

The Influence of Work Competence, Work Motivation, and Work Discipline on Police Work Achievement (Case Study on the Security Intelligence and Samapta Units of the Banyumas City Police Resort)

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This study aims to analyze the Effect of Work Competence, Work Motivation, and Work Discipline on Police Work Achievement (Case Study on the Security Intelligence and Samapta Units of the Banyumas City Police Resort). The method used is descriptive quantitative with a research population of 129 police officers and the sampling technique used is saturated sample. Data analysis using multiple linear regression with SPSS software version 26. The results showed that Work Competence and Work Motivation had a positive and significant effect on Work Achievement. Meanwhile, Work Discipline has no significant effect on Work Achievement.

INTRODUCTION

Law enforcement institutions at the global level face increasingly diverse challenges due to social change, technological innovation, and the influence of globalization. Efforts to develop the capacity of human resources in these institutions are crucial to deal with interstate crime, the threat of terrorism, and other challenges of the digital era. The success of law enforcement institutions in various countries depends heavily on the work competence, work motivation, and work discipline of each individual. Similar challenges are faced by developing countries, including Indonesia. According to Syah & Prasetya (2024) Indonesia consists of several islands that characterize it as an archipelago, in contrast to countries that are landlocked or continental. These things play a role in the decision-making process of each member of the police force based on the view of social diversity in Indonesia, including aspects of interests, ethnic groups, religions, traditions, and races.

Work achievement is one of the important indicators that determine the effectiveness of an organization, including police institutions. In the context of Banyumas City Police Resort, the work achievement of members is a major concern because of its crucial role in providing services to the community. Based on initial interviews with (Kumalasari, 2024) as PAURMIN (Administrative Affairs Officer) of HR Banyumas City Police Resort, it was found that work achievement at Banyumas City Police Resort still has room for improvement. This is reflected in several performance indicators that have not yet reached the optimal target.

Factors such as work competence, work motivation, and work discipline are thought to have a significant influence on the work achievement of police officers. Work competence includes the technical and professional abilities needed to perform tasks effectively, while work motivation reflects the internal and external drives that influence individual work enthusiasm. On the other hand, work discipline is the main foundation that ensures the implementation of tasks in accordance with applicable rules and procedures.

The work achievement shown by each employee will clearly show the difference in ability between one employee and another as a basis for consideration in formulating future management regulations such as promotions, job transfers, area transfers, and so on (Maulana *et al.*, 2024). If employee work achievement is low, this can have an impact on reducing the quality and productivity of employee work (Wahyutomo, Habsji, & Mukzam, 2014) in (Arif *et al.*, 2020).

One of the factors that can affect work achievement is work competence. Competence is a skill based on understanding, experience, training, and encouragement of each individual, where these skills will be needed in a job (Selywati *et al.*, 2023). This has a direct impact on improving work achievement, because adequate competence allows a person to work more productively and make the right decisions in complex situations. Work competence not only plays a role in improving individual achievement, but also supports the achievement of overall organizational success. Thus, good work competence is the main key in achieving optimal work achievement. According to research Baharuddin *et al.*,

(2022) *Selywati et al.* (2023), and *Surawan et al.* (2024) show that work competence has a positive and significant effect on work achievement. However, according to *Susfiati & Jaenab* (2023) shows that work competence does not have a significant influence on work achievement.

Then the second factor is work motivation. Motivation is defined as an ability within a person to make maximum effort, so that it can provide a sense of satisfaction while helping to achieve the organizational targets that have been set (*Robbins & Coulter*, 2010) in (*Baharuddin et al.*, 2022). When a person has high motivation, he tends to be more focused and enthusiastic in achieving goals, which in turn improves the quality and quantity of his work results. Strong motivation also helps individuals to stay afloat in the face of challenges and stress in the workplace, thus being able to make greater contributions. Therefore, work motivation has a very large role in encouraging the achievement of optimal work achievement. This research is strengthened from previous research conducted by *Manuain* (2022), *Nazara* (2024), and *Pratiwi et al.* (2022) draws the conclusion that work motivation has a positive and significant effect on work achievement. While research according to *Maulana et al.* (2024)) shows that work motivation does not have a significant effect on work achievement.

Then the third factor that can affect work achievement is work discipline. The extent to which employees can behave and behave in real life by obeying the rules and guidelines set by the organization is a reflection of work discipline. If most employees are able to obey and carry out the rules that have been set, then the level of discipline can be maintained and implemented properly (*Annisa et al.*, 2023) . This has a direct impact on improving work achievement, because good discipline ensures that work is completed efficiently, without delay, and with consistent quality, thus supporting the achievement of organizational goals more optimally. Research that has been conducted by *Arif et al.* (2020) *Lestari & Farida* (2023), and *Sitopu et al.* (2022) revealed that work discipline has a significant effect on work achievement. While research according to *Annisa et al.* (2023)) shows that work discipline does not have a positive and significant effect on work achievement.

Based on this background, this study aims to examine the extent to which work competence, work motivation, and work discipline contribute to improving work achievement at Banyumas City Police Resort. This research not only focuses on identifying the influence of each variable on work achievement, but also seeks to understand how the three factors interact with each other in creating optimal performance. Through a comprehensive approach, the research results are expected to provide a clear picture of the improvement priorities that need to be made by Banyumas City Police Resort. In addition, the recommendations resulting from this research are expected to be able to become the basis for strategic decision-making for the leadership of Banyumas City Police Resort in improving the quality of organizational work in a sustainable manner, so that services to the community can be more optimal and in accordance with public expectations. In addition, this study uses theories such as Self-Efficacy Theory, Maslow's Hierarchy of Needs Theory, and Hot Furnace Theory to provide a new

perspective that strengthens the analysis of relationships between variables in the context of policing.

THEORETICAL REVIEW

Work Achievement

The theory used is Vroom's (1964) Expectancy Theory. This theory explains that individual actions tend to be based on the belief that the results obtained from their efforts will match what they expect (Robbins & Judge, 2015). Conversely, if individuals feel that their efforts do not provide appropriate rewards, they may lose motivation and their performance decreases. Therefore, to improve work achievement, organizations need to ensure there is a clear link between the effort put in and the rewards or results expected. Effort, skills, and roles are factors that determine work achievement (Tanjung, 2015) in (Lestari & Farida, 2023).

Work Competence

The theoretical approach applied is the Self-Efficacy Theory introduced by Bandura (1986). This theory explains that individuals who have confidence in themselves believe that they are able to carry out the tasks they face. When an individual's self-efficacy is high, this belief will encourage him to believe more in the skills he has, so that his confidence in facing various challenges will increase (Robbins & Judge, 2015). This leads to increased work achievement because the individual is more eager to carry out tasks, solve problems, and adapt to change. In contrast, individuals who doubt their abilities tend to avoid challenges and find it difficult to achieve optimal results, which can reduce their work achievement. So, high self-efficacy can encourage individuals to achieve better performance and optimal work achievement. According to Malindawati *et al.* (2024) objective competence factors are competencies that can be assessed such as volume, quality, and others. While subjective competence factors such as perception, character, and adaptability.

Work Motivation

The theory applied is the Hierarchy of Needs Theory proposed by Maslow (1943). The theory contains 5 hierarchies of needs, namely physiological, safety, social relationships, self-esteem, and self-actualization. When the most basic needs have been achieved and provide satisfaction, individuals will strive to achieve needs at higher levels in the hierarchy (Robbins & Judge, 2015). This encourages them to work harder, improve the quality of their work, and strive to reach their full potential. Conversely, if basic needs such as security or esteem have not been met, individuals may feel inhibited in achieving optimal work achievement, as their focus is more on meeting these needs. Thus, the fulfillment of higher needs in Maslow's hierarchy will contribute to increased work achievement. According to Nazara (2024) motivation is influenced by internal factors (hope for survival, hope for reward, and hope for recognition) and external factors (workplace situations or conditions, appropriate competence, effective supervision, job security, position and obligations, and more flexible rules).

Work Discipline

The theory underlying this research is the Hot Furnace Theory introduced by Gregor (1967). The theory explains that in an organization, superiors have the responsibility to implement disciplinary action against their subordinates. Disciplinary action applied must have a clear and firm impact, and be carried out fairly without discrimination (Rivai & Sagala, 2018) in (Sanusi, 2023). Individuals who work in a disciplined environment tend to be more focused, punctual, and responsible in carrying out tasks. Conversely, if discipline is not enforced or applied in an unfair manner, it can reduce morale and cause a decrease in performance. Therefore, the application of discipline in accordance with the principles of fairness and firmness can help improve work achievement, because it provides a clear structure and ensures that each member of the organization is responsible for his or her duties. According to Hasibuan (2013) in Rahim (2021) work discipline is influenced by factors of goals and skills, leaders, rewards, legal consequences, and supervision.

The Effect of Work Competence on Achievement

According to Susfiati & Jaenab (2023) a combination of insight, skills, and attitudes of a person including the ability in terms of leadership which as a whole refers to personal traits or characteristics, can be interpreted as competence. The theory applied is the Self-Efficacy Theory by Bandura (1986), which basically means that every task carried out optimally will produce quality work results. The effect is that if work competence is of higher quality, police work achievement at the Banyumas City Police Resort will also increase. In research Baharuddin *et al.* (2022) Selywati *et al.* (2023), and Surawan *et al.* (2024) prove that work competence has a significant positive effect on work achievement.

H1 : Work Competence (X1) partially has a positive and significant effect on Work Achievement (Y).

The Effect of Work Motivation on Achievement

Motivation can be influenced by oneself or from the leader with the aim of encouraging the achievement of optimal results in the future. However, the motivation that each individual has is not the same, depending on individual need factors (Sitopu *et al.*, 2022). The theory used is Maslow's Hierarchy of Needs Theory (1943) emphasizing that optimal work motivation is considered the key for individuals to achieve the self-actualization phase. Increased police work achievement at Banyumas City Police Resort can be achieved and influenced by organizational management when it provides work motivation in accordance with the needs of personnel. In research Manuain (2022), Nazara (2024), and Pratiwi *et al.* (2022) said that work motivation has a significant positive effect on work achievement.

H2 : Work Motivation (X2) partially has a positive and significant effect on Work Achievement (Y).

The Effect of Work Discipline on Work Achievement

Enforcement of work discipline that applies to superiors and subordinates, is one of the main aspects in realizing optimal performance in the organization

(Jubaedah & Sawitri, 202). The theory applied is the Hot Furnace Theory by Gregor (1967) which requires all employees to work in a disciplined manner in accordance with the SOP set by the company. The impact is that if work discipline can be applied better, the results will affect the improvement of police achievement at the Banyumas City Police Resort. Based on the results of research from Arif *et al.* (2020) Lestari & Farida (2023), and Sitopu *et al.* (2022) shows that work discipline has a positive and significant effect on work achievement.

H3 : Work Discipline (X3) partially has a positive and significant effect on Work Achievement (Y).

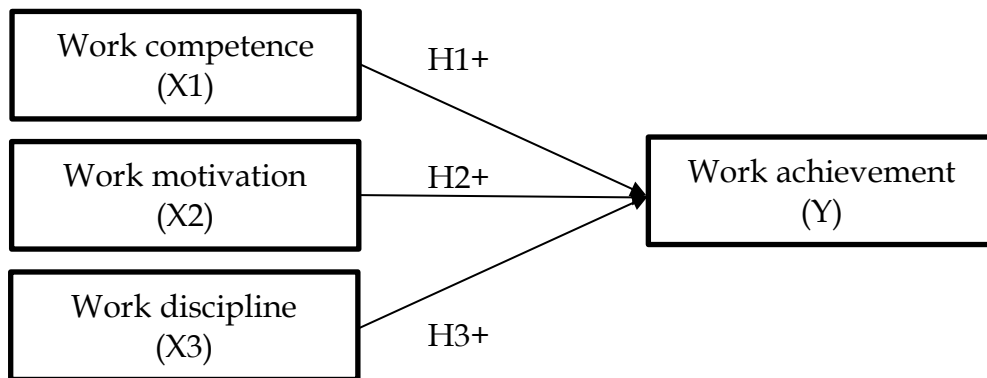


Figure 1. Conceptual Framework

METHODOLOGY

This study applies a quantitative approach with the aim of analyzing the cause-and-effect relationship between the variables studied. The type of data used in this study is primary data obtained from distributing questionnaires using a likert scale to Banyumas City Police Resort. In analyzing the data using SPSS *software* version 26. Descriptive statistical test, Instrument Test, Classical Assumption Test, and Data Analysis Test are tests used in the study. In addition, secondary data is also obtained through several sources that are already available. The method to be applied in research is *non-probability sampling*, where the sample is taken using the saturated sample technique. The population in this study amounted to 129 personnel, all of will be used as samples grouped into the Security Intelligence and Samapta Units of Banyumas City Police Resort, according to the table below:

Table 1. Banyumas City Police Resort Personnel

Unit	Total
Security Intelligence Unit	36
Samapta Unit	93
TOTAL	129

Based on table 1, the Banyumas City Police Resort samapta work unit has the highest number of personnel, namely 93 personnel.

Research in the Security Intelligence and Samapta units of Banyumas City Police Resort was chosen because these two units have a very strategic role in maintaining the stability of security and public order. The Security Intelligence and Samapta units often face complex and urgent situations, so this research will provide a deeper insight into how these factors play a role in improving work achievement.

According to Sari (2019) in Pratiwi *et al.* (2022) there are several indicators of work performance including quality of work results, quantity of work results, reliability, and attitude. On the other hand, according to Sukmanitri (2024) in Surawan *et al.* (2024) there are several indicators of work competence, namely having the ability and expertise, having the will and initiative, having the ability to identify problems and find solutions, and being friendly and polite. Furthermore, according to Mangkunegara (2017) in Manuain (2022) there are several indicators of work motivation, namely hard work, future orientation, high level of ideals, task orientation and seriousness in completing tasks, effort to progress, perseverance work, relationships with colleagues, and effective use of time. Finally, according to Mangkunegara & Octorent (2015) in Hermawan (2022) work discipline has several indicators, namely punctuality in entering work, punctuality in leaving work, compliance with predetermined regulations, using predetermined work uniforms, being responsible for carrying out work, being able to work until completion every day.

Table 2. Characteristics of Banyumas City Police Resort Respondents

Description	Group	Frequency	Percent (%)
Gender	Male	126	97,7
	Female	3	2,3
Age	18 - 25 years	55	42,6
	26 - 35 years	21	16,3
	36 - 45 years	31	24,0
	> 45 years	22	17,1
Formal Education	High School	92	71,3
	Bachelor (S1)	34	26,4
	Bachelor (S2)	3	2,3
Length of Service	< 1 year	26	20,2
	1 - 10 years	39	30,2
	11 - 20 years	33	25,6
	21 - 30 years	14	10,9
	> 30 years	17	13,2

The characteristics of Banyumas City Police Resort respondents showed that the majority of personnel were male (97.7%). The largest age group was in the range of 18-25 years (42.6%), while the most dominant education level was senior high school (71.3%). In terms of tenure, the majority of respondents had 1-10 years of work experience (30.2%).

RESEARCH RESULTS

Validity Test

The validity test shows that the indicator statements of work competency variables, work motivation, work discipline, and work achievement have $r_{\text{count}} > r_{\text{table}}$ 0.1729. Because $r_{\text{count}} > r_{\text{table}}$ thus, all indicator statements are declared valid (Sugiyono, 2013).

Reliability Test

The required value in reliability testing is > 0.60 (Wahyuni, 2020). Based on the reliability test assessment, the results show the Cronbach's Alpha value > 0.60 which indicates that the work competence variable (0.834), work motivation (0.899), work discipline (0.620), and work achievement (0.764) are considered reliable or reliable for further testing.

Normality Test

The normality test uses the Kolmogorov-Smirnov test which states that the data is normal if > 0.05 (Susanto, 2019) in (Aryawibawa *et al.*, 2024). Obtained a significance value of $0.200 > 0.05$ which indicates that the data used in this study are normally distributed.

Multicollinearity Test

Tolerance value < 0.1 and VIF value > 10 are used as determinants in the multicollinearity test (Ghozali, 2013). In the multicollinearity test, the tolerance value (work competence: 0.877, work motivation: 0.829, work discipline: 0.941) > 0.1 and the VIF value (work competence: 1.141, work motivation: 1.206, work discipline: 1.062) < 10 . Thus, by paying attention to tolerance and VIF, it can be said that the data does not show multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test is used to determine whether there is an inequality of variance between the residuals of one observation and another in the regression model (Susanto, 2019) in (Aryawibawa *et al.*, 2024). To check for symptoms of heteroscedasticity, the Glejser test is used in this heteroscedasticity test. The test results show that the work competence variable (0.114), work motivation (0.115), and work discipline (0.418) have sig. > 0.05 , which concludes that there are no signs of heteroscedasticity.

Coefficient of Determination R

Table 3. Determination Coefficient Test Results R

Adjusted R Square
0,213

To measure how far the model's ability to explain variations in the dependent variable using the coefficient of determination (Ghozali, 2011). In table 3, the Adjusted R Square value of 0.213 indicates that the independent variables (work competence, work motivation, and work discipline) affect the dependent variable (work achievement) by 21.3%. Other factors outside the independent variables tested in this study affect the rest.

Multiple Linear Regression Test

Table 4. Multiple Linear Regression Test Results

Variables	Unstandardized Coefficients	
	B	Std. Error
(Constant)	15,832	4,282
Job Competency	0,202	0,087

Motivation	0,253	0,058
Discipline	-0,001	0,114

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

$$Y = (15.832) + 0.202X_1 + 0.253X_2 - 0.001X_3 + e$$

- The constant value obtained is 15.832. So it can be said that the dependent variable remains at 15.832 if the independent variable is 0 (constant).
- The work competence variable has a number (+) which amounts to 0.202. Where, the work achievement variable will increase if the work competence variable increases.
- The work motivation variable has a number (+) which amounts to 0.253. Where, the work achievement variable will increase if the work motivation variable increases.
- The work discipline variable has a number (-) which amounts to -0.001. A decrease in work achievement can occur if the work discipline variable increases.

F test

Table 5. F Test Results

Model	Sum of Square	df	Mean Square	F	Sig
Regression	352.738	3	117.579	12.570	.000 ^b
Residuals	1169.277	125	9.354		
Total	1522.016	128			

Unknown n = 129

$$k = 4$$

$$\alpha = 5\%$$

$$DF 1 = k - 1$$

$$= 3$$

$$DF 2 = n - k - 1$$

$$= 125 \text{ so the } f \text{ table is } 2.28$$

The hypothesis can be accepted if $f_{\text{count}} > f_{\text{table}}$, and vice versa (Ghozali, 2011). Seen from table 5, proving that $f_{\text{count}} 12.570 > f_{\text{table}} 2.68$ and sig. $0,000 < 0,05$. It can be said that the variables of work competence, work motivation and work discipline have a significant influence on work achievement.

Test t

Table 6. Results of t-test

Variables	t count	t table	Sig
Competency	2,326		0,022
Motivation	4,383	1,97912	0,000
Discipline	-0,007		0,994

Unknown n = 129

$$k = 4$$

$$\alpha = 5\%$$

$$DF = n - k - 1$$

$$= 125 \text{ so that the } t \text{ table is } 1.97912$$

The hypothesis can be accepted if $t_{\text{count}} > t_{\text{table}}$, and vice versa (Ghozali, 2011). From table 6, several conclusions are obtained, namely:

- a. Work competence has a positive and significant influence on work achievement, because work competence has $t_{\text{count}} 2.326 > t_{\text{table}} 1.97912$ and a significant value of $0.022 < 0.05$, where H1 is accepted.
- b. Work motivation has a positive and significant influence on work achievement, because work motivation has $t_{\text{count}} 4.383 > t_{\text{table}} 1.97912$ and a significant value of $0.000 < 0.05$, where H2 is accepted.
- c. Work discipline does not significantly affect work achievement, because work discipline has $t_{\text{count}} -0.007 < t_{\text{table}} 1.97912$ and a significant value of $0.994 > 0.05$, where H3 is rejected.

DISCUSSION

From the results of hypothesis testing, several things can be concluded:

1. Work competence (X1) has a positive and significant effect on work achievement (Y).
2. Work motivation (X2) has a positive and significant effect on work achievement (Y).
3. Work discipline (X3) has no significant effect on work achievement (Y).

CONCLUSIONS AND RECOMMENDATIONS

Work competence has a positive and significant effect on police work achievement. Supported by the t test, work competence has not been maximized so that work competence at Banyumas City Police Resort still needs to be improved. High work competence tends to ensure skilled personnel needed to complete tasks effectively and efficiently and are better prepared in making decisions.

Work motivation has a positive and significant effect on police work achievement. Supported by the t test, that the work motivation that is channeled is in accordance with personnel needs, so that good conditions must be maintained. Personnel with high work motivation can generally be more enthusiastic, work hard, and take the initiative so as to produce maximum work achievement.

Work discipline does not have a significant influence on police work achievement. Supported by the t test, which states that work discipline is not optimal seen from the existence of other factors, namely work competence and work motivation which have a greater role in determining work achievement than work discipline. If work discipline is only seen as compliance with rules without being balanced with work competence and work motivation, then work results do not increase. Without adequate work competence, individuals who are only disciplined will have difficulty when facing unexpected situations. In addition, work motivation functions as a driver so that individuals can be more enthusiastic and goal-oriented in carrying out their duties.

To optimize the achievement of police personnel, it is necessary to focus on improving work competencies that still need to be improved and maintaining ongoing work motivation so that its quality does not decrease. Where by conducting routine training to streng then personnel skills and knowledge according to job demands. Work motivation can be increased through awards and

opportunities to have optimal work achievement. Although work discipline does not directly affect work achievement, it is still important for the police to maintain discipline to create a harmonious and organized work atmosphere.

FURTHER STUDY

Constructive criticism and recommendations from various sources are expected to improve this article to meet the expected standards of excellence. This study is very possible to conduct further, in-depth, and comprehensive research. In addition, it is recommended to include mediating variables to assist further research.

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