherings and also counseling for personnel in order to avoid work pressure.
4. Organizations should pay attention to the accuracy of personnel work by carrying out standards according to existing SOPs properly and firmly. The accuracy of the work of personnel in working, the use of time used by personnel in completing work must be more

adapted to the predetermined time so as to minimize errors that occur in the field, responsibilities with the facilities used and do what work must be done or specified.

5. Organizations are advised to increase work motivation in personnel so that personnel are more motivated to improve their performance. Organizations can increase the work motivation of personnel by giving rewards to personnel fairly for their achievements at work, namely by giving bonuses, gifts and certificates for personnel who have high work motivation, namely personnel who never come late to the office, are never alpha, and personnel who are diligent at work so that their work is often completed on time. This can motivate personnel to work so that they will work hard and well and feel valued by the work unit.

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