



DOI: <https://doi.org/10.38035/dijefa.v5i6>  
<https://creativecommons.org/licenses/by/4.0/>

## The Effect of Discipline, Motivation, and Competence on Employee Performance Productivity in the Office Environment of the Class III Japura Airport Operator Unit

Yoga Komala<sup>1\*</sup>, Hapzi Ali<sup>2</sup>

<sup>1</sup>Fakultas Ekonomi dan Bisnis Universitas Terbuka, Indonesia, [yogakomala07@gmail.com](mailto:yogakomala07@gmail.com)

<sup>2</sup>Fakultas Ekonomi dan Bisnis Universitas Terbuka, Indonesia, [hapzi.ali@gmail.com](mailto:hapzi.ali@gmail.com)

\*Corresponding Author: [yogakomala07@gmail.com](mailto:yogakomala07@gmail.com)<sup>1</sup>

**Abstract:** This study aims to determine whether discipline, motivation, and competence have a linear effect on employee performance and productivity at the Class III Japura Rengat Airport Operator Unit Office. This research model connects independent variables with dependent variables. Research objects are obtained from online sources such as Google Scholar and other online educational media. The method used is the research method using systematic literature review and library research with the use of Artificial Intelligence (AI) to produce research according to the theme taken from e-books and open access journals. The output of this article is: 1) Discipline affects employee performance productivity; 2) Motivation affects employee performance productivity; and 3) Competence affects performance productivity.

**Keyword:** employee performance, discipline, motivation, competence.

### INTRODUCTION

In the current government conditions, all institutions are trying to improve the evaluation process for the performance of each of their employees. Employee performance is an important factor that makes success in an organization, performance itself according to (Kasmir, 2016) is identified as having several factors such as job satisfaction, personality, competence, knowledge, loyalty, commitment, discipline, motivation, and organizational culture. Performance is not only about achieving the targets of each individual but also contributing to the vision and mission of the organization as a whole.

Factors directly affecting employee performance are important for the organization, understanding how discipline, motivation, and competence affect performance productivity. Research with systematic literature review and library research on the influence of discipline, motivation, and competence on employee performance productivity is a relevant step as a suggestion to make hypotheses for future research. In relation to the above background, the main purpose of research and article writing is as a way to formulate: 1) The influence of discipline on employee performance productivity. 2) The influence of motivation on employee performance and productivity. 3) The influence of competence on employee performance productivity.

## METHOD

This research was conducted in October 2024 using the Library Research and Systematic Literature Review (SLR) methods to obtain data contained in previous research in order to test the results of the research that has been carried out (Sugiyono, 2021). This study aims to address the objectives of scientific research topics, namely scientific disciplines, motivation, and competencies that affect employee performance. Sources related to this research topic come from e-books, Google Scholar, Mendeley, open journals, and other educational online media using artificial intelligence (AI).

Systematic Literature Review (SLR) is a term in a research method process that identifies and denies all research results that have been carried out and aims to obtain detailed information about the research topic (Kitchenham, 2009). In addition, this study also uses a method in the form of Library Research which is a research method by studying books or e-books as sources and previous research that is the same as a reference for the theory of the problem to be raised as in the research (Sarwono, 2006).

The advantages of using systematic literature review and library research are that the operational costs related to materials in the research will be more affordable compared to direct studies and what is obtained will be more detailed (Hadi et al., 2020). Literature review in identifying questions obtained from research and in the future serves as a benchmark for comparison with existing research results (Ali & Limakrisna, 2013).

## RESULTS AND DISCUSSION

From the research background above and the objectives and research methods using the Systematic Literature Review method and library research, the research results regarding the article topic are as follows:

### Performance

Performance refers to the accomplishment of tasks related to job outcomes. However, its scope is broader, encompassing not just the results but also the actual process of work. It can be described as the way in which tasks are carried out and the methods used to complete them. Furthermore, performance is closely linked to achieving the organization's vision and mission goals, and it can have a positive economic impact. Several experts have defined performance in the following ways:

1. Kasmir (2016) defines performance as the real results of work in an activity when a person carries out the tasks and responsibilities given.
2. Wibowo (2016) stated that performance is carrying out tasks according to applicable and established provisions and regulations, these tasks are carried out by individuals who have expertise in the organization.
3. Hermina & Yosepha (2019) stated that performance is a reflection of one's own attitude in carrying out tasks that are obtained to produce a contribution that is given to the company.

From the various definitions presented by the experts above, it can be concluded that performance is the result achieved by individuals in an organization, based on their sense of personal responsibility to achieve the goals of the agency or organization.

Based on the various definitions provided by experts, it can be concluded that discipline is an individual's behavior in respecting the rules and regulations of an organization. This attitude is demonstrated by individuals who work within an organization, enabling the individual to comply with the guidelines and rules within the organization.

### Motivation

Motivation serves as a way to satisfy employee needs, meaning that when specific factors fulfill an individual's needs, employees will strive to give their best in achieving the

organization's goals. Luthans (1998) explains that motivation is a process that provides energy, direction, and influences a person's behavior to act in ways that align with the needs of the organization. According to Wibowo (2014), motivation is the drive within each individual that initiates a series of behaviors aimed at achieving goals. Meanwhile, Hasibuan (2014) states that motivation is a force that creates work passion, encouraging individuals to collaborate, contribute effectively, and engage in various efforts to achieve organizational goals.

From the various definitions of motivation provided by experts, it can be concluded that motivation is a force that drives individuals, providing encouragement and enthusiasm for employees. This force has the potential to change their personal behavior and serve as a tool to enhance performance and productivity in an organization or company.

### Competance

Competence is the ability an individual needs to carry out an activity, based on intellectual ability, skills, and professionalism. According to Rivai (2014), competence refers to a person's ability in terms of their thinking speed, skills, and abilities. Meanwhile, Sedarmayanti (2011) defines competence as a fundamental characteristic acquired by each individual, which directly influences performance. The competence each employee possesses must contribute to achieving organizational goals. Competence indicators can be categorized into three types:

### Relevant Article

Based on the results of a systematic literature review and library research method, utilizing AI Scispace and Google Scholar with the keywords "Discipline," "Motivation," "Competence," and "Performance" in the search process, more than 100 articles from relevant studies were identified. These results were then filtered, and 9 articles were selected that most closely align with my research. These selected articles were used as references for identifying findings from previous studies, as well as for explaining the relationship with the current research I conducted. The relevant findings are presented in Table 1 below.

No	Author	Research Results First	Similarities with this Article	Differences with this Article	Hypothesis
1	Rio Malik WicaksonoHapzi Ali, Farouan Syarief (2022)	Training, work environment and discipline have a positive influence on performance and job satisfaction.	Discipline influences employee performance productivity	Motivation has a positive effect on employee performance productivity	H1
2	Ery Teguh Prasetyo, Puspa Marlina (2019)	Work discipline and job satisfaction have a positive effect on employee performance	Discipline influences employee performance productivity	Competence has a positive effect on employee performance productivity	H1
3	Suharyono Hapzi Ali (2015)	Motivation, discipline, and leadership style influence employee work performance	Motivation and discipline affect aspects of work	Motivation, discipline, and competence influence employee performance productivity	H2
4	Salman Farisi, Juli Inawati, Muhammad Fahmi (2020)	Motivation and discipline influence employee performance	Discipline affects employee performance	Competence influences employee performance productivity	H2
5	Netaniel Giovanni, Hapzi Ali (2024)	Training, motivation, and competence influence performance	Motivation and competence influence performance	Discipline influences employee performance productivity	H3
6	Yusuf Ardiansyah, Lisa Harry Sulistiyowati (2018)	Competence and emotional intelligence have an impact on employee performance	Competence influences employee performance	Discipline and motivation influence employee performance productivity	H3

Table 1. Relevant Research Results

Based on the theoretical review, this article relies on literature review and library research methods, drawing from several relevant articles. Additionally, an analysis of the influence between the independent and dependent variables was conducted as part of the research strategy, and the following results were obtained:

### **The Influence Of Discipline On Employee Performance Productivity**

Discipline can have a significant impact on performance and productivity. Individuals with a high level of work discipline tend to perform well independently, without the need for constant supervision. Discipline that is self-imposed, rather than coerced, reflects values of obedience, compliance, and loyalty to the rules, which in turn can lead to positive outcomes (Priodarminto, 2017). By adhering to all existing regulations within the organization, employees' enthusiasm for work increases, thereby enhancing their performance and productivity. Research by Rio Malik Wicaksono, Hapzi Ali, Faroman Syarief (2022), Ery Teguh Prasetyo, Puspa Marlina (2019), and Muhamad Ekhsan (2019) also supports this, showing that discipline positively influences employee performance and productivity.

From the results of research on Discipline through several sources of information using the Systematic Literature Review method, researchers found that discipline will affect the productivity of employee performance at UPBU Class III Japura Rengat, the attitude of disciplined employees will directly affect everything that is done, this will increase the performance of these employees.

### **The Influence Of Motivation On Employee Performance Productivity**

Motivation has a significant impact on performance. An employee tends to be more motivated if they believe that their performance will be appreciated and rewarded (Wibowo, 2007). Leaders who show attention and concern for employee desires can motivate them to work according to the leader's expectations (Mangkunegara, 2017). To encourage performance, it is important to provide motivation that can optimize potential and increase employee enthusiasm in achieving predetermined targets. Motivation has an influence on performance, which is in line with research findings by Suharyono, Hapzi Ali (2015), Salman Farisi, Juli Irnawati, Muhammad Fahmi (2020), and Nur Avni Rozalia, Hamida Nayati Utami, and Ika Ruhana (2015).

From the results of research on motivation through several sources of information using the Systematic Literature Review method, researchers found that motivation will affect employee performance productivity at the UPBU Class III Japura Rengat, employees will feel they have the desire to achieve good performance if they have motivation within themselves, this motivation is the driving force always to optimize every job they get.

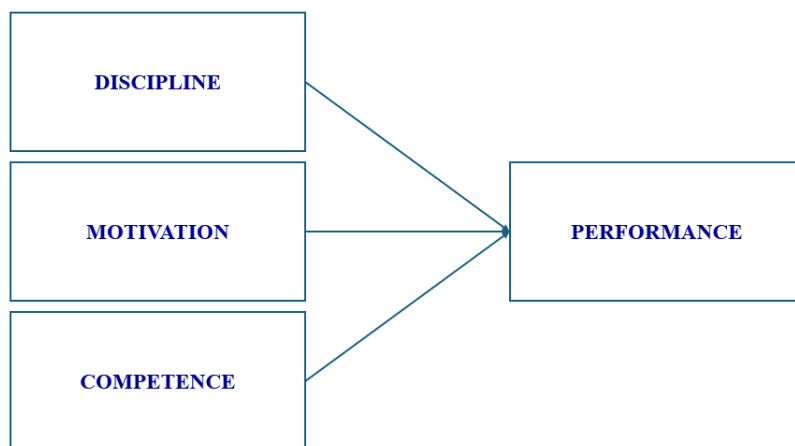
### **The Influence Of Competance On Employee Performance Productivity**

Competence is a crucial element in individual success in achieving both personal targets and the organization's vision and mission (Hajjali, 2022). Strong competence contributes to completing tasks more efficiently and effectively, directly impacting employee performance and productivity. The influence of competence on performance aligns with the findings of research conducted by Netaniel Giovanni, Hapzi Ali (2024), Muhammad Andi Prayogi, Muhammad Taufik Lesmana, Lukman Siregar (2019), and Yusuf Ardiansyah and Lisa Harry Sulistiyowati (2018).

From the results of research on competence through several sources of information using the Systematic Literature Review method, researchers found that competence will affect employee performance productivity at UPBU Class III Japura Rengat, employees who have a lot of competence will indirectly be more effective and efficient when doing a task, this will affect that competence will mutually influence performance.

### Conceptual Framework Of Research

Based on the identification of problems analyzed using Systematic Literature Review and Library Research and relevant research findings, a conceptual framework was obtained which is shown in Figure 1 below:



Source: Research Results

**Picture 1. Conceptual framework**

Based on Figure 1, it can be concluded that discipline, motivation, and competence have an impact on employee performance and productivity. In addition to these three variables, there are several other factors that also contribute to employee performance, including:

1. Work Environment: (H. Ali & Sardjiijo, 2017), (Kasman & Ali, 2022), (Saputra & Ali, 2021), (Harahap & Ali, 2020), (Widodo., 2017), (Hermawan, 2022).
2. Work Experience: (LiliesTangge, Alfira Ferlin, 2018), (Harlina, Yuse; Bachri, Ahmad Alim; Dewi, Maya Sari, 2019), (Amri, A, & Kamaruddin, K. 2023)
3. Leadership style: (Yahya, 2023), (Hajiali, 2022), dan (Nugroho, 2022).
4. Organizational Culture: (Nugrohadi, 2019), (Sari & Ali, 2022), (Ismail, 2022), (Elsa Nurahma Lubis & Dwi Fahmi, 2021), (Saputra, 2022).

### CONCLUSION

The conclusion of the research that has been conducted on whether discipline, motivation, and competence can affect employee performance at UPBU Class III Japura using the systematic literature review analysis method and literature research analysis found that three variables, namely discipline, motivation, and competence will affect employee performance productivity. With discipline that is always maintained, having good motivation and adequate competence will affect employee performance, employee performance will increase if this is done and vice versa. This study also still has several limitations and is expected to be used as a basis for improving research with the same topic in further research.

### REFERENCES

- Ali, H., Sastrodiharjo, I., & Saputra, F. (2022). Pengukuran Organizational Citizenship Behavior: Beban Kerja, Budaya Kerja dan Motivasi (Studi Literature Review). *Jurnal Ilmu Multidisplin*, 1(1), 83-93.
- Ardiansyah, Y., & Sulistiyowati, L. H. (2018). Pengaruh kompetensi dan kecerdasan emosional terhadap kinerja pegawai. *Jurnal Inspirasi bisnis dan manajemen*, 2(1), 91.
- Dr Ikhwan. (2024). *Perilaku Organisasi Konsep Pendekatan dan Pemecahan Masalah*. Jakarta: Lembaga Pembangunan Masyarakat Indonesia (LPMI).

- Farisi, S., Irnawati, J., & Fahmi, M. (2020). Pengaruh motivasi dan disiplin kerja terhadap kinerja karyawan. *Jurnal Humaniora: Jurnal Ilmu Sosial, Ekonomi Dan Hukum*, 4(1), 15-33.
- Giovanni, N., & Ali, H. (2024). Pengaruh Pelatihan, Motivasi dan Kompetensi terhadap Kinerja (Pemanfaatan Artificial Intelligence dalam Systematic Literature Review Manajemen Sumber Daya Manusia). *JURNAL MANAJEMEN PENDIDIKAN DAN ILMU SOSIAL*, 5(3), 564-573.
- Hidayat, R. (2021). Pengaruh motivasi, kompetensi dan disiplin kerja terhadap kinerja. *Jurnal Khatulistiwa Informatika*, 5(1), 16-23.
- Prasetyo, E. T., & Marlina, P. (2019). Pengaruh disiplin kerja dan kepuasan kerja terhadap kinerja karyawan. *Jurnal Inspirasi Bisnis Dan Manajemen*, 3(1), 21-30.
- Pratiwi, M. O., & Choiriyah, C. (2019). Influence Of Competence, Motivation And Discipline On Pdam Employee Performance In South Sumatra Province Banyuasin District. *Kolegial*, 7(2), 194-210.
- Prayogi, M. A., Lesmana, M. T., & Siregar, L. H. (2019). Pengaruh kompetensi dan disiplin kerja terhadap kinerja pegawai. *Prosiding FRIMA (Festival Riset Ilmiah Manajemen Dan Akuntansi)*, (2), 666-670.
- Rahmi, E., Yumami, E., & Hidayasari, N. (2023). Analisis Metode Pengembangan Sistem Informasi Berbasis Website: Systematic Literature Review. *Remik: Riset dan E-Jurnal Manajemen Informatika Komputer*, 7(1), 821-834.
- Rozalia, N. A., Nayati, H., & Ruhana, U. I. (2015). Pengaruh motivasi kerja dan disiplin kerja terhadap kinerja karyawan (studi kasus pada karyawan PT. Pattindo Malang). *Jurnal Administrasi Bisnis*, 26(2).
- Sari, M., & Asmendri, A. (2020). Penelitian kepustakaan (library research) dalam penelitian pendidikan IPA. *Natural Science*, 6(1), 41-53.
- Suharyono, S., & Ali, H. (2017). Pengaruh motivasi, kedisiplinan dan gaya kepemimpinan terhadap prestasi kerja pegawai pada dinas sosial tenaga kerja dan transmigrasi kabupaten batang Hari. *Jurnal Ilmiah Universitas Batanghari Jambi*, 15(2), 78-86.
- Wicaksono, R. M., Ali, H., & Syarief, F. (2022). Review Msdm: Pengaruh Pelatihan, Lingkungan Kerja Dan Disiplin Terhadap Kinerja Dan Kepuasan Kerja. *Jurnal Manajemen Pendidikan Dan Ilmu Sosial*, 3(2), 1189-1205