

The Effect of Discipline Development and Job Satisfaction on the Work Motivation of Personnel in the Cimahi Police Resort's Samapta Unit

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ABSTRACT

To assist the community in creating a safe and conducive environment, employee drive is a crucial factor consideration for agencies. Recurring delays in carrying out operational responsibilities—such as arriving late to roll call, responding slowly to assignment directives, and postponing administrative task completion—reflect a potential decline in personnel work motivation. This situation may reduce the overall effectiveness of police service delivery to the community. One factor in increasing work motivation is discipline development and job satisfaction. This research seeks to examine how discipline improvement and employee contentment influence motivation, both partially and simultaneously. Data collection methods used questionnaires. The research respondents consisted of 73 personnel from the Cimahi Police Headquarters' Mobile Brigade Unit. Study results indicate that: 1) Discipline development have a positive and significant effect on work with a fairly significant level of influence. 2) Job satisfaction have a positive and significant effect on work motivation with a high or strong level of influence. 3) Disciplinary growth and workplace fulfillment jointly influence employee motivation.

INTRODUCTION

The Republic of Indonesia is a country with a very high and dense population. Cimahi is one of the cities in Indonesia that has experienced an increase in population every year. Dense and crowded residential areas can trigger crimes committed by the local community. According to national statistical records Agency (2024), the number of crimes reported to the Cimahi Police was 2,385 cases with a crime resolution rate of 87%, while in 2024 there were 2,402 cases with a crime resolution rate of 52%. meaning that over the course of one year, the crime rate in the city of Cimahi increased by 17 cases and the resolution rate decreased by 35%.

This issue requires agencies to find quick and accurate solutions, especially in terms of human resources. Human resources are a very important factor, especially for police agencies. Police agencies must have quality human resources so that they can carry out their duties properly. According to Lestari et al., (2024), personnel play a strategic function as public employees implement governance and national progress.

The Cimahi Police are one of the units of the Indonesian National Police. Within the organizational structure of the Cimahi Police, there are several functional units, one of which is the Samapta Unit, which plays an important role in maintaining public order, providing protection, and increasing the sense of security in the community. In carrying out their duties, personnel are required to be responsive, disciplined, and professional in order to create a safe environment. In order to create a safe and conducive situation, human resources with good performance quality are needed. The success of the Samapta Unit in maintaining security is determined by the quality of its personnel. Putra & Prianggono (2022) state that employee performance levels are shaped by motivational strength.

According to Sutrisno (2017), work motivation is an internal and external drive within a person that generates enthusiasm, direction, and perseverance in carrying out tasks so that organizational goals can be achieved. Personnel must have good motivation in order to carry out their duties professionally. In police agencies, a high level of motivation stimulates personnel to show enthusiasm, responsibility, and discipline in carrying out security duties. Conversely, if personnel work motivation is low, negative behaviors will emerge, such as frequent tardiness, decreased initiative, increased absenteeism without clear reasons, and reduced enthusiasm in carrying out tasks. Research by Sakti & Lestari (2024) states that motivation is related to a person's tardiness without clear reasons and without urgent matters. This is reinforced by Borotoding & Abdurahman (2024) who states that motivation is related to employee tardiness and absenteeism.

Based on the results of a preliminary survey of the Cimahi Police Headquarters' Samapta Unit, information was obtained regarding personnel tardiness data in 2024, as illustrated in the table below:

Table 1. Attendance and Absence Data Personnel
Samapta Unit of the Cimahi Police Department Year 2024

MONTH	LEAVE	ABSENT	LATE
January	1	-	4
February	1	-	5
March	-	1	2
April	2	-	3
May	3	1	2
June	-	-	4
July	-	-	5
August	2	-	5
September	1	1	3
October	1	-	2
November	-	1	3
December	1	-	4
TOTAL	12	4	42

Source: Cimahi Police Headquarters Samapta Unit Archives, 2025.

Based on Table 1, the number of delays committed by personnel is still relatively high. This suggests persistent low enthusiasm within personnel in carrying out their duties.

There are several factors that influence work motivation, one of which is good discipline development. According to Nitisemito (2015), discipline development is the training of conduct and practices aligned with organizational standards. One of the initial efforts to foster discipline in someone who has committed a violation is through verbal warnings. This is the first step where the superior will give a warning to the subordinate. If there is a repeat or more serious violation, a written warning in the form of an official letter will be given as a reminder. Without good personnel discipline, it is difficult for agencies to achieve optimal work results.

Based on the results of a preliminary survey at the Cimahi Police Headquarters, information was obtained regarding verbal punishment data in 2024. For more details, see the following table:

Table 2. Verbal Disciplinary Action Data
Personnel Samapta Unit of the Cimahi Police Department Year 2024

MONTH	VERBAL DISCIPLINARY ACTIONS
January	1
February	-
March	3
April	5
May	6
June	3
July	1
August	4

September	3
October	4
November	4
December	5
Total	39

Source: Cimahi Police Headquarters Samapta Unit Archives, 2025.

Table 2 shows that there are still disciplinary violations committed by personnel. These punishments take the form of reprimands to personnel for not performing responsibilities based on established guidelines established provisions. To address these issues, work discipline training is essential Safitri & Romi (2025). Research by Febriansyah et al., (2025) shows that disciplinary guidance has a positive and significant effect on work motivation.

In addition to disciplinary guidance, one factor that influences work motivation is workplace fulfillment as defined by Mangkunegara (2017), work satisfaction reflects emotional approval or disapproval a person in relation to their work. Research by Latifah & Prabowo (2025) shows that job satisfaction is related to personnel turnover in an agency.

Initial assessments and interviews revealed data regarding personnel turnover data for the Cimahi Police Headquarters Samapta Unit in 2024-2025. For more details, see the following table:

Table 3. Personnel Transfer Data
Personnel of the Samapta Unit of the Cimahi Police Department in 2024

YEAR	NUMBER OF PERSONNEL	TRANSFER	REASON FOR TRANSFER
2024	130	34	Transfer to Criminal Investigation Unit, Narcotics Unit, Traffic Unit, Intelligence Unit, Operations Division, ADC
January-September 2025	128	12	Transferred to the Human Resources Division, Narcotics Unit, Traffic Unit, Intelligence Unit

Source: Cimahi Police Headquarters Mobile Brigade Unit Archives, 2025.

Table 3 shows that there are still personnel who have transferred from the Cimahi Police Headquarters' Samapta Unit. The reduction in personnel has resulted in suboptimal performance of personnel in security activities. In addition, there are still personnel who are absent without explanation. This may indicate that personnel are not satisfied with working at the Samapta Unit, preventing them from performing well. Personnel with low levels of satisfaction will not perform their jobs optimally and may cause the standards set by the agency to not be achieved. Conversely, if personnel are satisfied with their work,

they will be more motivated to work well and the work produced will be more optimal.

Based on the phenomena described above regarding discipline development, job satisfaction, and work motivation of Satuan Samapta personnel at the Cimahi Police Station, the focus of this study is:

1. To determine the respondents' responses to the implementation of discipline development for personnel of the Cimahi Police Headquarters' Mobile Brigade Unit.
2. To determine the job satisfaction of personnel in the Cimahi Police Headquarters' Samapta Unit.
3. To assess motivational levels of personnel in the Cimahi Police Headquarters' Samapta Unit.
4. To analyze how disciplinary improvement and workplace fulfillment affect motivation of personnel in the Cimahi Police Headquarters' Samapta Unit, both partially and simultaneously.

This study aims to contribute to the advancement of public sector human resource management literature, particularly within law enforcement institutions, by refining the conceptual framework linking disciplinary development, job satisfaction, and work motivation. From a practical perspective, the results are intended to provide empirical support for designing more effective personnel development and management strategies to enhance employee motivation and strengthen the delivery of security services.

THEORETICAL REVIEW

Discipline Development

Discipline development is an effort to enhance performance efficiency in reaching established targets well as developing professional conduct aligned with written and unwritten company regulations (Nitisemito, 2015; Handoko, 2014). From this explanation, it may be inferred that discipline development is an effort to cultivate attitudes and behaviors so that personnel always comply with established work regulations and standards. The objectives of discipline development include improving work efficiency, preventing waste and losses, and addressing personnel errors and non-compliance (Sutrisno, 2017). Discipline development is carried out through the creation of rules and regulations, the imposition of strict, immediate, consistent, and impersonal sanctions for disciplinary violations, and discipline development through continuous training, both physical and mental and spiritual (Mangkunegara, 2017; Nursanti, 2017; Saydam, 2017). Accordingly, discipline development functions both as a behavioral control system and as a process for shaping professional responsibility, which may theoretically increase motivation among personnel.

Job Satisfaction

Job satisfaction is related to a person's feelings of satisfaction with the work they do. Job satisfaction is an attitude or feeling that employees have towards their work in relation to the work situation, cooperation between employees, the rewards they receive, and physical and psychological factors,

which are the result of their own efforts and supported by external factors (Sutrisno, 2017; Sinambela, 2020). From the stated meaning, one may conclude that job satisfaction is an attitude or feeling that a person has towards a job that is created by their own efforts and supported by internal and external factors. According to (Mangkunegara, 2017), workplace fulfillment is associated with personnel turnover, absenteeism, job level, and organization size. High job satisfaction will reduce turnover and absenteeism, while a mismatch between tasks and abilities, as well as a lack of coordination, communication, and personnel participation can reduce job satisfaction. Job satisfaction is an important factor that influences personnel's work motivation in achieving institutional goals. In theoretical terms, job satisfaction operates as a psychological factor that can positively or negatively influence employees' motivation.

Work Motivation

Motivation is related to a person's persistence in encouraging personnel to be more responsible in their work in reaching institutional objectives, motivation serves as psychological state and driving force that encourages, motivates, and directs a person's behavior to be willing to collaborate efficiently and maximize potential toward success (Sutrisno, 2017; Hasibuan, 2017). Based on this definition, it can be concluded that work motivation is a driving force that influences a person's enthusiasm to work well in achieving goals. According to Fahmi (2017), motivation consists of extrinsic and intrinsic motivation, but in this study, the driving factor used is intrinsic. Intrinsic factors include the work itself, responsibility, opportunities for advancement, self-development, success, and recognition (Hasibuan, 2017). If someone has intrinsic factors, it is expected to increase their work enthusiasm and encourage personnel to make more efforts to achieve even better work results.

The Effect of Discipline Development on Work Motivation

Referring to earlier theoretical perspectives and empirical evidence, discipline development and job satisfaction are incorporated as predictors of work motivation in this study. Improved discipline strongly enhances employee motivation (Febriansyah et al., 2025; Lestari et al., 2024; Rahmawati & Prabowo, 2024).

H1: "Discipline development has a positive effect on the work motivation of personnel in the Cimahi Police Headquarters' Samapta Unit."

The Effect of Job Satisfaction on Work Motivation

Workplace fulfillment greatly influences employee drive (Kurnia et al., 2023; Siregar et al., 2024; Siwiji, 2022).

H2: "Job satisfaction has a positive effect on the work motivation of personnel in the Cimahi Police Headquarters' Samapta Unit."

The Effect of Discipline Development and Job Satisfaction on Work Motivation

Discipline and job satisfaction have a positive and significant effect on work motivation, both partially and simultaneously (Latifah & Prabowo, 2025).

Research by Zulfaisyal et al., (2025) and Fadliana et al., (2025) states that discipline and job satisfaction affect work motivation.

H3: "Discipline development and job satisfaction affect the work motivation of personnel in the Cimahi Police Headquarters' Mobile Brigade Unit."

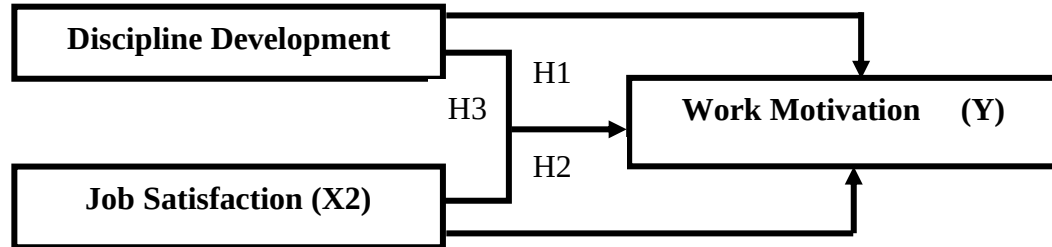


Figure 1. Research Model

METHODOLOGY

This research applies numerical analysis using survey instruments, three research variables were used, including two independent variables, namely discipline development and job satisfaction, and one dependent variable, namely work motivation. The research subjects included 73 personnel of the Cimahi Police Headquarters' Samapta Unit. The study employed a non-probability sampling technique in selecting the research participants. The measurement scale in this study used semantic differential, and the measurement tool testing technique used validity and reliability tests.

In solving problems 1, 2, and 3, this research applied statistical descriptive analysis by calculating the average score of each respondent's answer according to established indicators for analysis:

Table 4. Criteria for Respondents' Attitudes Regarding Discipline Development, Job Satisfaction, and Work Motivation

INTERVAL	DISCIPLINE DEVELOPMENT	WORK SATISFACTION	WORK MOTIVATION
1.00 – 1.80	Very Poor	Very Dissatisfied	Very Low
1.81 – 2.60	Poor	Not Satisfied	Low
2.61 – 3.40	Fair	Fair	Fair
3.41 – 4.20	Good	Satisfied	High
4.21 – 5.00	Very Good	Very Satisfied	Very High

Furthermore, in solving the fourth problem, this study used a quantitative associative method whose calculations used multiple linear regression analysis and the coefficient of determination. The following are guidelines for interpreting the coefficient of determination:

Table 5. Criteria for the Influence of the Coefficient of Determination

COEFFICIENT INTERVAL	LEVEL OF INFLUENCE
<4.99%	Very Low Influence
5% - 16.99	Low but definite influence
17% - 49.99	Significant Impact

50% - 80.99
 ≥ 81

High/Strong Impact
 Very High Impact

Source: Sugiyono (2023:248).

Furthermore, this study used validity and reliability tests. The validity test was used to show the level of accuracy of an assessment tool is capable of measuring what it is intended to measure. Construct validity was assessed using critical correlation benchmarks. r table value is greater than 0.30. The following are the results of the validity test that have been reprocessed:

Table 6. Results of the Discipline Development (X1) Validity Test

STATEMENT	R CALCULATED	R TABLE	DESCRIPTION
X1.1	0.888	0.30	VALID
X1.2	0.879		VALID
X1.3	0.884		VALID
X1.4	0.848		VALID
X1.5	0.939		VALID
X1.6	0.874		VALID
X1.7	0.860		VALID
X1.8	0.821		VALID
X1.9	0.649		VALID

Source: Results from SPSS, 2025.

Table 7. Results of the Job Satisfaction Validity Test (X2)

STATEMENT	R CALCULATED	R TABLE	DESCRIPTION
X2.1	0.550	0.30	VALID
X2.2	0.752		VALID
X2.3	0.805		VALID
X2.4	0.812		VALID
X2.5	0.837		VALID
X2.6	0.861		VALID

Source: Results from SPSS, 2025.

Table 8. Results of Job Satisfaction Validity Test (X2)

STATEMENT	R CALCULATED	R TABLE	DESCRIPTION
Y1	0.810	0.30	VALID
Y2	0.902		VALID
Y3	0.848		VALID
Y4	0.842		VALID
Y5	0.791		VALID
Y6	0.843		VALID
Y7	0.682		VALID

Source: Results from SPSS, 2025.

After conducting a validity test on each item of the questionnaire statements for variables X1, X2, and Y, it was found that each item statement was valid because it had an $R_{\text{calculated}}$ value $> R_{\text{(table)}}$, namely (0.30).

Following validity assessment, consistency analysis was performed. The reliability test in this study was used to determine whether the data collection tools used could demonstrate accuracy, precision, and stability. The reliability test was conducted using internal consistency coefficients exceeding 0.60 reprocessed:

Table 9. Reliability Test Results

VARIABLE	CHRONBACH'S ALPHA	DESCRIPTION
Discipline Development (X1)	0.94	Reliable
Job Satisfaction (X2)	0.833	Reliable
Work Motivation (Y)	0.902	Reliable

Source: Results from SPSS, 2025.

Based on the reliability test results above, it can be seen that each variable has a *Cronbach's Alpha* value above 0.60, so the questionnaire used in this study is reliable.

RESULTS

Descriptive Analysis

After calculating the respondents' responses regarding the discipline development variable (X1) with 3 sub-variables and nine statements, the total average results of the respondents' responses to variable X1 were obtained, namely:

Table 10. Total Average Respondent Responses to Statements Regarding the Discipline Development Variable

SUB-VARIABLE	TOTAL AVERAGE	CRITERIA
Creating rules and regulations that must be implemented by personnel	4.53	Very Appropriate
Establishing and imposing sanctions for disciplinary violations	4.48	Very Effective
Conducting discipline development through continuous training sessions	4.38	Very Good
TOTAL AVERAGE SCORE $(4.53 + 4.48 + 4.38)/3 = 4.46$		
CRITERIA = VERY GOOD		

Based on Table 4.10, which shows the total average scores for each sub-variable of personnel discipline development at the Cimahi Police Headquarters, overall discipline development has an average score of 4.46, which falls into the excellent category. The lowest sub-variable is the respondents' response to the statement regarding the discipline development variable with the sub-variable of conducting discipline development through continuous training, and the highest

sub-variable is the respondents' response to the statement of creating rules and regulations that must be implemented by personnel.

Furthermore, the calculation results for the job satisfaction variable (X2) with four sub-variables and six statements yielded the following total average results for respondents' responses to variable X2:

Table 11. Total Average Responses of Respondents to Statements Regarding the Job Satisfaction Variable

SUB-VARIABLE	TOTAL AVERAGE	CRITERIA
Employee Turnover	3.7	Low
Absenteeism Rate	4.38	Very Low
Job Level	4.37	Very Appropriate
Organizational Size	4.47	Very Good
TOTAL AVERAGE SCORE $(3.71 + 4.38 + 4.37 + 4.47) / 4 = 4.23$		
WORK SATISFACTION = VERY SATISFIED		

Based on Table 4.11, which shows the total average calculation for each sub-variable of job satisfaction among personnel at the Cimahi Police Headquarters' Samapta Unit, overall job satisfaction has an average score of 4.23, which falls into the very satisfied category. The lowest sub-variable is the respondents' response to the statement regarding job satisfaction with the employee turnover sub-variable, and the highest sub-variable is the respondents' response to the organizational size sub-variable.

Table 12. Total Average of Respondents' Responses to Statements Regarding Work Motivation Variables

SUB-VARIABLE	TOTAL AVERAGE	CRITERIA
The Job Itself	4.5	Very High
Responsibility	4.57	Very High
Opportunity for Advancement	4.55	Very High
Opportunities for Self-Development	4.27	Very High
Success	4.49	Very High
Recognition	4.26	Very High
TOTAL AVERAGE SCORE $(4.53 + 4.57 + 4.55 + 4.27 + 4.49 + 4.26) / 6 = 4.44$		
WORK MOTIVATION = VERY HIGH		

Based on Table 4.12, which shows the total average calculation for each sub-variable of work motivation among personnel at the Cimahi Police Headquarters' Samapta Unit, overall job satisfaction achieved a mean value of 4.44 classified as excellent. The lowest sub-variable is the respondents' response to statements regarding work motivation with the recognition sub-variable, and the highest sub-variable is the respondents' response to statements regarding responsibility.

Associative Analysis

To answer the fourth problem identification, which is to determine the extent of the influence of variables X1 and X2 on variable Y, both partially and simultaneously, using the explanatory power metrics and multivariate predictive modeling.

A. Normality Test

Table 13. Normality Test Results

One-Sample Kolmogorov-Smirnov Test			Unstandardized Residual
N			73
Normal Parameters ^{a, b}	Mean		.000000
	Std. Deviation		2.17437428
Most Extreme Differences	Absolute		.100
	Positive		.100
	Negative		-.093
Test Statistic			.100
Asymp. Sig. (2-tailed) ^c			.067

Source: Results from SPSS, 2025.

According to distribution normality analysis outcomes variables have a sig. value > 0.05 , namely $0.067 > 0.05$, indicating that all data are normally distributed.

B. Multicollinearity Test

Table 14. Multicollinearity Test Results

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	4.267	1,881		2,269	.026		
X1	.208	.070	.278	2,968	.004	.398	2,511
X2	.719	.106	.636	6,797	.000	.398	2,511

a. Dependent Variable: Y

Source: Results from SPSS, 2025.

Based on the VIF values in Table 14, predictor variables are not highly correlated. The data presented is free from multicollinearity because the maximum allowable VIF value is 10. From the table above, it can be seen that multicollinearity does not occur when variance inflation remains within acceptable limits

C. Heteroscedasticity Test

Table 15. Heteroscedasticity Test Results

Coefficients ^a	
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Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.635	1.235		3,754	.000
X1	.008	.046	.031	.172	.864
X2	-.131	.069	-.339	-1.886	.063

a. Dependent Variable: ABS_RES

Source Results from SPSS, 2025.

Based on the sig. value and the data shown in Table 15 above, the results of the heteroscedasticity test using the Glejser test show that both variables have a sig. value > 0.05, indicating the variance of residuals remains constant.

D. Coefficient of Determination Test

Table 16. Criteria for the Effect of the Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R-Square	Standard Error of the Estimate
1	.869 ^a	.756	.749	2.20522

a. Predictors: (Constant), X2, X1

Source: Results from SPSS, 2025.

According to explanatory variance analysis findings was 0.756 or 75.6%. This value indicates that discipline development (X1) and job satisfaction (X2) simultaneously contribute or influence the work motivation variable (Y) by 75.6%, which is classified as **a high or strong influence** based on the guidelines in Table 5. Meanwhile, the remaining $100\% - 75.6\% = 24.4\%$ is the influence of other variables that were not studied.

E. Multiple Linear Regression Analysis

Table 17. Multiple Linear Regression Analysis

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.267	1.881		2,269	.026
X1	.208	.070	.278	2,968	.004
X2	.719	.106	.636	6,797	.000

a. Dependent Variable: Y

Source: Results from SPSS, 2025.

From the data processing performed using SPSS version 27, the following equation was obtained:

$$Y = 4.267 + 0.208 X1 + 0.719 X2$$

- a. The magnitude of the predictor effect discipline development variable is positive at 0.208. This indicates that the stronger the discipline development,

the higher the work motivation of personnel. Based on the guidelines in Table 5, discipline development affects work motivation with a **fairly significant** level of influence.

- b. The regression coefficient of the job satisfaction variable is positive at 0.719. This indicates that the higher the job satisfaction, the higher the work motivation of personnel. Based on the guidelines in Table 5, job satisfaction affects work motivation with a **high or strong** level of influence.

Hypothesis Testing Results

A. F Test Results (Simultaneous Testing)

This test aims to show that independent factors influence the dependent variable simultaneously. When probability levels fall below the critical threshold (H_a) is approved while the statistical assumption (H_0) is dismissed when p-value falls below the threshold, whereas values exceeding 0.05 lead to retention of H_0 and dismissal of H_a .

Table 18. F-Test Results

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1053.646	2	526,823	108,333	.000 ^b
Residual	340,409	70	4,863		
Total	1,394,055	72			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Source: Results from SPSS, 2025.

Given that $\alpha = 0.05$, $df_1 = 1$, $df_2 = n-k-1$ ($73-2-1$) = 70, the F table value is determined to be 3.13 . Table 17 shows that the F test has a significance value of $0.000 < 0.05$. Additionally, the Fcount value is $108.33 > 3.13$. Therefore, H_1 is accepted, which states that discipline development and job satisfaction affect the work motivation of personnel at the Cimahi Police Headquarters' Samapta Unit.

B. Results of the t-Test (Partial Testing)

Table 19. Results of the t-test

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.267	1.881		2,269	.026
X1	.208	.070	.278	2,968	.004
X2	.719	.106	.636	6,797	.000

a. Dependent Variable: Y

Source: Results from SPSS, 2025.

- a. Variable of discipline development (X1) has a significance level of $0.004 < 0.05$. With $\alpha = 0.05$ $df_1 = 1$, $df_2 = n-k-1$ ($73-2-1$)= 70 , the t-table value is determined to be 1.667, which means $t_{\text{calculated}} > t_{\text{table}}$ is $2.968 > 1.667$. The positive $t_{\text{calculated}}$ value indicates that X1 has a direct effect on personnel work motivation (Y). Thus, findings demonstrate that strengthening discipline enhances employee motivational levels of personnel at the Cimahi Police Headquarters.
- b. The job satisfaction variable (X2) has a significance level of $0.000 < 0.05$. With $\alpha = 0.05$, $df_1 = 1$, $df_2 = n-k-1$ ($73-2-1$) = 70 , the t-table value is determined to be 1.667, which means $t_{\text{calculated}} > t_{\text{(table)}}$, namely $6.797 > 1.667$. The positive $t_{\text{calculated}}$ value indicates that X2 has a direct effect on personnel work motivation (Y). Thus, outcomes reveal that contentment in employment boosts motivational performance of personnel at the Cimahi Police Headquarters.

DISCUSSION

Research findings verify that behavioral regulation and occupational fulfillment substantially improve motivational outcomes personnel in the Cimahi Police Headquarters' Samapta Unit, both partially and simultaneously. Consistent discipline development can shape orderly work behavior, increase a sense of responsibility, and encourage personnel to work in compliance with prevailing legal standards. This shows that discipline development serves as a crucial driver for enhancing employee motivation.

In addition, job satisfaction has been proven to have a stronger influence on work motivation than discipline development. Personnel individuals experiencing job fulfillment generally display stronger motivation. Simultaneously, discipline development and job satisfaction are the primary determinants capable of enhancing personnel work motivation, thereby supporting the realization of institutional objectives and the optimal implementation of police duties.

CONCLUSIONS AND RECOMMENDATIONS

It can be concluded that discipline development has a positive and significant effect on the work motivation of personnel in the Cimahi Police Headquarters' Samapta Unit. employment fulfillment additionally exerts a strong and meaningful influence on motivation, evidenced by more dominant influence. Simultaneously, discipline development together with occupational fulfillment strongly enhance staff motivation, implying that better regulation and satisfaction foster higher enthusiasm.

Based on the research results, it is recommended that the Cimahi Police Special Forces Unit continue to improve the implementation of discipline development in a consistent and fair manner, as well as pay attention to aspects of personnel job satisfaction, particularly those related to working conditions and reward systems. These efforts are expected to increase personnel work motivation in a sustainable manner and support organizational performance. In addition, agency leaders are expected to apply the findings of this research as consideration in formulating human resource policies.

FURTHER STUDY

Further research should add other variables that could potentially affect motivational performance including managerial style, workplace conditions, and institutional culture. In addition, research can be conducted using different methods and research objects so that the results can be generalized more broadly.

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