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The Effect of Welfare and Discipline on Member Performance in the Medan Satria Sector of the Bekasi City Metro Police, Metro Jaya Regional Police

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Abstract: The performance of police officers is a crucial factor in supporting the effectiveness of service, protection, and law enforcement, especially in the Medan Satria Sector Police, Bekasi City Metro Police, Jakarta Metro Police, which has high operational task dynamics. Optimal performance is greatly influenced by the welfare conditions and level of work discipline of members. This study aims to analyze the influence of welfare and work discipline on member performance, both partially and simultaneously. This study uses a quantitative approach with a survey method. Data were collected through the distribution of 5-1 Likert scale questionnaires to 79 members of the Medan Satria Sector Police, Bekasi City Metro Police as research respondents. The data analysis technique used is multiple linear regression analysis with the help of the SPSS version 29 program. The results of the study indicate that welfare partially has a positive and significant effect on member performance with a t-value of 3.846 and a significance level of <0.001. Work discipline also has a positive and significant effect on member performance with a t-value of 4.664 and a significance level of <0.001. Simultaneously, welfare and work discipline have a significant effect on member performance, as indicated by the F-count value of 18.723 with a significance of <0.001. The coefficient of determination (R Square) of 0.330 indicates that welfare and work discipline are able to explain 33.0% of the variation in member performance, while the remaining 67.0% is influenced by other factors outside the research model. This finding confirms that increasing member welfare accompanied by the implementation of work discipline consistently and continuously is a strategic factor in improving the performance of police members in the Medan Satria Sector Police, Bekasi City Metro Police.

Keyword: Welfare, Discipline, Member Performance, Medan Satria Sector Police, Bekasi City Metro Police, Metro Jaya Regional Police.

INTRODUCTION

In this era of rapid globalization and modernization, demands for professionalism, integrity, and performance from state officials are increasing. The Indonesian National Police (Polri) is not only required to maintain public order and security, but also to provide prompt, fair, and humane public services. The Polri's transformation towards Precision (Predictive, Responsible, and Transparency with Justice) places the quality of human resources as a key factor in the success of organizational reform. However, these transformation efforts will not be optimal if personnel welfare and discipline are not adequately met, as these two aspects are directly related to individual stability and performance (Hasibuan, 2022; Rivai, 2020).

Workplace well-being and discipline are two fundamental, complementary elements in shaping employee performance, particularly within the police force. Well-being creates a sense of security, comfort, and job satisfaction, while discipline serves as the foundation for ethics and professionalism in carrying out duties. For police officers working under high-pressure and high-risk conditions, a balance between well-being and discipline is crucial for sustained motivation and performance quality. Hasibuan (2022) states that good well-being will increase loyalty and work enthusiasm, while discipline ensures work behavior remains aligned with organizational rules and objectives.

The Medan Satria Police, a work unit under the Bekasi City Metro Police, faces complex regional characteristics, with high population density and rapidly changing social dynamics. These conditions require police officers to work responsively, professionally, and adaptively in addressing various security and public order issues. Officer performance is determined not only by technical skills and work experience but also by their well-being and level of discipline in carrying out daily tasks. Mangkunegara (2021) emphasized that performance is the work results achieved by employees, both in terms of quality and quantity, in accordance with their assigned responsibilities.

In the context of a police organization, well-being is measured not only by financial aspects such as salary and benefits, but also includes non-material aspects such as health insurance, fair promotions, a safe work environment, and harmonious social relationships. When well-being is not met evenly, it has the potential to lead to psychological exhaustion and decreased work morale. Research by Arsyad and Lubis (2021) shows that well-being has a significant influence on the motivation and performance of public officials, making it a crucial factor that requires serious attention from police organizational leaders.

In addition to welfare, work discipline plays a crucial role in maintaining the credibility and prestige of the police institution. Discipline reflects members' awareness and compliance with regulations, work procedures, and professional values. Rivai (2020) states that discipline is a key indicator of employee responsibility to the organization. At the police sector level, discipline includes punctuality, compliance with official orders, and ethical behavior in serving the public. Weak discipline has the potential to reduce the quality of public services and public trust in the police.

Various previous studies have shown that well-being and discipline have a positive relationship with employee performance. Fadhilah and Purnomo (2022) demonstrated that good well-being drives more productive performance, while Dwiastuti and Rachman (2021) emphasized that work discipline is a determinant of the performance effectiveness of public sector employees. Therefore, this study is crucial to empirically examine the influence of well-being and discipline on the performance of Medan Satria Police officers. The results are expected to provide theoretical and practical contributions to the management of Indonesian National Police human resources to enhance professionalism and public trust.

Employee Welfare

Employee welfare is a crucial aspect of human resource management, serving to create safe, comfortable working conditions and support productivity. Hasibuan (2022) defines

welfare as complementary compensation, both material and non-material, provided by an organization to maintain and improve the physical and mental well-being of employees. Mangkunegara (2021) shares a similar view, stating that welfare encompasses all facilities and services aimed at increasing employee satisfaction and morale. Meanwhile, Dessler (2020) views welfare as part of an indirect compensation system that serves to maintain job stability and employee loyalty. Rivai and Sagala (2021) also emphasize that welfare plays a strategic role in creating harmonious working relationships between organizations and employees. Thus, welfare is not merely a financial aspect but also reflects the organization's concern for the well-being and dignity of its employees.

In the context of public organizations, particularly the police force, well-being has broader dimensions due to its relevance to high-risk work demands and significant psychological stress. According to Siagian (2019), employee well-being encompasses economic, social, and psychological aspects that directly impact employees' emotional stability at work. Handoko (2020) added that adequate well-being will increase a sense of security and reduce work anxiety, allowing employees to focus on carrying out their duties. Mathis and Jackson (2021) also stated that well-managed well-being will increase organizational commitment and reduce work stress levels. This view is reinforced by Armstrong (2020), who stated that well-being is a crucial instrument in building sustainable performance. Therefore, the well-being of police officers is a strategic necessity that cannot be ignored.

Employee well-being is closely linked to motivation and work performance. Herzberg (2017), through his two-factor theory, explains that well-being is a hygiene factor that serves to prevent job dissatisfaction. When well-being is met, employees will exhibit a more positive and productive work attitude. Robbins and Judge (2022) state that good well-being increases job satisfaction and motivates employees to deliver their best performance. Luthans (2020) adds that sustainable well-being can strengthen employee psychological well-being, ultimately impacting performance improvement. Therefore, the well-being of Medan Satria Police officers is a crucial factor in creating optimal and professional performance.

Work Discipline

Work discipline reflects employees' attitudes and behavior in complying with applicable regulations, norms, and work procedures within the organization. Hasibuan (2022) defines work discipline as employees' awareness and willingness to comply with all applicable regulations and social norms. Mangkunegara (2021) states that discipline is a management tool to direct employees to act in accordance with organizational regulations. This opinion aligns with Rivai (2020), who states that discipline is a form of employee moral responsibility towards their work and the organization. According to Sutrisno (2019), work discipline also functions as a behavioral control to ensure orderly and efficient work activities. Thus, work discipline is the primary foundation for maintaining consistent task implementation.

In police organizations, discipline has a highly strategic significance because it is directly related to the institution's credibility and authority. Siagian (2019) stated that discipline in public organizations is a primary prerequisite for creating order and legal certainty. Handoko (2020) explained that strong work discipline will encourage employees to work according to procedures and avoid deviations. Mathis and Jackson (2021) emphasized that work discipline helps organizations maintain performance standards and work ethics. Meanwhile, Dessler (2020) stated that discipline acts as a corrective mechanism in the human resource management system. Therefore, work discipline among police officers must be consistently built through guidance and exemplary leadership.

Work discipline directly impacts the quality and quantity of employee performance. Robbins and Judge (2022) state that highly disciplined employees tend to demonstrate more stable and reliable performance. Mangkunegara (2021) emphasizes that good discipline will accelerate the achievement of organizational goals. Wibowo (2021) adds that work discipline

is one of the main indicators in assessing the performance of public sector employees. Luthans (2020) also states that discipline reflects an individual's self-control and responsibility for their work. Therefore, the work discipline of Medan Satria Police officers is a key factor in increasing the effectiveness of police performance.

Member Performance

Employee performance is the work results achieved by an individual in carrying out their duties in accordance with their assigned responsibilities. Mangkunegara (2021) defines performance as the quality and quantity of work results achieved by employees in carrying out their duties. Robbins and Judge (2022) state that performance reflects the level of achievement of organizational goals by individuals and groups. Wibowo (2021) explains that performance is a function of ability, motivation, and job opportunities. This opinion aligns with Armstrong (2020), who states that performance is an employee's tangible contribution to achieving an organization's strategic goals. Therefore, performance is a key indicator of organizational success.

In a police organization, member performance has complex dimensions because it relates to public service, law enforcement, and maintaining security. Siagian (2019) stated that state apparatus performance is measured not only by work output but also by compliance with regulations and public service ethics. Handoko (2020) added that the performance of public sector employees must reflect professionalism and accountability. Mathis and Jackson (2021) stated that good performance is demonstrated through effectiveness, efficiency, and accuracy in task execution. Meanwhile, Dessler (2020) emphasized that public employee performance is significantly influenced by working conditions and human resource management systems. Therefore, the performance of Medan Satria Police officers must be understood holistically.

Employee performance is influenced by various internal and external factors, including well-being and work discipline. Luthans (2020) stated that psychological conditions and job satisfaction significantly influence employee performance behavior. Robbins and Judge (2022) emphasized that optimal performance is achieved when employees have adequate motivation, discipline, and organizational support. Mangkunegara (2021) also stated that the work environment and reward system play a crucial role in improving performance. Wibowo (2021) added that sustainable performance can only be achieved through balanced human resource management between well-being and work behavior control. Therefore, improving the performance of Medan Satria Police officers requires serious attention to well-being and work discipline.

METHOD

Types of research

This study uses a quantitative approach with a causal associative method, which aims to determine the influence or causal relationship between independent and dependent variables. According to Sugiyono (2022), quantitative research is used to test hypotheses by measuring variables using numerical data and statistical analysis. The causal associative approach was chosen because this study seeks to explain the influence of welfare and discipline on police officer performance objectively and measurably. Arikunto (2020) states that associative research is very appropriate for identifying relationships between variables within an organization. Furthermore, this method allows researchers to draw generalized conclusions based on empirical data collected from respondents. Thus, the causal associative quantitative approach is considered relevant to answer the objectives of this study.

Research Population and Sample

The population in this study was all 98 members of the Medan Satria Sector Police, Bekasi City Metro Police, and the Jakarta Metro Police. According to Sugiyono (2022), a

population is a generalized area consisting of objects or subjects with certain characteristics and determined by the researcher to be studied and conclusions drawn. Given the relatively large population, the researcher used a sampling technique to determine the research respondents. The sample used in this study amounted to 79 members, which is considered to be representative of the entire population. Arikunto (2020) stated that proportional and representative sampling can provide an accurate picture of the population's condition. Thus, the number of samples used is considered sufficient to support the research analysis.

Method of collecting data

The data collection method in this study was carried out using a structured questionnaire and distributed directly to respondents. According to Sugiyono (2022), a questionnaire is a data collection technique carried out by providing a set of written questions to respondents to answer. Questionnaires were chosen because they can collect data efficiently and uniformly from a relatively large number of respondents. Arikunto (2020) stated that questionnaires are very effective for use in quantitative research to measure respondents' attitudes, perceptions, and behaviors. The measurement scale used in this questionnaire is a Likert scale, which allows respondents to provide assessments of statements related to well-being, discipline, and performance. With this method, the data obtained is expected to be objective and can be analyzed statistically.

Research Instruments

The research instrument used in this study was a questionnaire compiled based on indicators for each research variable, namely welfare, work discipline, and member performance. The welfare variable was measured through indicators of fulfillment of economic needs, work facilities, health insurance, sense of security, and organizational recognition, as stated by Hasibuan (2022) and Mangkunegara (2021). The work discipline variable was measured through indicators of compliance with rules, punctuality, work responsibility, adherence to procedures, and ethical behavior, as stated by Rivai (2020) and Sutrisno (2019). Meanwhile, the performance variable was measured through work quality, work quantity, timeliness, effectiveness of task implementation, and responsibility, as explained by Mangkunegara (2021) and Wibowo (2021). All instruments were designed to comprehensively describe the actual conditions of respondents.

Data Analysis Methods

The data analysis method in this study used the SPSS version 29 program to process and analyze the research data. According to Ghazali (2021), SPSS is a statistical software widely used in social research to test validity, reliability, and research hypotheses. The stages of data analysis include validity testing, reliability testing, classical assumption testing, multiple linear regression analysis, t-test, and F-test. Sugiyono (2022) stated that regression analysis is used to determine the magnitude of the influence of independent variables on dependent variables, both partially and simultaneously. SPSS version 29 was chosen because it has accurate and efficient data processing capabilities, so that the analysis results obtained can be scientifically accounted for.

Validity Testing

$$r_{xy} = \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{n(\sum X^2) - (\sum X)^2} \cdot \sqrt{n(\sum Y^2) - (\sum Y)^2}}$$

The basis for decision making in validity testing is as follows :

- 1) If the r value is positive and the r result is > r table , then the item or variable is valid.
- 2) If the r value is negative and r result < r table or r result is negative > r table then the item or variable is invalid.

A questionnaire is declared valid if the r value obtained from the calculation results (r xy) is greater than the table r value (5%).

Instrument Reliability Test

According to Arikunto (2020:221), reliability refers to the degree to which an instrument is sufficiently reliable to be used using the Cronbach's Alpha formula. The formula used in this reliability test is as follows:

$$r_1 = \left[\frac{k}{(k-1)} \right] \left[\frac{S_t^2 - \sum p_i q_i}{S_t^2} \right]$$

The basis for decision making in the reliability test in this study is as follows: 1) If the r alpha value is positive and r alpha > r table , then the item or variable is reliable. 2) If the r alpha value is negative and r alpha < r table or r alpha is negative > r table , then the item or variable is not reliable.

Multiple Regression Analysis

Sugiyono (2019:277) proposed multiple linear regression analysis used to make predictions, how the value of a variable changes dependent if the value of the independent variable is increased or decreased. This analysis is used by involving two or more independent variables. between the dependent variable (Y) and the independent variables (X 1 , and X 2), This method is used to determine the strength of the influence between several factors. independent variables simultaneously with the dependent variable

$$\mu_{Y/X_1, X_2, \dots, X_n} = A + B_1X_1 + B_2X_2 + \dots + B_nX_n$$

technique used in this study was multiple linear regression. The analysis was conducted computerized using the computer program Statistical Product and Service Solutions (SPSS) Version 29 for Windows .

Hypothesis

Hypothesis 1 (H₁):

Welfare has a positive and significant impact on the performance of members of the Medan Satria Sector Police, Bekasi City Metro Police.

Hypothesis 0 (H₀₁):

Welfare does not have a significant effect on the performance of members of the Medan Satria Sector Police, Bekasi City Metro Police.

Hypothesis 2 (H₂):

Discipline has a positive and significant influence on the performance of members of the Medan Satria Sector Police, Bekasi City Metro Police.

Hypothesis 0 (H₀₂):

Discipline does not have a significant effect on the performance of members of the Medan Satria Sector Police, Bekasi City Metro Police.

Hypothesis 3 (H₃):

Welfare and discipline simultaneously have a positive and significant influence on the performance of members of the Medan Satria Sector Police, Bekasi City Metro Police.

Hypothesis 0 (H₀₃):

Welfare and discipline simultaneously do not have a significant effect on the performance of members of the Medan Satria Sector Police, Bekasi City Metro Police.

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)

R² = 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 H₀ 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:

K_d = Value of coefficient of determination

r = Correlation coefficient value.

RESULTS AND DISCUSSION

Multiple linear analysis aims to determine the influence of two or more independent variables (X) on one dependent variable (Y).

Multiple Linear Regression Test Results Table

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,261	6,082		1,687	0.006
	Welfare	0.492	0.128	0.361	3,846	0,000
	Work discipline	0.343	0.074	0.438	4,664	0,000

a. Dependent Variable: Member Performance
Source: SPSS Data Processing 29, 2025

Based on the SPSS output results, the following multiple linear regression equation was obtained:

$$Y = 10.261 + 0.492 X_1 + 0.343 X_2$$

where Y is the dependent variable, namely Member Performance, X₁ is Welfare, and X₂ is Work Discipline.

The constant value of 10.261 indicates that if Welfare and Work Discipline are considered non-existent or have a value of zero, then Member Performance is estimated at 10.261.

The regression coefficient for the Welfare variable is 0.492, meaning that every one unit increase in Welfare will increase Member Performance by 0.492 units, assuming other variables remain constant.

Meanwhile, the regression coefficient for the Work Discipline variable of 0.343 indicates that every one unit increase in Work Discipline will increase Member Performance by 0.343 units, assuming other variables remain constant.

Thus, both independent variables (Welfare and Work Discipline) have a positive influence on Member Performance.

Hypothesis Testing

T-test

The t-test is used to partially test the significance of the relationship between variables X and Y, or it can be said that the t-test essentially shows how far one independent variable individually explains the dependent variables. The output results from SPSS are as follows:

T-Test Results Table

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,261	6,082		1,687	0.006

Welfare	0.492	0.128	0.361	3,846	0,000
Work discipline	0.343	0.074	0.438	4,664	0,000

a. Dependent Variable: Member Performance

Source: SPSS Data Processing 29, 2025

Welfare Variable (X₁)

Based on the results of the t-test displayed in the coefficients table, it is known that the Welfare variable has a t-value of 3.846 with a significance level (Sig.) of 0.000. This significance value is much smaller than the limit of $\alpha = 0.05$, so the null hypothesis (H₀) which states that there is no significant influence between Welfare on Member Performance is rejected, and the alternative hypothesis (H₁) is accepted. Thus, it can be concluded that partially, Welfare has a significant effect on Member Performance. This shows that the higher the level of welfare received by members, the better the performance shown will be. Welfare can encourage members to work harder, be more responsible, and complete tasks optimally.

Work Discipline Variable (X₂)

The t-test results also show that the Work Discipline variable has a t-value of 4.664 with a significance level (Sig.) of 0.000. Because this significance value is smaller than 0.05, the null hypothesis (H₀) is rejected, and the alternative hypothesis (H₂) is accepted. This means that, partially, Work Discipline provides a positive contribution to improving Member Performance. Members who have high work discipline tend to carry out tasks on time, comply with rules, and demonstrate good responsibility, thus having a positive impact on achieving expected performance.

F test

The F test determines whether or not there is a simultaneous (joint) influence of the independent variable (X) on the dependent variable (Y).

F Test Results Table

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	978,182	2	489,091	18,723	<,001 ^b
	Residual	1985,312	76	26,123		
	Total	2963,494	78			

a. Dependent Variable: Member Performance

b. Predictors: (Constant), Work discipline, Welfare

Source: SPSS Data Processing 29, 2025

Based on the results of the F test displayed in the ANOVA table, the F value obtained was 18.723 with a significance level (Sig.) of <0.001. This significance value is much smaller than the probability limit of $\alpha = 0.05$, so the null hypothesis (H₀) which states that there is no simultaneous influence between Welfare (X₁) and Work Discipline (X₂) on Member Performance (Y) is rejected, and the alternative hypothesis (H₃) is accepted.

This means that simultaneously, the Welfare and Work Discipline variables significantly influence Member Performance. These results indicate that the two independent variables in

the regression model are able to jointly explain the variables that occur in the dependent variable, namely Member Performance.

With a fairly large F-value and very low significance, it can be concluded that the regression model used in this study is a feasible and relevant model. Therefore, organizations need to pay attention to both factors simultaneously in an effort to improve Member Performance, because the combination of Welfare and Work Discipline provides a significant positive contribution to achieving optimal performance.

Coefficient of Determination Test

The coefficient of determination test is used to determine the extent of the contribution of the influence of motivation and job satisfaction on employee performance.

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	.575 ^a	0.330	0.312	5,111

a. Predictors: (Constant), Work discipline, Welfare

b. Dependent Variable: Member Performance

Source: Data Processing Results 29, 2025

Based on the output in the Model Summary table, the R Square value is 0.330. This value indicates that 33.0% of the variables that occur in the dependent variable, namely Member Performance, can be explained by two independent variables in this model, namely Welfare (X₁) and Work Discipline (X₂). While the remaining 67.0% is explained by other factors outside this research model, such as personal motivation, work environment, competence, or other factors not included in this study.

Adjusted R Square value of 0.312 is used as an adjustment for the number of variables in the model, especially when the model uses more than one predictor. Although slightly lower than the R Square, the Adjusted R Square value still indicates that the model has quite good explanatory power.

Thus, the regression model formed is able to explain the influence of Welfare and Work Discipline on Member Performance quite strongly, although there is still room to include other variables that may also play an important role in influencing member performance.

The Influence of Welfare on Member Performance

The partial test results show that welfare has a positive and significant effect on the performance of Medan Satria Police officers, as indicated by a t-value of 3.846 with a significance level of 0.000. This finding indicates that the fulfillment of welfare, such as compensation, allowances, work facilities, and social security, can increase the enthusiasm, loyalty, and responsibility of officers in carrying out their duties. The results of this study align with the theories of Hasibuan (2017) and Rivai and Sagala (2020), which state that welfare is an important factor in driving performance improvement. Empirically, this finding aligns with research by Sutrisno (2020) and Siregar and Nasution (2022), which prove that welfare significantly influences the performance of public sector and police officers.

The Influence of Work Discipline on Member Performance

The results of the study indicate that work discipline has a positive and significant effect on member performance, with a t-value of 4.664 and a significance level of 0.000. This indicates

that compliance with regulations, punctuality, responsibility, and obedience to superiors play a significant role in improving the quality and effectiveness of police officers. This finding supports the work discipline theory proposed by Hasibuan (2017) and Sutrisno (2019), which emphasizes that discipline is the key to organizational success. Furthermore, this study's results align with those of Hidayat and Purnama (2021) and Ahmad and Sari (2023), which concluded that work discipline significantly influences the performance of public sector employees.

The Simultaneous Influence of Welfare and Work Discipline on Member Performance

The simultaneous test results show that welfare and work discipline simultaneously have a significant effect on member performance, with an F-value of 18.723 and a significance level of <0.001 . This finding confirms that improving member performance is not solely determined by a single factor, but rather the result of a synergy between welfare fulfillment as a motivational driver and work discipline as a control of work behavior. These results align with the performance theory of Mangkunegara (2019) and Robbins and Judge (2020), and are consistent with research by Putra and Nuraini (2022) and Pamungkas (2023) which states that welfare and work discipline simultaneously contribute significantly to improved performance.

CONCLUSION

Based on the research results, it can be concluded that welfare has a positive and significant impact on the performance of Medan Satria Police officers. Fulfillment of welfare, whether in the form of compensation, allowances, work facilities, or social security, has been proven to increase morale, loyalty, and a sense of responsibility in carrying out police duties. These findings indicate that welfare is a crucial factor in encouraging officers to work more optimally and professionally, in line with the views of Hasibuan (2017) and Rivai and Sagala (2020), who position welfare as a strategic element in improving officer performance.

Furthermore, the research also concluded that work discipline has a positive and significant impact on member performance. The level of compliance with regulations, punctuality, responsibility in carrying out duties, and obedience to leadership have been proven to significantly contribute to improving the quality and effectiveness of police officers' work. Work discipline not only functions as a tool to control behavior but also reflects the professionalism and integrity of members in carrying out service and law enforcement duties. This finding supports the theory of Hasibuan (2017) and Sutrisno (2019) which states that discipline is key to organizational success, especially in work environments that demand high levels of order and compliance such as the police force.

Simultaneously, this study concludes that welfare and work discipline significantly influence the performance of Medan Satria Police officers. This indicates that officer performance is the result of a synergy between fulfilling welfare needs as a motivational driver and implementing work discipline as a control for work behavior. The combination of these two factors creates a conducive, stable working environment oriented toward achieving optimal performance. Therefore, improving police officer performance requires a balanced approach between improving welfare and consistently and sustainably enforcing work discipline.

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