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The Effect of Motivation and Discipline on Employee Performance at the Directorate of Samapta, Metro Jaya Regional Police

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Abstract: This study aims to analyze the influence of motivation and work discipline on employee performance, both partially and simultaneously, at the Samapta Directorate of the Jakarta Metropolitan Police. The focus of this study is important considering that the Samapta Directorate has a strategic role in maintaining public security and order and handling rapid responses to various operational situations, so that employee performance is highly determined by the level of motivation and work discipline they have. This study uses a quantitative approach with a census method, where the entire population of 89 employees is used as respondents. Data were collected through a structured questionnaire as the primary data, and supported by qualitative data in the form of open responses and limited interview results to enrich the understanding of empirical conditions in the field. Data analysis was carried out using SPSS version 27 software through validity, reliability, and hypothesis testing. The results of the study indicate that motivation (X1) and work discipline (X2) have a positive and significant effect on employee performance (Y) partially. In addition, the results of simultaneous testing indicate that motivation and discipline together have a significant effect on employee performance. The coefficient of determination (R Square) value of 0.337 indicates that 33.7% of the variation in employee performance can be explained by motivation and work discipline, while the remaining 66.3% is influenced by other factors outside the research model. This finding emphasizes the importance of strengthening motivation and work discipline in improving employee performance in police institutions.

Keyword: Motivation, Discipline, Employee Performance, Samapta Directorate, Metro Jaya Regional Police.

INTRODUCTION

Employee performance is a key indicator in assessing the effectiveness and success of an organization, including the police force, which has a very high level of professional and

public responsibility. Robbins and Judge (2019) explain that employee performance is the result of a work process influenced by various internal and external factors, such as motivation, discipline, and work environment conditions. In police institutions, employee performance not only impacts the achievement of organizational targets but also directly influences the institution's legitimacy, public trust, and the quality of public services. Optimal performance reflects the professionalism of officers in enforcing the law, maintaining security, and providing protection to the public in an effective and accountable manner.

The Samapta Directorate of the Jakarta Metropolitan Police plays a strategic role in the implementation of police duties because it is directly responsible for public security, maintaining order, and handling emergencies. The performance of employees in this unit significantly determines the overall effectiveness of police operations. High-performing employees are able to respond quickly and appropriately, minimize operational errors, and carry out duties according to standard operating procedures (Sutanto, 2020). Conversely, suboptimal performance can disrupt the quality of public services and erode public trust in the police institution. Therefore, a comprehensive understanding of the factors influencing employee performance is necessary.

One internal factor that significantly influences employee performance is work motivation. Robbins and Judge (2019) define motivation as a process that explains a person's intensity, direction, and persistence in achieving goals. Highly motivated employees tend to demonstrate greater dedication, enthusiasm, and involvement in carrying out tasks. Gagné and Deci (2005) emphasize that intrinsic and extrinsic motivation play a crucial role in enhancing individual engagement and performance. Intrinsic motivation fosters long-term commitment, while extrinsic motivation, such as rewards and incentives, can accelerate the achievement of work targets, particularly in organizations with high work demands such as the police force.

Besides motivation, work discipline is a crucial factor in determining employee performance. Ivancevich, Konopaske, and Matteson (2014) state that work discipline reflects an individual's level of compliance with organizational rules, procedures, and norms. In the context of policing, discipline has strategic significance because it is directly related to compliance with the law, operational standards, and public safety. Disciplined employees are able to work in an orderly, timely, and consistent manner, thereby increasing operational efficiency and reducing the risk of errors in the execution of police duties.

Empirical evidence indicates that the Samapta Directorate of the Jakarta Metropolitan Police (Polda Metro Jaya) faces challenges related to employee motivation and discipline. Internal reports indicate variations in motivation due to high workloads, demands for rapid response, and limited recognition for achievement (Polda Metro Jaya, 2023). This situation impacts differences in performance quality among employees, both in response speed, action accuracy, and service effectiveness. Nasution and Siregar (2018) emphasized that high motivation without strong discipline, or discipline without adequate motivation, will not result in optimal performance, thus requiring simultaneous management of both factors.

Thus, research into the influence of motivation and discipline on employee performance is important and relevant. Empirical understanding of the relationship between these two variables is expected to form the basis for designing more effective and sustainable human resource development strategies within the police force. In addition to providing practical contributions to improving the performance and professionalism of employees at the Directorate of Public Order and Discipline of the Jakarta Metropolitan Police, this research is also expected to enrich academic studies in the field of human resource management and organizational behavior in the public sector, particularly in the Indonesian police force

Motivation

Motivation is a fundamental factor influencing individual behavior and performance within an organization. Robbins and Judge (2019) define motivation as a process that explains

an individual's intensity, direction, and persistence in achieving specific goals. This definition emphasizes that motivation is not only related to the drive to act, but also to consistency and focus in work. Gibson, Ivancevich, Donnelly, and Konopaske (2012) state that motivation is an internal force that drives a person to act and determines the direction of their behavior in achieving organizational goals. Meanwhile, Mangkunegara (2017) defines motivation as a condition that drives employees to achieve goals based on their motives. This view demonstrates that motivation plays a strategic role in shaping employee work behavior, particularly in organizations with high performance demands such as the police force.

Classical motivation theories are widely used to explain individual work needs and drives. Maslow (1943), through his hierarchy of needs theory, explained that humans have five levels of needs, ranging from physiological needs to self-actualization, which influence work behavior. Herzberg (1966), through his two-factor theory, distinguished between motivating factors and hygiene factors, where job satisfaction and performance improvement are more influenced by motivating factors such as achievement and recognition. McClelland (1961) proposed the theory of need for achievement, need for affiliation, and need for power as the main drivers of work behavior. Alderfer (1969) simplified Maslow's hierarchy of needs into the more flexible ERG (Existence, Relatedness, Growth) theory. These theories emphasize that work motivation arises from an individual's internal needs, which must be managed appropriately by the organization.

In the context of public organizations, employee work motivation is a determining factor in the success of public service tasks. Gagné and Deci (2005) distinguish between intrinsic and extrinsic motivation, where intrinsic motivation drives employees to work because of internal satisfaction, while extrinsic motivation is influenced by external rewards such as awards and incentives. Perry and Wise (1990) introduced the concept of Public Service Motivation (PSM), which emphasizes the altruistic drive of public sector employees in serving the public. Sutrisno (2018) emphasized that high motivation will increase employee enthusiasm, responsibility, and loyalty to the organization. Thus, motivation is a crucial variable that directly contributes to improving employee performance, especially in a police work environment that demands high dedication and commitment.

Work Discipline

Work discipline is an employee's attitude and behavior that demonstrates compliance with organizational regulations, norms, and procedures. Hasibuan (2019) defines work discipline as a person's awareness and willingness to comply with all applicable regulations and norms within the organization. Awareness reflects an employee's internal attitude, while willingness indicates a readiness to comply with rules without coercion. Rivai and Sagala (2018) state that work discipline is a management tool to change employee behavior to comply with organizational regulations. A similar opinion is expressed by Sutrisno (2018), who states that discipline is the most important operative function of human resource management because without good discipline, organizational goals are difficult to achieve.

Work discipline is also understood as an organizational control mechanism to ensure work effectiveness. Ivancevich, Konopaske, and Matteson (2014) explain that discipline functions as a managerial action to enforce standards of work performance and behavior. Mathis and Jackson (2016) state that effective discipline helps organizations reduce deviant behavior and increase employee productivity. Handoko (2015) adds that work discipline reflects an employee's level of responsibility for assigned tasks. In police organizations, discipline is not only related to administrative compliance, but also to integrity, professionalism, and adherence to the law.

From an organizational behavior perspective, work discipline is closely related to organizational performance and culture. Siagian (2016) stated that high discipline creates an orderly and conducive work climate, thus encouraging improved employee performance.

Mangkunegara (2017) emphasized that preventive and corrective discipline must be applied in a balanced manner so that employees have internal awareness in their work. Robbins (2018) added that consistent and fair discipline will increase employee trust in leadership. Therefore, work discipline is an important variable that plays a significant role in determining the level of employee performance, especially in the Samapta Directorate environment which demands order, preparedness, and high compliance.

Employee Performance

Employee performance is the work results achieved by an individual in carrying out tasks according to their assigned responsibilities. Mangkunegara (2017) defines performance as the quality and quantity of work results achieved by an employee in carrying out their duties according to their assigned responsibilities. Robbins and Judge (2019) state that performance is a function of ability, motivation, and opportunity to act. Gibson et al. (2012) explain that performance is influenced by individual, psychological, and organizational factors. This definition shows that performance is a multidimensional concept that reflects not only the final result but also the employee's work process.

Experts have proposed various indicators for measuring employee performance. Bernardin and Russell (2013) state that performance can be measured through work quality, quantity, timeliness, effectiveness, and independence. Mathis and Jackson (2016) add that performance relates to employee contributions to achieving organizational goals. Wibowo (2017) emphasizes that performance is the implementation of work plans, influenced by competence, motivation, and discipline. In police organizations, performance indicators also include response speed, accuracy of actions, and adherence to standard operating procedures.

Employee performance has strategic implications for the success of public organizations. Armstrong (2014) states that performance management aims to ensure that individual activities align with organizational goals. Moeheriono (2014) emphasizes that good performance reflects effective human resource management. Sutanto (2020) states that improving police employee performance directly impacts the quality of public services and public trust. Therefore, employee performance is a dependent variable significantly influenced by motivation and work discipline, and is a key indicator of the success of the Metro Jaya Regional Police's Samapta Directorate in carrying out its duties and functions.

METHOD

Types of research

This study uses a quantitative approach with a causal associative research method, namely research that aims to determine the relationship and influence between two or more independent variables on the dependent variable. According to Sugiyono (2019), quantitative research is a research method based on the philosophy of positivism and is used to examine specific populations or samples with the aim of testing formulated hypotheses. Meanwhile, Sekaran and Bougie (2017) explain that causal associative research is used to identify the extent to which changes in independent variables can affect the dependent variable. This approach was chosen because it is suitable for analyzing the influence of motivation and work discipline on employee performance objectively, measurably, and systematically through statistical data processing.

Population and Sample

The population in this study was all employees who were the objects of research, with a population size (N) of 2,170 employees. According to Sugiyono (2019), a population is a generalization area consisting of objects or subjects that have certain characteristics determined by the researcher to be studied and then conclusions drawn. Due to time constraints and research efficiency, not the entire population was used as respondents.

Therefore, this study used a sampling technique, with a sample size of 89 respondents. The sample is a portion of the population that is considered capable of representing the characteristics of the population as a whole (Sekaran & Bougie, 2017). This sample size is considered to have met the minimum requirements in quantitative research for statistical analysis and hypothesis testing.

Method of collecting data

The data collection method in this study used a questionnaire as the primary instrument. A questionnaire is a data collection technique carried out by providing a set of written questions or statements to respondents to answer (Sugiyono, 2019). According to Sekaran and Bougie (2017), questionnaires are effective for use in quantitative research because they can collect large amounts of data efficiently and uniformly.

The statements in the questionnaire were compiled using a Likert scale with five levels of assessment, ranging from strongly disagree to strongly agree, to measure respondents' perceptions of the variables of motivation, work discipline, and employee performance. The use of questionnaires allows researchers to obtain primary data that is relevant, objective, and easy to analyze statistically.

Research Instruments

The research instrument was used to measure the variables studied, namely motivation, work discipline, and employee performance. According to Arikunto (2018), a research instrument is a tool used by researchers in collecting data to make research activities systematic and easy. The motivation variable is measured through indicators such as work drive, need for achievement, recognition, and responsibility.

The work discipline variable is measured through indicators of compliance with regulations, punctuality, responsibility, and consistency in work. Meanwhile, the employee performance variable is measured through indicators of work quality, work quantity, timeliness, and effectiveness of task implementation. All instruments are structured in the form of closed statements to facilitate respondents in providing answers and researchers in processing data.

Data Analysis Methods

The data analysis method in this study uses quantitative statistical analysis with the help of Statistical Package for the Social Sciences (SPSS) version 29 software. According to Ghozali (2018), SPSS is a statistical software that is widely used in social research because of its ability to process data accurately and efficiently.

The stages of data analysis include validity testing, reliability testing, descriptive statistical analysis, classical assumption testing, and hypothesis testing using multiple linear regression analysis. Sugiyono (2019) states that regression analysis is used to determine the effect of one or more independent variables on the dependent variable. The use of SPSS version 29 is expected to be able to produce objective, systematic, and scientifically accountable data analysis in explaining the relationship between motivation, work discipline, and employee performance.

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 (X₁ , and X₂), 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

H1: It is suspected that motivation (X1) has a positive and significant influence on employee performance (Y) at the Samapta Directorate of Polda Metro Jaya. H2: It is suspected that Discipline (X2) has a positive and significant influence on employee performance (Y) at the Samapta Directorate of Polda Metro Jaya. H3: It is suspected that motivation (X1) and discipline (X2) have a simultaneous influence on employee performance (Y) at the Directorate of Samapta Polda Metro Jaya.

F test

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

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

Information:

F = F value (F count)

R 2 = Multiple correlation coefficient

K = Number of independent variables

n = Sample size

The basis for making the decision is as follows:

- 1) If F count < F table , then H 0 is accepted.
- 2) If F count > F table , then H0 is rejected .

Coefficient of Determination

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

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

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

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

Information:

Kd = Value of coefficient of determination

r = Correlation coefficient value

RESULTS AND DISCUSSION

T-Test (Partial)

Tabel Hasil Uji t
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	7,496	2,923		2,564	0,012
	Motivasi	0,358	0,120	0,303	2,978	0,004
	Disiplin	0,457	0,128	0,364	3,574	0,001

a. Dependent Variable: Employee Performance

Source: SPSS Data Processing 29, 2025

Based on the results of the t-test to determine the influence of each independent variable on Employee Performance, the following results were obtained: 1) Motivation (X₁) The test results show a calculated t value of 2.978 > from t table (1.988) with a significance level of 0.004. The significance value is smaller than 0.05, so H₀ is rejected and H₁ is accepted. Thus, it can be concluded that Motivation has a positive and significant effect on Employee Performance .

This shows that the higher the level of employee motivation , the performance will increase significantly. 2) Discipline (X₂) The test results show a calculated t value of 3.574 > from t table (1.988) with a significance level of 0.001. The significance value is smaller than 0.05, so H₀ is rejected and H₂ is accepted. Thus, it can be concluded that Discipline has a positive and significant effect on Employee Performance. This shows that the higher the level of employee Discipline , the performance will increase significantly.

F Test (Simultaneous)

F Test Results Table
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	180,329	2	90,164	21,815	,000 ^b
	Residual	355,446	86	4,133		
	Total	535,775	88			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Motivation, Discipline

Source: SPSS Data Processing 29, 2025

Based on the results of the F test, the calculated F value was 21.815 > f table 3.10 with a significance level of 0.000 (<0.05). This indicates that Motivation and Discipline simultaneously have a positive and significant effect on Employee Performance. Thus, the regression model used is appropriate for explaining the influence of the independent variables on the dependent variable.

Coefficient of Determination Test (R²)

Table of Results of the Determination Coefficient Test (R2)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.580 ^a	0.337	0.321	2,033
<p>a. Predictors: (Constant), Motivation, Discipline</p>				
<p>b. Dependent Variable: Employee Performance</p>				
Source: SPSS Data Processing 29, 2025				

Based on the analysis results, the R Square (R²) value was obtained at 0.337. This indicates that 33.7% of the variation in Employee Performance can be explained by the Motivation and Discipline variables , while the remaining 66.3% is influenced by other variables outside this research model.

The Adjusted R Square value of 0.321 shows that after adjusting for the number of independent variables, the contribution of the two variables to Employee Performance is 32.1%.

The Influence of Motivation on Employee Performance

The results of the study indicate that motivation has a positive and significant effect on employee performance. This finding indicates that the higher the level of motivation possessed by personnel, the more optimal the performance shown. This is proven by the results of the hypothesis test with a t-statistic value of 2.978, which is greater than the t-table of 1.988, a regression coefficient of 0.358, and a significance value (P-value) of 0.004. Thus, the hypothesis stating that motivation influences employee performance is declared accepted.

The results of this study align with the motivation theory proposed by Robbins and Judge (2019), which states that motivation is a process that explains the intensity, direction, and persistence of individuals in achieving organizational goals. Employees with strong internal and external motivations tend to demonstrate high work ethic, initiative, and responsibility in carrying out their duties. Furthermore, these findings also reinforce the view of Hasibuan (2020), who asserted that good motivation will encourage employees to work effectively and productively. These results align with previous research conducted by Suryani (2021) and Pratama (2022), which concluded that work motivation has a positive and significant effect on employee performance, particularly in government agencies and public organizations.

The Influence of Discipline on Employee Performance

The results of the study indicate that discipline has a positive and significant effect on employee performance. This finding indicates that the higher the level of personnel discipline, the better the resulting performance. This is evidenced by the t-statistic value of 3.574, which is greater than the t-table of 1.988, the regression coefficient of 0.457, and the p-value of 0.001. Thus, the hypothesis stating that discipline influences employee performance is accepted.

These findings align with Rivai's (2019) theory of work discipline, which states that discipline is a management tool for enforcing organizational standards and rules to achieve optimal performance. Employees who are disciplined in adhering to work hours, procedures, and responsibilities will demonstrate consistency and accuracy in carrying out their duties. Furthermore, Mathis and Jackson (2019) emphasized that good discipline reflects employee

commitment to the organization and directly contributes to improved performance. These findings also align with previous research by Wibowo (2020) and Rahman (2022), which found that work discipline significantly influences employee performance in the public sector.

The Simultaneous Effect of Motivation and Discipline on Employee Performance

Based on the simultaneous test results, it can be concluded that motivation and discipline together have a significant effect on employee performance. This is evidenced by the calculated F-value of 21.815, which is greater than the F-table of 3.10, and the R-square value of 0.337, or 33.7%. These findings indicate that employee performance is not determined by a single factor, but rather by a combination of motivation and work discipline.

The results of this study align with the human resource management theory proposed by Mangkunegara (2020), which states that employee performance is the result of the interaction between internal factors such as motivation and behavioral factors such as discipline. Motivation serves as a driving force for work enthusiasm, while discipline controls work behavior to ensure it remains in line with organizational standards. Furthermore, the results of this study align with previous research conducted by Nugroho (2021) and Lestari (2023), which concluded that motivation and discipline simultaneously have a significant effect on employee performance. Therefore, strengthening motivation and discipline simultaneously is an important strategy for sustainably improving employee performance.

CONCLUSION

Based on the research results, it can be concluded that motivation has a positive and significant effect on employee performance. The higher the level of motivation an employee possesses, whether derived from internal or external motivation, the more optimal the resulting performance. This is evidenced by the results of the hypothesis test, which shows a t-statistic value greater than the t-table and a significance value below 0.05, thus accepting the first hypothesis. This finding supports the theories of Robbins and Judge (2019) and Hasibuan (2020), which emphasize that motivation plays a key role in driving an individual's intensity, direction, and persistence in achieving organizational goals. Thus, motivation is a crucial factor that needs to be systematically managed to improve employee performance.

In addition to motivation, the research results also show that work discipline has a positive and significant effect on employee performance. Employees with high levels of discipline tend to demonstrate better performance through compliance with regulations, punctuality, and consistency in carrying out tasks. This is evidenced by the t-statistic value being greater than the t-table and the significance value meeting the hypothesis acceptance criteria. This finding aligns with the opinions of Rivai (2019) and Mathis and Jackson (2019), who stated that discipline is a crucial managerial instrument to ensure work behaviors comply with organizational standards and contribute directly to achieving optimal performance.

Simultaneously, motivation and discipline were shown to significantly influence employee performance, as indicated by a calculated F-value greater than the F-table and a coefficient of determination (R^2) of 33.7%. This indicates that employee performance is influenced by a combination of work motivation and compliance with regulations, rather than by a single factor. This finding aligns with Mangkunegara's (2020) theory, which states that performance is the result of the interaction between psychological factors and work behavior. Therefore, sustainably improving employee performance requires an integrated strategy that focuses on strengthening motivation while consistently enforcing work discipline.

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