

THE INFLUENCE OF JOB SATISFACTION AND WORK MOTIVATION ON PERSONNEL PERFORMANCE IN THE EAST CIPUTAT POLICE SECTOR

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Abstrak

Keywords:

*Job Satisfaction,
Work Motivation,
Personnel Performance,
East Ciputat Police Station.*

This study aims to analyze the effect of job satisfaction and work motivation on the performance of personnel at the Ciputat Timur Police Sector. The study uses a quantitative approach with primary data collected through questionnaires distributed to 80 personnel as respondents. The research instruments were tested for validity and reliability, while data analysis was performed using classical assumption tests, multiple linear regression, and partial and simultaneous hypothesis testing using the SPSS 25 program. The results showed that job satisfaction had a positive and significant effect on personnel performance ($t = 7.960$; $p = 0.000$). Work motivation was also proven to have a positive and significant effect on personnel performance ($t = 5.746$; $p = 0.000$). Simultaneously, job satisfaction and work motivation had a significant effect on the performance of East Ciputat Police personnel ($F = 139.351$; $p = 0.000$), with the contribution of the two variables amounting to 78.4%. These findings confirm that improving job satisfaction and work motivation are important strategies in strengthening the performance of police personnel at the operational level.

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INTRODUCTION

Human resources (HR) are a strategic asset that determines the success of every organization, including government institutions and law enforcement agencies. In the context of increasingly complex global competition and dynamics, organizations are required to have qualified, professional HR capable of carrying out their duties effectively. The success of an institution is determined not only by the availability of adequate facilities or systems, but primarily by the quality of the people who operate them. Therefore, optimal HR management is a fundamental requirement for improving organizational performance.

Individual performance within an organization is inextricably linked to internal factors, such as job satisfaction and motivation. Performance can only be measured if clear standards and indicators are in place, allowing the agency to assess the extent to which organizational goals are being achieved. Within the police force, attention to

personnel performance is increasingly crucial, given that the duties and responsibilities of the Indonesian National Police (Polri) directly impact security, public order, and public services.

The Indonesian National Police (Polri) is mandated to enforce the law, provide public services, and maintain security and order. Police personnel are required to work professionally, be on call 24/7, and be capable of carrying out their duties both in the office and in the field, in accordance with the provisions of Indonesian National Police Regulation Number 14 of 2018 concerning the organizational structure and work procedures of regional police forces. Therefore, improving the quality of police human resources is a crucial part of supporting national development goals, which emphasize the creation of a law-abiding, civilized, and prosperous society.

However, various internal issues can affect personnel performance, such as job dissatisfaction, low motivation, work conflict, high absenteeism, and declining morale. Job dissatisfaction can trigger various problems that impact the quality of police services. Robbins (2003) states that job satisfaction is an individual's general attitude toward their job; the higher the satisfaction, the more positive the work behavior displayed. Factors such as fair compensation, work environment, leadership, and appropriate placement (Hasibuan, 2009) also determine the level of personnel satisfaction.

Work motivation also plays a crucial role in shaping performance. Motivation is an internal driving force that drives individuals to achieve organizational goals (Rivai, 2010). Highly motivated personnel tend to demonstrate greater productivity and work commitment. Several previous studies, such as those by Wijaya (2018) and Chan & Yasri (2013), show that job satisfaction and motivation are significant predictors of improved employee performance.

Empirical evidence at the East Ciputat Police Station indicates dissatisfaction and low work motivation among personnel, resulting in suboptimal task performance and declining performance. Unfavorable working conditions and a high workload are contributing factors to the decline in performance.

Based on this background, this research is important to conduct to empirically examine the influence of job satisfaction and work motivation on personnel performance at the Ciputat Timur Police Station. The research problem formulation is as follows:

1. Does job satisfaction affect the performance of personnel at the East Ciputat Police?
2. Does work motivation influence the performance of personnel at the East Ciputat Police?
3. Do job satisfaction and work motivation simultaneously influence the performance of personnel at the East Ciputat Police?

LITERATURE REVIEW

Digital transformation has shifted business paradigms across various sectors, including the culinary industry, which is now rapidly growing through online platforms. Shifts in consumer behavior, technology penetration, and the expansion of delivery services have driven the emergence of digital culinary business models that operate flexibly without the constraints of physical space. In Indonesia, the development of the digital economy has achieved significant momentum, with the culinary sector becoming

one of the strongest contributors to the MSME ecosystem. However, this growth presents new challenges, particularly related to operational efficiency, financial management, sustainability, and social and environmental responsibility.

In a global context, MSMEs are required to implement sustainability principles in response to increasing consumer awareness and environmental regulations. The Sustainable Development Goals (SDGs) are the primary framework encouraging businesses to be more adaptive to social and ecological issues. Sustainability accounting has emerged as a strategic approach that integrates economic, social, and environmental performance measurements, enabling businesses to make transparent and responsible decisions. Many countries have established sustainability accounting as a foundation for modern business governance, as it has been proven to improve efficiency, strengthen reputations, and expand access to financing.

In Indonesia, culinary MSMEs make a significant contribution to the national economy, but most still lack basic financial record-keeping, let alone sustainability accounting. Most businesses focus on short-term transactions without considering environmental impact, energy efficiency, waste management, or worker welfare. The rapid growth of digital-based business models demands greater transparency, as operational activities are increasingly linked to carbon footprints, packaging usage, and daily demand dynamics. This limited understanding of sustainability accounting often leads digital culinary businesses to overlook hidden costs and long-term risks.

Areas surrounding universities constitute a unique business ecosystem. Consumers have a strong preference for fast service, affordable prices, and consistent food quality. At the same time, students and academics tend to be more concerned about sustainability, the environment, and business ethics. This creates market pressures that require MSMEs to adopt more responsible business practices. The online culinary market in higher education areas often faces demand volatility, intense competition, and shifting consumption preferences due to digital lifestyle trends. In these conditions, MSMEs require more accurate measurement systems to maintain financial stability and operational efficiency .

Sustainability accounting offers a management framework that focuses not only on short-term profits but also on business sustainability. Integrating social and environmental information can help businesses identify potential waste, reduce operational costs, and increase product value through environmentally friendly practices. For example, recording raw material usage can reduce food waste, integrating packaging cost information can encourage the use of environmentally friendly materials, and measuring energy efficiency can help reduce long-term costs. In the digital context, this information becomes increasingly important as online platforms demand detailed cost reporting to improve price competitiveness and service quality.

However, very little research has examined the implementation of sustainability accounting in digital-based culinary MSMEs, particularly in campus environments. This area, however, has very different consumer characteristics and market dynamics than general commercial areas. The limited literature discussing the integration of operational accounting, environmental accounting, and social accounting in online culinary businesses creates a research gap that needs to be filled. Most previous studies have focused solely on traditional financial aspects, digital marketing strategies, or consumer behavior, but have not addressed how sustainability accounting can improve business management effectiveness.

Furthermore, MSMEs in higher education often operate with razor-thin profit margins, necessitating a financial accounting approach that can identify new efficiencies. Without sustainability accounting tools, businesses struggle to map long-term costs resulting from chemical use, packaging waste, or inefficient production patterns. Yet, consumer trends—particularly among the younger generation—are increasingly shifting toward healthy, ethical, and environmentally friendly products. This opens up opportunities for digital culinary MSMEs to build sustainability-based differentiation.

Strengthening operational and financial management systems based on sustainability accounting also supports the government's efforts to improve the quality of MSMEs to make them more globally competitive. In the long term, the integration of sustainability accounting can serve as a basis for meeting environmental certification standards, gaining access to green financing, and expanding markets. Therefore, research on the implementation of sustainability accounting in digital culinary MSMEs in higher education settings is highly relevant in providing practical solutions and enriching the scientific literature.

Many researchers have previously conducted research on job satisfaction, work motivation, and performance. Furqon (2020) examined the effect of compensation and job satisfaction on the performance of members of the Cirebon City Civil Service Police Unit. His research findings indicated that job satisfaction had a partial positive effect on the performance of Satpol PP members, thus reinforcing the role of job satisfaction as a crucial factor in improving officer performance. Furthermore, research by Mardiyana, Sutanto, and Hidayat (2019) on employees of the Sharia People's Financing Bank in the Special Region of Yogyakarta also confirmed that job satisfaction had a positive and significant effect on employee performance, both partially and simultaneously. These findings add to the consistent evidence that job satisfaction plays a strategic role in driving performance in the banking sector.

On the other hand, Simbolon and Wihasnanto (2021) focused on researching motivation and the work environment on the performance of Satpol PP employees in Senen District. Their results showed that motivation had a positive and significant influence on employee performance, with a 99% confidence level. This study reaffirms the importance of motivational aspects as a driving factor for performance. Similar findings were also presented by Riantama, Indarti, and Marzolina (2016), who concluded that motivation had a positive and significant influence on the performance of Satpol PP members in Pekanbaru City. This indicates that within the local government environment, motivation is a key variable in improving the quality and productivity of officers.

Another study conducted by Changgriawan (2017) on One Way Production employees found that job satisfaction and work motivation simultaneously significantly influenced employee performance. This finding reinforces the view that job satisfaction and motivation are inseparable in building optimal performance. Hidayat and Agustina (2020) also contributed by examining work ethic, motivation, job satisfaction, and compensation on the performance of the South Kalimantan Regional Police's Health and Medical Unit. Their research results showed that all these variables simultaneously significantly influenced the performance of police officers.

Overall, various previous studies suggest that both job satisfaction and work motivation have a consistent influence on improving employee performance. Although

the research subjects varied—ranging from local government institutions and the police to private companies—the findings consistently demonstrate that employee performance is significantly influenced by psychological factors and the work environment. Therefore, the current research has a strong empirical foundation and also opens the door for further testing in contexts that are more specific and relevant to the selected research subjects.

RESEARCH METHODOLOGY

Location and Time of Research

The research was conducted on personnel at the Ciputat Timur Police Station, Jalan Ir. H. Juanda No. 70, Pisangan, East Ciputat, South Tangerang City. The research lasted four months, from June to October 2023.

Research Approaches and Types

This research used a quantitative approach with explanatory research. This method is used to examine the relationships between variables through hypothesis testing (Sugiyono, 2016; Singarimbun & Effendi, 2006). Data collection was conducted using measurable instruments and analyzed statistically.

Population and Sample

Population

The research population was all personnel of the East Ciputat Police, totaling 80 people (Sugiyono, 2016).

Sample

The sample used a saturated sampling technique, so that all members of the population became respondents (Sugiyono, 2017). The number of samples used was 80 people.

Data Collection Technique

Primary Data

Primary data is obtained through:

1. The questionnaire

contains two parts, namely:

- **Respondent profile** (name, age, education, length of service)
- **Research variable statements** : job satisfaction, work motivation, and performance.

Answers are measured using a Likert Scale of 1–5 (Siregar, 2014).

2. Interviews

were conducted informally with personnel as supporting data to strengthen the initial research information.

Secondary Data

Derived from literature such as books, journals, articles, documents, and other relevant sources.

- **Literature study** to obtain a theoretical basis.
- **Documentation study** to collect written data related to the research object.

Research Instruments

Operational Definition of Variables

- **Job Satisfaction (X1)**
Measured through five indicators: salary, work itself, promotion, superiors, and coworkers.
- **Work Motivation (X2)**
Using three McClelland indicators: need for achievement, need for power, and need for affiliation.
- **Performance (Y)**
Measured through quality, quantity, punctuality, attendance, and ability to work together.
(The instrument table remains as it was originally without any changes to the content.)

Instrument Testing

Validity Test

Validity was tested using item-total correlation via SPSS.

Criteria:

- $r_{\text{count}} > r_{\text{table}} \rightarrow$ valid
- $r_{\text{count}} < r_{\text{table}} \rightarrow$ invalid

Reliability Test

Using Cronbach's Alpha in SPSS.

Criteria:

- $\alpha > 0.6 \rightarrow$ reliable
- $\alpha < 0.6 \rightarrow$ not reliable

Data Analysis Techniques

The analysis was carried out using **Multiple Linear Regression** (Sugiyono, 2016), through the following stages:

1. Classical Assumption Test

- **Normality Test**
Using Kolmogorov–Smirnov and histogram/normal probability plot graphs.
Data is normal if the significance value is > 0.05 and the graph pattern follows a diagonal line.
- **Multicollinearity Test**
Seen from the value:
 - $VIF < 10$ and $Tolerance > 0.1 \rightarrow$ no multicollinearity occurs.
- **Heteroscedasticity Test**
Using scatterplot and residual correlation test. Heteroscedasticity does not occur if the significance is > 0.05 and the point pattern does not form a certain pattern.

2. Hypothesis Testing

Partial Test (t-test)

Assess the influence of independent variables on dependent variables.

Criteria:

- $t_{\text{hitung}} > t_{\text{tabel}}$ or $\text{sig} < 0.05 \rightarrow$ influential
- $t_{\text{hitung}} < t_{\text{tabel}}$ or $\text{sig} > 0.05 \rightarrow$ no effect

Simultaneous Test (f-test)

Assess the influence of all independent variables together.

Criteria:

- $f_{hitung} > f_{tabel}$ or $sig < 0.05 \rightarrow$ simultaneous effect
- $f_{hitung} < f_{tabel}$ or $sig > 0.05 \rightarrow$ no effect

RESULTS AND DISCUSSION

In this study, the author processed the data in the form of a questionnaire consisting of 10 statements for the personnel performance variable (Y), 10 statements for the job satisfaction variable (X1), and 10 statements for the work motivation variable (X2). The questionnaire was distributed to 80 respondents consisting of personnel at the Ciputat Timur Police Station.

Below, the researcher will attach a frequency table of the results of the respondents' answer scores from the questionnaire that the author distributed, namely:

1. Personnel Performance Variable (Y)

The frequency values of respondents' answers to the personnel performance variable are as follows:

Table of Respondents' Answers to Personnel Performance (Y)

Respondents' Answers												
Var Y	SS		S		N		TS		STS		Amount	
	F	%	F	%	F	%	F	%	F	%	F	%
Item_1	39	48.8	35	43.8	6	7.5	0	0	0	0	80	100
Item_2	37	46.3	35	43.8	8	10	0	0	0	0	80	100
Item_3	20	25	39	48.8	14	17.5	7	8.8	0	0	80	100
Item_4	17	21.3	46	57.5	16	20	1	1.3	0	0	80	100
Item_5	16	20	58	72.5	6	7.5	0	0	0	0	80	100
Item_6	25	31.3	40	50	14	17.5	1	1.3	0	0	80	100
Item_7	27	33.8	42	52.5	8	10	3	3.8	0	0	80	100
Item_8	30	37.5	41	51.2	9	11.3	0	0	0	0	80	100
Item_9	25	31.3	49	61.3	6	7.5	0	0	0	0	80	100
Item_10	24	30	47	58.8	7	8.8	2	2.5	0	0	80	100

Source: SPSS 25 data processing results

2. Job Satisfaction Variable (X1)

The frequency values of respondents' answers to the job satisfaction variable (X1) are as follows:

Table of Respondents' Answers to Job Satisfaction (X1)

Respondents' Answers												
Var X1	SS		S		N		TS		STS		Amount	
	F	%	F	%	F	%	F	%	F	%	F	%
Item_1	29	36.3	41	51.2	10	12.5	0	0	0	0	80	100
Item_2	15	18.8	55	68.8	6	7.5	4	5	0	0	80	100
Item_3	42	52.5	30	37.5	5	6.3	3	3.8	0	0	80	100
Item_4	19	23.8	51	63.7	8	10	2	2.5	0	0	80	100
Item_5	34	42.5	32	40	9	11.3	5	6.3	0	0	80	100
Item_6	31	38.8	33	41.3	8	10	8	10	0	0	80	100
Item_7	17	21.3	50	62.5	8	10	5	6.3	0	0	80	100

Item_8	25	31.3	40	50	13	16.3	2	2.5	0	0	80	100
Item_9	30	37.5	45	56.3	4	5	1	1.3	0	0	80	100
Item_10	36	45	39	48.8	5	6.3	0	0	0	0	80	100

Source: SPSS 25 data processing results

3. Work Motivation Variable (X2)

The frequency values of respondents' answers to the work motivation variable are as follows:

Distribution Table of Respondents' Answers to Work Motivation (X2)

Respondents' Answers												
Var X2	SS		S		N		TS		STS		Amount	
	F	%	F	%	F	%	F	%	F	%	F	%
Item_1	26	32.5	47	58.8	4	5	3	3.8	0	0	80	100
Item_2	35	43.8	40	50	1	1.3	4	5	0	0	80	100
Item_3	44	55	25	31.3	10	12.5	1	1.3	0	0	80	100
Item_4	39	48.8	31	38.8	7	8.8	3	3.8	0	0	80	100
Item_5	42	52.5	36	45	2	2.5	0	0	0	0	80	100
Item_6	39	48.8	28	35	13	16.3	0	0	0	0	80	100
Item_7	36	45	39	48.8	5	6.3	0	0	0	0	80	100
Item_8	35	43.8	36	45	6	7.5	3	3.8	0	0	80	100
Item_9	44	55	25	31.3	8	10	3	3.8	0	0	80	100
Item_10	33	41.3	34	42.5	10	12.5	3	3.8	0	0	80	100

Source: SPSS 25 data processing results

Descriptive Statistics Test Results Table
Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Standard Deviation
Job satisfaction	80	27	23	50	41.77	5,763
Work motivation	80	26	24	50	43.27	6.125
Personnel Performance	80	20	30	50	41.72	5,320
Valid N (listwise)	80					

Source: SPSS 25 data processing results

Based on table 4.4 above, the descriptive statistical test shows that the sample used in this study was 80. The explanation of the descriptive statistical test above is:

1. Job Satisfaction (X1)

From the table above, it can be seen that the minimum value of job satisfaction is 23 and the maximum value is 50. These results indicate that the value of job satisfaction which is the independent variable in this study ranges from 23 to 50 with an average of 41.77 at a standard deviation of 5.763. The average value is greater than the standard deviation value ($41.77 > 5.763$) which indicates that the

distribution of job satisfaction values is in the good category .

2. Work Motivation (X2)

From the table above, it can be seen that the minimum value of work motivation is 24 and the maximum value is 50. These results indicate that the value of work motivation which is the independent variable in this study ranges from 24 to 50 with an average of 41.72 at a standard deviation of 6.125. The average value is greater than the standard deviation value ($41.72 > 6.125$) which indicates that the distribution of work motivation values is in the good category.

3. Personnel Performance (Y)

From the table above, it can be seen that the minimum value of personnel performance is 30 and the maximum value is 50. These results indicate that the personnel performance value which is the dependent variable in this study ranges from 30 to 50 with an average of 41.69 at a standard deviation of 5.320. The average value is greater than the standard deviation value ($41.69 > 5.320$) which indicates the distribution of personnel performance values in the good category.

Requirements Analysis Testing

Validity Test

Validity testing is conducted to determine whether a previously developed measuring instrument can accurately measure what it is intended to measure. To analyze validity, the SPSS computer program is used. If the measuring instrument has a significant correlation between item scores and the total score, it is considered valid.

The validity test data for all variables will obtain a correlation value or calculated r . This value is then compared with the table r value (the specified value). In the next stage, the table r is sought at a significance level of 0.05 with a 2-sided test and the number of data (n) = 78, resulting in a table r value of 0.2199 .

$$df = N - 2$$

$$df = 80 - 2$$

$$df = 78 \text{ (} r_{\text{table}} 0.2199 \text{)}$$

The following are the results of the validity test of the research instrument data on the performance variable.

personnel (Y) who have been tested:

Personnel Performance Variable Validity Test Table (Y)

Variable Y	r_{count}	r_{table}	Information
Item_1	0.721	0.2199	Valid
Item_2	0.861	0.2199	Valid
Item_3	0.646	0.2199	Valid
Item_4	0.854	0.2199	Valid
Item_5	0.751	0.2199	Valid
Item_6	0.765	0.2199	Valid
Item_7	0.860	0.2199	Valid
Item_8	0.748	0.2199	Valid
Item_9	0.839	0.2199	Valid
Item_10	0.848	0.2199	Valid

Source: SPSS 25 data processing results

Based on the validity test of the personnel performance variable instrument (Y) above, it can be understood that all statement items are declared valid with the provision of a comparison of the $r_{\text{count}} > r_{\text{table}}$ ($r_{\text{count}} > 0.2199$). Thus, the personnel performance variable instrument (Y) in this study can be used as a whole to be included in the next test.

The following are the results of the validity test of the research instrument data on the job satisfaction variable (X1) that has been tested:

Validity Test Table for Job Satisfaction Variable (X1)

Variable X1	r_{count}	r_{table}	Information
Item_1	0.636	0.2199	Valid
Item_2	0.867	0.2199	Valid
Item_3	0.817	0.2199	Valid
Item_4	0.618	0.2199	Valid
Item_5	0.859	0.2199	Valid
Item_6	0.744	0.2199	Valid
Item_7	0.910	0.2199	Valid
Item_8	0.807	0.2199	Valid
Item_9	0.800	0.2199	Valid
Item_10	0.765	0.2199	Valid

Source: SPSS 25 data processing results

Based on the validity test of the job satisfaction variable instrument (X1) above, it can be understood that all statement items are declared valid with the provision that the $r_{\text{count}} > r_{\text{table}}$ ($r_{\text{count}} > 0.2199$). Thus, the job satisfaction variable instrument (X1) in this study can be used as a whole to be included in the next test.

Furthermore, the results of the validity test of the research instrument data on the work motivation variable (X2) that has been tested

Validity Test Table for Work Motivation Variable (X2)

Variable X2	r_{count}	r_{table}	Information
Item_1	0.594	0.2199	Valid
Item_2	0.676	0.2199	Valid
Item_3	0.845	0.2199	Valid
Item_4	0.842	0.2199	Valid
Item_5	0.870	0.2199	Valid
Item_6	0.910	0.2199	Valid
Item_7	0.860	0.2199	Valid
Item_8	0.849	0.2199	Valid
Item_9	0.900	0.2199	Valid
Item_10	0.859	0.2199	Valid

Source: SPSS 25 data processing results

Based on the validity test of the work motivation instrument (X2) above, it can be understood that all statement items are declared valid if the $r_{\text{count}} > r_{\text{table}}$

table (calculated $r > 0.2199$). Thus, the work motivation variable instrument (X2) in this study can be used as a whole to be included in the next test.

Reliability Test

The purpose of reliability testing is to determine whether a research instrument is reliable and trustworthy. The core concept of reliability is the extent to which the results of a measurement can be trusted. Reliability testing is conducted after validity testing of the questions has been validated.

The instrument's reliability test value is then compared with the value of the reliability coefficient (Cronbach's Alpha) > 0.60 . If the reliability coefficient value is > 0.60 , it can be concluded that the research variable instrument has a good level of reliability or in other words, it has reliability (is trustworthy) and can be used for further testing. To see the level of reliability (reliability) of the personnel performance variable (Y) used in this study, it can be seen in the table below:

Table 1
Reliability Test of Personnel Performance Variable (Y)

Reliability Statistics	
Cronbach's Alpha	N of Items
.928	10

Source: SPSS 25 data processing results

Based on the reliability test table, it can be understood that the personnel performance variable (Y) used in this study has a reliability value with a Cronbach's alpha value of 0.928. This indicates that the reliability coefficient value for variable Y is greater than 0.60 or $0.928 > 0.60$.

Next, the results of the reliability test of the research instrument data on the job satisfaction variable (X1) that has been tested:

Reliability Test Table for Job Satisfaction Variable (X1)

Reliability Statistics	
Cronbach's Alpha	N of Items
.928	10

Source: SPSS 25 data processing results

Based on the reliability test table data above, it can be understood that the job satisfaction variable (X1) used in this study has a reliability value with a Cronbach's alpha value of 0.928. This indicates that the reliability coefficient value for variable X1 is greater than 0.60 or $0.928 > 0.60$.

Next, the results of the reliability test of the research instrument data on the work motivation variable (X2) that has been tested:

Reliability Test Table for Work Motivation Variable (X2)

Reliability Statistics	
Cronbach's Alpha	N of Items
.945	10

Source: SPSS 25 data processing results

Based on the reliability test table data above, it can be understood that the work motivation variable (X2) used in this study has a reliability value with a *Cronbach's alpha* value of 0.945. This indicates that the reliability coefficient value for the work motivation variable is greater than 0.60 or $0.945 > 0.60$.

Thus, it can be concluded that all the statement variables in this questionnaire are reliable because they have a *Cronbach's Alpha* value greater than 0.60. This shows that each item is able to obtain consistent data, which means that if the question is asked again, the answer obtained will be relatively the same as the previous answer.

Classical Assumption Test

Classical assumption testing simply aims to identify whether a regression model is a good model or not. There are several classical assumption tests, including:

Normality Test

Data normality testing is performed to determine whether the dependent and independent variables in the regression model are normally distributed. Good data is normally distributed. The normality test in this study uses the non-parametric *one-sample Kolmogorov-Smirnov* (*one-sample* KS) method. If the KS value is significant, the residuals are abnormal; however, if the KS value is insignificant, the residuals are normally distributed. If the significance value is greater than 0.05, the residuals are normally distributed.

Kolmogorov-Smirnov Normality Test Table

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		80
Normal Parameters ^{a,b}	Mean	.0000000
	Standard Deviation	2.47525572
Most Extreme Differences	Absolute	.095
	Positive	.051
	Negative	-.095
Test Statistics		.095
Asymp. Sig. (2-tailed)		.073 ^c

a. Test distribution is Normal.

b. Calculated from data.

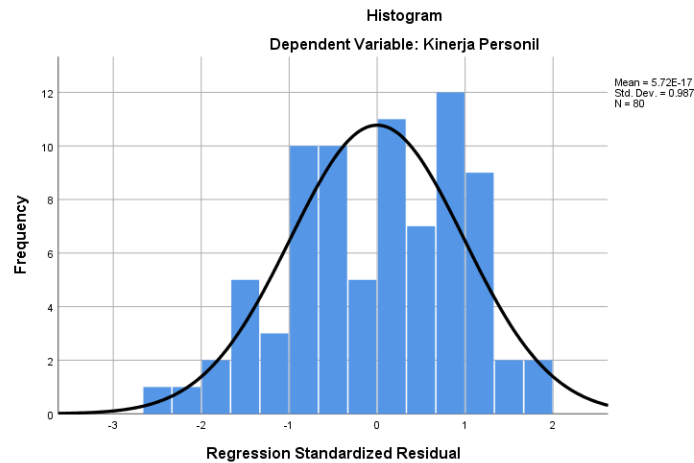
c. Lilliefors Significance Correction.

Source: SPSS 25 data processing results, 2023

Based on the test results using *the one sample kolmogorov-smirnov (one sample KS) test method, the Asymp. Sig. (2-tailed)* value was obtained at 0.073 which is greater than 0.05 or ($0.073 > 0.05$), so it can be concluded that the residual value is normally distributed and data analysis or hypothesis testing can be carried out using relevant statistical techniques.

Normality testing in this study was also conducted using histograms and *P-plots*. The following are the results of the normality test using the histogram test provisions using the SPSS application:

Normality Histogram Graph Image

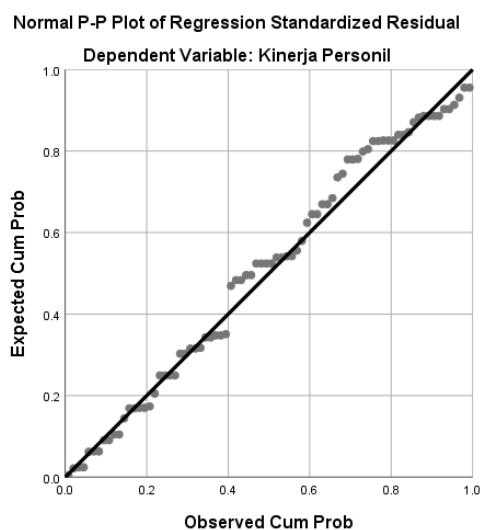


Source: SPSS 25 data processing results

Based on the criteria for testing normal distribution using a histogram, it can be seen that the data is normally distributed because the distribution of this data forms a bell and is not skewed to the left or skewed to the right.

Next, the following are the results of the normality test using *the P-Plots test provisions* using the SPSS application:

P-Plots Graph Image



Source: SPSS 25 data processing results

The image above shows that the normality test results show that the data is spread around the diagram, with the points approaching the diagonal line. Therefore, it can be concluded that the processed data is normally distributed and meets the normality test. Therefore, data analysis or hypothesis testing can be performed using relevant statistical techniques.

Multicollinearity Test

Multicollinearity is used to test whether a strong correlation exists between independent variables in a regression model. A good regression model should have no correlation between independent variables. The decision-making criteria are: if the *Tolerance value* is > 0.1 or the VIF value is < 10 , then multicollinearity is absent. If the *Tolerance value* is < 0.1 or the VIF value is > 10 , then multicollinearity is present.

The following are the results of multicollinearity testing for the influence of job satisfaction and motivation variables on personnel performance, which can be seen in table 4.12, namely as follows:

Multicollinearity Test Results Table

		Coefficients ^a				Collinearity Statistics		
		Unstandardized Coefficients		Standardized Coefficients				
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	4,767	2,234		2,134	.036		
	Job satisfaction	.519	.065	.563	7,960	.000	.563	1,777
	Work motivation	.353	.061	.406	5,746	.000	.563	1,777

a. Dependent Variable: Personnel Performance

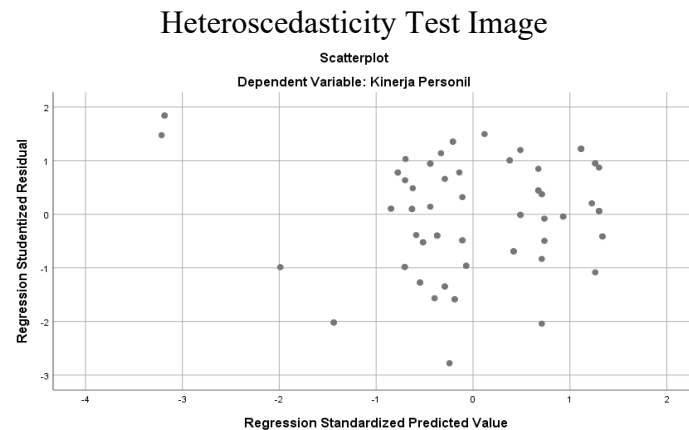
Source: SPSS 25 data processing results

From the results of data processing in table 4.12 above, it is known that the VIF value for the job satisfaction variable (X1) is 1.777 and the work motivation variable (X2) is 1.777. From each independent variable shows a VIF value < 10 . Meanwhile, when viewed from the *tolerance value* for the job satisfaction variable (X1) of 0.563 and the work motivation variable (X2) of 0.563. These results indicate that the *tolerance value* is greater than 0.1 ($tolerance > 0.1$). So it can be concluded that there are no symptoms of multicollinearity between the independent variables indicated by the VIF and *tolerance values*.

Heteroscedasticity Test

The heteroscedasticity test is performed to determine whether a regression model exhibits unequal *variance* in the residuals from one observation to another. The basis for this decision is that if a specific pattern, such as dots, forms a regular pattern, heteroscedasticity is present. If there is no clear pattern, and the dots are spread above and below 0 on the Y-axis, heteroscedasticity is not present. A good

model is one where heteroscedasticity is absent.



Source: SPSS 25 data processing results

Based on the image above, it can be seen that the data (points) are spread evenly above and below the zero line, do not gather in one place, and do not form a particular pattern so that it can be concluded that in this regression test there is no heteroscedasticity which indicates that this regression model is suitable for use to see the value of personnel performance based on the independent variables of job satisfaction and work motivation.

Hypothesis Testing

To prove whether the hypothesis is accepted or rejected, multiple linear regression testing is used partially (t test) and simultaneously (f test).

t-test (Partial)

This test is conducted to determine the ability of each independent variable to influence the dependent variable. Another reason for conducting a t-test is to test whether the independent variable (X) individually has a significant relationship with the dependent variable (Y). The results of the t-statistic test on the variables of job satisfaction (X1) and work motivation (X2) on personnel performance (Y) can be seen in the table below.

Partial Test Table (t-Test)

Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,767	2,234		2,134	.036
	Job satisfaction	.519	.065	.563	7,960	.000
	Work motivation	.353	.061	.406	5,746	.000

a. Dependent Variable: Personnel Performance

Source: SPSS 25 data processing results

For the t-test criteria, it was carried out at the $\alpha = 5\%$ level with two directions and a df value = $n - 2$ ($80 - 2$) = 78, so the t- table value was obtained 1.991 (t- table data attached). Based on the table above, it can be concluded that the hypothesis test of each independent variable against the dependent variable is as follows:

1. The Influence of Job Satisfaction (X1) on Personnel Performance (Y)

Based on the t-test table data above, the *coefficient value* for the influence of job satisfaction on personnel performance can be determined, namely the calculated t value. 7.960 with a t- table value of 1.991.

The decision-making criteria in this study are:

- a) If $t_{\text{count}} > t_{\text{table}} = H_0$ is rejected, then there is a significant influence between variables X1 and Y.
- b) If $t_{\text{count}} < t_{\text{table}} = H_0$ is accepted, then there is no significant influence between variables X1 and Y.

Based on the results of individual testing of the influence of job satisfaction on employee performance, the calculated t value was obtained $> t_{\text{table}}$. ($7.960 > 1.991$) and has a significant figure of 0.000 which means < 0.05 ($0.000 < 0.05$). Based on the decision-making criteria, it can be concluded that H_0 is rejected and H_a is accepted, this shows that there is a significant positive influence between job satisfaction and personnel performance at the Ciputat Timur Police Station.

2. The Influence of Work Motivation (X2) on Personnel Performance (Y)

Based on the t-test table data above, it can be seen that *the coefficients obtained* for the influence of work motivation on personnel performance are 5.746 with a t-table value of 1.991 .

The decision-making criteria in this study are:

- a) If $t_{\text{count}} > t_{\text{table}} = H_0$ is rejected, then there is a significant influence between variables X2 and Y.
- b) If $t_{\text{count}} < t_{\text{table}} = H_0$ is accepted, then there is no significant influence between variables X2 and Y.

Based on the results of individual testing of the influence of work motivation on personnel performance, the calculated t value is $> t_{\text{table}}$ ($5.746 > 1.991$) and has a significant number of 0.000 which means < 0.05 ($0.000 < 0.05$). Based on the decision-making criteria, it can be concluded that H_0 is rejected and H_a is accepted, this indicates that there is a significant positive influence between work motivation on personnel performance at the Ciputat Timur Police Station.

f-test (Simultaneous)

The f-test is used to determine the simultaneous (joint) significant influence between independent variables on the dependent variable. In other words, to see the influence of job satisfaction (X1) and work motivation (X2) on personnel performance (Y).

Based on the results of data management using the SPSS version 25 program, the statistical results of testing the influence of job satisfaction (X1) and work motivation (X2) on personnel performance (Y) are as follows:

f-Test Table (Simultaneous)

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1751,926	2	875,963	139,351	.000 ^b
	Residual	484,024	77	6,286		
	Total	2235.950	79			

a. Dependent Variable: Personnel Performance

b. Predictors: (Constant), Work Motivation, Job Satisfaction

Source: SPSS 25 data processing results

The table above shows a calculated F value of 139.351 with a significance level of 0.000 for a 5% error rate and a two-way test (*regression - df - 2*). Meanwhile, the F table value based on the F test table with a 5% significance level is 3.11 (the attached F table data is obtained from:

$$DF(N1) = k - 1$$

$$DF(N1) = 3 - 1$$

$$DF(N1) = 2$$

$$DF(N2) = n - k$$

$$DF(N2) = 80 - 3$$

$$DF(N2) = 77 \text{ (F table 3.11)}$$

From the data above, it is obtained that the calculated f value > the table f value (139.351 > 3.11) then seen with the results of the significant probability value *sig 2-tailed* ≤ 0.05 (0.000 < 0.05), then Ha is accepted and (H0 is rejected), From the results of the SPSS calculation above, it shows that there is a significant influence with a positive sign between job satisfaction and work motivation simultaneously on the performance of personnel at the East Ciputat Police Station.

Correlation Coefficient Test

In this study, researchers used *Pearson correlation* or *product moment correlation* using SPSS 25 to determine the degree of relationship between one variable and another. The following measurement criteria were used to assign correlation coefficient categories:

Correlation Coefficient Interpretation Table

Coefficient Interval	Relationship Level
0.000 – 0.199	Very Low
0.200 – 0.399	Low
0.400 – 0.599	Currently
0.600 – 0.799	Strong
0,800 – 1,000	Very strong

Source: (Sugiyono 2016:95)

The following are the results of the correlation coefficient calculation based on the questionnaire data obtained and processed using SPSS 25.

Correlation Coefficient Test Table

		Correlations		
		Job satisfaction	Work motivation	Personnel Performance
Job satisfaction	Pearson Correlation	1	.661 **	.831 **
	Sig. (2-tailed)		.000	.000
	N	80	80	80
Work motivation	Pearson Correlation	.661 **	1	.778 **
	Sig. (2-tailed)	.000		.000
	N	80	80	80
Personnel Performance	Pearson Correlation	.831 **	.778 **	1
	Sig. (2-tailed)	.000	.000	
	N	80	80	80

Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS 25 data processing results, 2023

Based on the results of the correlation test in the table above, the coefficient value of the job satisfaction variable (X_1) on personnel performance (Y) is 0.831, meaning that the job satisfaction variable (X_1) has a very strong relationship with the personnel performance variable (Y). Furthermore, the coefficient value of the work motivation variable (X_2) on personnel performance (Y) is 0.778, meaning that the work motivation variable (X_2) has a strong relationship with the personnel performance variable (Y).

Coefficient of Determination Test

coefficient value, which indicates the extent to which the independent variable can explain the variation in the dependent variable. In other words, the coefficient of determination is used to measure the extent to which the independent variables used in this study explain the dependent variable.

The coefficient of determination value is determined by the *R square value*. The coefficient value for the influence of job satisfaction (X_1) and work motivation (X_2) on personnel performance (Y) can be seen in the table below:

Determination Coefficient Test Table

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.885 ^a	.784	.778	2,507

a. Predictors: (Constant), Work Motivation, Job Satisfaction

b. Dependent Variable: Personnel Performance

Source: SPSS 25 data processing results

In the table above, it can be seen that the overall results of the regression analysis show an *R Square value* of 0.784, indicating that the correlation or relationship between personnel performance (dependent variable) and job satisfaction and work motivation (independent variables) has a level of relationship, namely:

$$D = R^2 \times 100\%$$

$$D = 0.784 \times 100\%$$

$$D = 78.4\%$$

This figure identifies that personnel performance (dependent variable) can be explained by job satisfaction and work motivation (independent variables) by 78.4%, while the remaining 21.6% is explained by other factors that were not studied .

4.1.1 Multiple Linear Regression Analysis

Multiple Linear Regression Test Table
Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,767	2,234		2,134	.036
	Job satisfaction	.519	.065	.563	7,960	.000
	Work motivation	.353	.061	.406	5,746	.000

a. Dependent Variable: Personnel Performance

Source: SPSS 25 data processing results

Based on Table 4.1 6, the multiple linear regression equation can be obtained as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

$$Y = 4.767 + 0.519 X_1 + 0.353 X_2 + e$$

From the results of multiple linear regression testing, there is an equation that shows the regression coefficient of the two independent variables (β_1 , β_2) with a positive (+) sign. This means that if the job satisfaction and work motivation variables are fulfilled, it will result in an increase in the personnel performance variable , and vice versa if it is negative (-) this means that if the job satisfaction and work motivation variables are not fulfilled, it will result in a decrease in the personnel performance variable . From this equation, it can be explained that:

- 1) If the value of the variables consisting of job satisfaction and work motivation has a value of zero, then the personnel performance variable will remain at 4.767 because the constant value shows a value of 4.767 .

- 2) The job satisfaction coefficient value (X1) of 0.519 shows that the job satisfaction variable (X1) has a significant influence on personnel performance, if the job satisfaction is better, the personnel performance can increase.
- 3) work motivation coefficient value (X2) of 0.353 shows that the work motivation variable (X2) has a significant influence on personnel performance. The better the personnel's work motivation, the more their performance can improve.
- 4) *sig* value for both variables, namely job satisfaction (X1) is 0.000 and work motivation (X2) is 0.000, which means it is significant because the figure is below 0.05.

Discussion

The analysis of the findings of this study is an analysis of the research findings against the theory, opinions, and previous research presented in previous studies, as well as the behavioral patterns that must be implemented to address these issues. Based on the analysis, the following is a discussion of several problem findings in the study:

1. The Influence of Job Satisfaction (X1) on Personnel Performance (Y) at the Ciputat Timur Police Station

The results of the research obtained regarding the influence of job satisfaction on personnel performance at the East Ciputat Police Station stated that the partial hypothesis test showed a calculated t value of 7.960 and a table value of 1.991. Thus, $t_{count} > t_{table}$ ($7.960 > 1.991$) and a significant value of 0.000 which means <0.05 ($0.000 < 0.05$) this indicates that there is a significant positive influence between job satisfaction on personnel performance at the East Ciputat Police Station.

Personnel with a high level of job satisfaction will be able to work well without any burden or pressure. Work becomes enjoyable. Personnel who are satisfied with both the work environment and the attitude of their superiors will strive to work optimally and improve their performance and strive to excel. Productivity can be increased through increased job satisfaction, because job satisfaction has a real impact on personnel, including the emergence of work enthusiasm and discipline. Therefore, it can be said that increasing job satisfaction in personnel will improve their performance.

The results of this study are in line with the research of Ardika Nur Furqon (2020) on "The Effect of Compensation and Job Satisfaction on the Performance of Members of the Cirebon City Civil Service Police Unit" with the results of the study namely a partial positive influence of job satisfaction (X1) on the performance of Members of the Cirebon City Civil Service Police Unit. And the results of this study are also supported by the research of Mardiyana, Aftoni Sutanto, Abdul Choliq Hidayat (2019) with the research title "The Effect of Job Satisfaction and Organizational Commitment on the Performance of Employees of the Sharia People's Financing Bank of the Special Region of Yogyakarta" with the results of the study showing that job satisfaction has a positive and significant effect on employee performance both partially and simultaneously.

2. The Influence of Work Motivation (X2) on Personnel Performance (Y) at the Ciputat Timur Police Station

The results of the research obtained regarding the influence of work motivation

on personnel performance at the East Ciputat Police Station stated that the partial hypothesis test showed a calculated t value of 5.746 and a table value of 1.991. Thus, $t_{\text{count}} > t_{\text{table}}$ ($5.746 > 1.991$) and a significant value of 0.000 which means <0.05 ($0.000 < 0.05$) this indicates that there is a significant positive influence between work motivation on personnel performance at the East Ciputat Police Station.

Motivation is a concept used to describe the forces within an individual that initiate and direct behavior. Furthermore, this concept is used to explain differences in intensity and direction, where more enthusiastic behavior results from stronger levels of motivation. Motivation can create optimal work task execution. Employee capabilities will be optimized with the support of adequate motivation, thus achieving high employee performance. Some motivators that lead to increased employee motivation include the fulfillment of employee needs, which in turn motivates employees.

The results of this study are in line with the research of Rismayanda Simbolon & Hery Wihasnanto (2021) on "The Influence of Motivation and Work Environment on the Performance of Civil Service Police Unit Employees in Senen District" with the results of the study that motivation has a positive and significant effect at a 99% level on the performance of Civil Service Police Unit employees in Senen District. The motivation coefficient is 0.665. And this research is also supported by the results of research by M. Yogi Riantama Isjoni, Sri Indarti and Marzolina (2016) with the title "The Influence of Motivation, Discipline and Leadership on the Performance of Civil Service Police Unit (Satpol PP) in Pekanbaru City". The results of this study indicate that motivation has a positive and significant effect on the performance of Civil Service Police Unit (Satpol PP) in Pekanbaru City.

3. The Influence of Job Satisfaction (X1) and Work Motivation (X2) Simultaneously on Personnel Performance (Y) at the Ciputat Timur Police Station

The results of the research obtained regarding the influence of job satisfaction and work motivation simultaneously on personnel performance at the Ciputat Timur Police Station stated that the simultaneous hypothesis test showed a calculated F value of 139.351 and an F_{table} of 3.11. Thus, the calculated $F > F_{\text{table}}$ ($139.351 > 3.11$) and a significant value of 0.000 which means <0.05 ($0.000 < 0.05$) this shows that there is a significant positive influence between job satisfaction and work motivation simultaneously on personnel performance at the Ciputat Timur Police Station.

The research results also explain that personnel performance as a dependent variable can be explained by job satisfaction and work motivation variables by 78.4%, while the remaining 21.6% is explained by other factors.

The results of this study are in line with Garry Surya Changgriawan's (2017) research entitled "The Influence of Job Satisfaction and Work Motivation on Employee Performance in *One Way Production*" The results of the study explain that job satisfaction and work motivation simultaneously have a significant effect on employee performance. And the results of this study are also supported by the research of Imam Hidayat and Titien Agustina (2020) on "The Influence of Work Ethic, Work Motivation, Job Satisfaction, and Compensation on the Performance of the Biddokkes Police of the South Kalimantan Regional Police" with the results of the study that simultaneously work motivation and job satisfaction have a significant effect on the performance of the Biddokkes Police of the South Kalimantan Regional Police.

CONCLUSION

This study shows that job satisfaction and work motivation are determinants in improving the performance of police personnel. Multiple linear regression analysis of 80 respondents proved that both variables have a positive and significant influence, both partially and simultaneously. The influence contribution of 78.4% indicates that managing the psychological and motivational aspects of personnel is a strategic element in supporting work effectiveness and achieving police organizational goals. Meanwhile, 21.6% of performance variability is influenced by other factors that require further study. Police agencies need to pay special attention to improving job satisfaction and motivation through improving supporting facilities, strengthening reward systems, and providing professional development opportunities. Improved internal communication, fostering work morale, and organizational support are also needed to create a more productive and conducive work environment. For future researchers, it is recommended to develop the research model by including additional variables such as leadership style, compensation, organizational commitment, and work environment, as well as expanding the scope of the sample and research context to increase the generalizability of the findings.

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