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## Literature Review on Factors Influencing Employee Performance: Variables of Motivation, Discipline, and Job Satisfaction

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**Abstract:** Employee performance is a crucial factor in determining an organization's success and sustainability. Understanding the factors influencing performance helps design strategies to enhance employee productivity and achieve organizational goals. This article examines the role of motivation, discipline, and job satisfaction as interrelated variables affecting employee performance. Based on a literature review, this study finds that: (1) motivation has a direct and significant impact on employee performance, serving as a driving force for goal achievement; (2) discipline fosters consistency and adherence to organizational standards, positively influencing performance outcomes; and (3) job satisfaction acts as an intervening variable linking motivation and discipline to overall performance levels. This study highlights the importance of these three variables in designing effective human resource strategies, contributes to academic discourse, and provides direction for future empirical research.

**Keyword:** Motivation, Discipline, Job Satisfaction, & Performance.

### INTRODUCTION

Human resources (HR) are a key element in determining an organization's success, both in the private and government sectors (Sutrisno, 2019). According to Yosepha et al. (2024), one of the important indicators of a country's economy is the stock market, which consists of a collection of companies. Employee performance is a major factor in achieving organizational goals, including maintaining corporate competitiveness that contributes to economic growth. Optimal performance is not only dependent on individual skills and competencies but also on influencing factors such as motivation, discipline, and job satisfaction.

According to Luthans in Lie (2024), employee performance can improve when individuals have high work motivation, strong discipline, and satisfaction with their job. This performance improvement not only impacts organizational productivity but also contributes to economic stability and growth on a macro level, as reflected in corporate performance in the stock market. Hasibuan in Umroh & Sutarmin (2024) emphasizes that work motivation is the primary driver for employees in completing their tasks and responsibilities. High work motivation encourages individuals to work harder and contribute optimally to the organization.

However, various internal and external factors can influence an individual's work motivation, requiring strategic approaches to maintain it at an optimal level.

In addition, work discipline is also a crucial aspect of improving employee performance. Sulistiyanto et al. (2024) state that high work discipline reflects employee responsibility and loyalty to the organization, which has implications for work effectiveness and efficiency.

Similarly, job satisfaction plays a significant role in determining employee performance levels. According to Robbins & Judge (2017), individuals with high job satisfaction tend to have positive feelings about their work, leading to increased motivation and loyalty to the organization. Dami et al., in Marthina Ona Boka & John E. H. J. FoEh (2024), emphasize that an increase in job satisfaction aligns with improved employee performance. Thus, organizations need to create a supportive work environment, provide appropriate recognition, and ensure employees experience job satisfaction to maintain optimal productivity.

Motivation, discipline, and job satisfaction are the primary variables influencing employee performance. Tarwaka in Assa (2022) explains that balancing job demands and employee capacity is a crucial factor in determining optimal performance. Excessive workloads can cause stress and reduce employee performance (Nuraini in Umroh & Sutarmin, 2024). Therefore, organizations need to manage these factors effectively to create a healthy and productive work environment.

Referring to these theories, this study aims to analyze the extent to which motivation, discipline, and job satisfaction influence employee performance. The objectives of this study are:

1. To assess the influence of motivation on employee performance;
2. To measure the impact of work discipline on employee performance;
3. To analyze the relationship between job satisfaction and employee performance.

Through this literature review, this study is expected to contribute to the development of more effective HR management strategies to support organizational goal achievement.

**Table 1. Previous Relevant Research**

No	Title	Author & Year	Method	Research Findings
1.	The Influence of Motivation, Discipline, Training, Work Environment, and Culture on Employee Performance with Job Satisfaction as a Mediating Variable	Dhita Hafizha Asri, Erika Chanada (2023)	Quantitative	The study concludes that motivation, discipline, training, and culture significantly influence job satisfaction. Additionally, job satisfaction has a significant impact on performance. However, the work environment does not significantly affect job satisfaction. The indirect effect test results show that motivation, training, and culture significantly influence performance through job satisfaction mediation, whereas discipline and the work environment do not significantly affect performance through job satisfaction mediation.
2.	The Influence of Work Motivation and Discipline on Employee Performance with Job Satisfaction as an Intervening Variable at the Population and Civil Registration Office of West Sumatra	Ratu Humayroh Aldora, Ramdani Bayu Putra, Dodi Suryadi, Hasmaynelis Fitri (2024)	Quantitative	Work motivation has a significant positive effect on job satisfaction at the Population and Civil Registration Office of West Sumatra, while work discipline has a positive but insignificant effect on job satisfaction. Work motivation has a positive but insignificant effect on employee performance, while work discipline has a negative but insignificant effect

No	Title	Author & Year	Method	Research Findings
				on performance. Job satisfaction has a significant positive effect on employee performance and mediates the relationship between work motivation and performance in a positive and significant way. Job satisfaction also mediates work discipline positively but insignificantly on employee performance.
3.	Determinants of Work Environment, Work Discipline, Work Culture, and Work Motivation on Employee Performance with Job Satisfaction as an Intervening Variable at PT. Link Net Sales Division	Purnomo Wahyu, Chablullah Wibisono, Bambang Satriawan (2024)	Mixed Methods (Quantitative and Qualitative)	The study reveals that all independent variables show that work discipline, work culture, work motivation, and work motivation have a significant effect on job satisfaction at the Sales Division of PT. Link Net. Tbk. Meanwhile, the work environment, job satisfaction, work discipline, and work culture do not have a significant effect on employee performance. Job satisfaction does not mediate the effect of the work environment, work discipline, work culture, and work motivation on employee performance.
4.	Analytical Study: The Effect of Work Discipline and Motivation on Employee Performance with Job Satisfaction Mediation at PT. T	Muhammad Rizky Apid Hapid Maksum – (2024)	Quantitative	The study shows that work discipline has a significant effect on employee performance ( $p\text{-value } 0.044 < 0.050$ ). Work motivation and job satisfaction do not affect performance ( $p\text{-value} > 0.050$ ). The most significant effect is from work discipline on performance and work motivation on job satisfaction ( $p\text{-value } 0.009 < 0.050$ ), while the smallest effect is from work discipline and work motivation on performance through job satisfaction ( $p\text{-value} > 0.050$ ).
5.	The Effect of Work Discipline, Work Motivation, and Work Facilities on Employee Performance at the Manpower Office of Situbondo Regency through Job Satisfaction as an Intervening Variable	Thoriq Alfadhil Lusiana Tulhusnah Siti Soeliha (2024)	Quantitative	The study found that work motivation and work facilities have a significant positive effect on job satisfaction, while work discipline does not significantly affect job satisfaction. Job satisfaction has a significant positive effect on employee performance. However, work motivation, work discipline, and work facilities do not significantly affect employee performance, either directly or through job satisfaction. These findings suggest that while these factors are important, their impact on employee performance is not always significant in the studied context.
6.	The Effect of Motivation, Discipline, Environment on Performance and the Role of Job Satisfaction in the Social Service Office of Surabaya	Risanda Regitasari, Tatik Suryani (2023)	Quantitative	Work motivation does not significantly affect employee performance at the Social Service Office of Surabaya, even though high motivation usually enhances performance. Work discipline has a positive effect on performance, indicating that rules are well implemented at the office. The

No	Title	Author & Year	Method	Research Findings
				work environment has a positive effect on job satisfaction but does not significantly affect employee performance. Job satisfaction does not significantly affect performance, though high satisfaction can potentially improve performance.
7.	The Effect of Motivation, Work Discipline, and Job Satisfaction on Employee Performance at the Directorate of Plant Breeding, Ministry of Agriculture, Jakarta	Erlinda Esti Hairunnisa Syarif Ali (2022)	Quantitative	The study concludes that motivation, work discipline, and job satisfaction have a significant effect on the performance of employees at the Directorate of Plant Breeding, Ministry of Agriculture, Jakarta. Employees with high motivation, good discipline, and high job satisfaction tend to perform better. Furthermore, these three factors collectively enhance employee performance.
8.	The Effect of Work Discipline, Work Motivation, and Organizational Commitment on Job Satisfaction and Employee Performance at the Human Resources Development Agency of Ogan Komering Ulu	Sri Rahayu Dahlia (2023)	Quantitative	Work discipline, work motivation, and organizational commitment have a positive effect on job satisfaction and employee performance at BKPSDM Ogan Komering Ulu. Employees need to continuously improve discipline, motivation, and commitment to enhance job satisfaction and performance. Good work discipline, including attendance, compliance with regulations, and work ethics, can improve satisfaction and performance. High motivation, positive attitudes, and discipline are also important for maintaining morale and performance. Additionally, organizational commitment must be maintained to ensure employee satisfaction and productivity.
9.	The Effect of Work Motivation and Work Discipline on Employee Performance with Job Satisfaction as an Intervening Variable at PD Mujur Jaya	Edo Priambodho Meilan Sugiarto Sauptika Kancana (2024)	Quantitative with Causal Approach	Work motivation, work discipline, and job satisfaction have a positive and significant effect on employee performance at PD Mujur Jaya. The higher the motivation, discipline, and job satisfaction, the better the performance. Motivation also has a positive effect on job satisfaction, which in turn increases employee performance. Work discipline affects job satisfaction, which also impacts performance. Job satisfaction mediates the effect of motivation and work discipline on performance. To improve motivation, the company needs to provide training, promotion opportunities, and personal development. Moreover, the application of clear sanctions and rewards, along with challenges, fair pay, and a safe environment, can boost work spirit and discipline.

No	Title	Author & Year	Method	Research Findings
10.	The Effect of Work Discipline, Teamwork, Work Motivation, and Job Satisfaction on Employee Performance	Nila Rara Amiati Setyowati Subroto Catur Wahyudi (2024)	Quantitative	The first hypothesis test shows that internal communication is related to employee performance at the Agriculture and Food Office of Tegal City, improving as communication flows smoothly. The second hypothesis test reveals that work ethos affects performance in advertising, agriculture, and hospitality, with performance increasing when morale is good. The third hypothesis test shows that employee performance is related to personal traits, which grow with individual quality. The fourth hypothesis confirms the relationship between employee performance with internal communication, work ethos, and personal traits, with an F-value of 68.664 and a significant value of 0.05.
11.	The Influence of Work Discipline, Work Environment, Work Motivation, and Job Satisfaction on Employee Performance	Angelin Kantohe Sutarmin (2023)	Quantitative	The study shows that work discipline, work environment, work motivation, and job satisfaction significantly influence employee performance. These factors play an important role in improving employee productivity.
12.	Job Satisfaction, Work Motivation, and Work Discipline in Improving Employee Performance	Meilia Angelina Indra Supriadi (2023)	Quantitative	The test results show that job satisfaction, work motivation, and work discipline significantly affect employee performance. Improving job satisfaction supported by good motivation and discipline will enhance employee performance.
13.	The Influence of Work Discipline and Job Satisfaction on Work Motivation (Literature Review of Performance Management)	Ratna Mirawati Nur Ihsani Nico Felix Gunawan Narendra Putri Riyanti Teresya (2022)	Qualitative	Work discipline and job satisfaction affect work motivation. Discipline helps employees develop and be more efficient, while job satisfaction influenced by comfort and relationships with colleagues affects employee attitudes.
14.	The Influence of Job Satisfaction, Work Discipline, and Work Motivation on Employee Performance	Andia Salsabilla Ian Nurpatria Suryawan (2022)	Quantitative	The study shows that job satisfaction, work discipline, and work motivation significantly influence employee performance at PT. KWS. These three factors play an important role in improving employee performance.
15.	The Influence of Job Satisfaction, Work Motivation, and Work Discipline on Employee Performance (Case Study of PT. ISS Indonesia Medan Branch)	Fitria Hasanah Ananda Fitiani Dewi (2023)	Quantitative	The research shows that job satisfaction, work motivation, and work discipline have a positive and significant impact on employee performance at PT. ISS Indonesia Medan Branch. These three factors mutually support in improving employee performance.
16.	The Influence of Motivation, Discipline, and Work Environment on Employee Performance with Job Satisfaction as an Intervening Variable at	Nurbaya (2023)	Quantitative	The research shows that work discipline has a positive effect on employee performance. However, motivation and work environment do not significantly affect performance, and job satisfaction does not mediate

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	the Secretariat of the Agricultural Research and Development Agency Jakarta			the influence of motivation and discipline on employee performance.
17.	The Influence of Job Satisfaction, Discipline, and Motivation on Employee Performance at PT Airtech Globalindo	Ulva Marsiti Wasiman (2023)	Quantitative	Hypothesis testing revealed that job satisfaction, discipline, and motivation have a positive and significant effect, both partially and simultaneously, on employee performance at PT Airtech Globalindo.
18.	Employee Discipline, Teamwork, Work Motivation, and Job Satisfaction on Employee Performance at Bus Trans Batam	Sabri Hajar (2024)	Quantitative	This study emphasizes that work motivation and teamwork have a strong impact on employee performance. Employee discipline requires further investigation to understand how this aspect can be improved to enhance overall performance. Teamwork significantly influences employee performance, and highly motivated employees tend to show better, more productive performance.
19.	The Influence of Motivation, Work Discipline, and Leadership on ASN Performance at Situbondo Police with Job Satisfaction as an Intervening Variable	Yeni Oktaviyanti Lita Permata Sari Triska Dewi Pramitasari (2024)	Quantitative	The study shows that work discipline and motivation do not significantly affect job satisfaction, while leadership has a significant positive effect on job satisfaction. Motivation has a significant positive effect on ASN performance, but work discipline and leadership do not significantly affect ASN performance. Job satisfaction significantly affects ASN performance, with leadership having a positive influence on ASN performance through job satisfaction.
20.	The Influence of Motivation and Work Discipline on Employee Performance through Job Satisfaction at Class II B Padang State Detention Center	Gaury Febriani Vicky Brama Kumbara M. Afuan Zelfi Yeni Hilda Mary (2024)	Quantitative	This study shows that motivation and work discipline positively influence job satisfaction at Class II B Padang State Detention Center, with motivation significantly affecting performance and discipline having a positive but non-significant effect. Job satisfaction significantly affects employee performance, with motivation having a significant positive impact on employee performance through job satisfaction as an intervening variable. However, work discipline does not significantly affect employee performance, either directly or through job satisfaction.
21.	The Influence of Work Motivation, Work Discipline, and Job Satisfaction on Employee Performance at PT. Cahaya Kharisma Plasindo	Muhlish Nugroho Yanti Danarwati (2024)	Quantitative	This study shows that work motivation significantly positively affects employee performance at PT. Cahaya Kharisma Plasindo, while work discipline and job satisfaction have negative and significant effects on employee performance. Simultaneously, all three variables (motivation, discipline, and job



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				satisfaction) significantly affect employee performance, with an explanatory contribution of 94.5%.
22.	The Influence of Job Satisfaction, Work Motivation, Work Discipline, and Work Environment on Employee Performance	Eddy Arthur Jack H. Syauta Johanis R. Wanma (2024)	Quantitative	The study finds that job satisfaction, work motivation, work discipline, and work environment simultaneously have a positive and significant impact on employee performance at the Jayapura Class II Port Authority and Harbor Office. Each independent variable also has a significant positive influence on employee performance. Job satisfaction is the most dominant variable affecting performance, showing that higher job satisfaction leads to better employee performance. Therefore, job satisfaction should be a primary concern for organizational leadership in improving employee performance.
23.	The Influence of Motivation, Organizational Culture, Work Discipline, and Job Satisfaction on Employee Performance at the Ministry of Religious Affairs Office of Solok Regency	Indri Desfika Ervin Nora Susanti Firdaus Hamta Alpino Susanto Ahmad Arifin Ifatin Nadila (2023)	Quantitative	Motivation, organizational culture, work discipline, and job satisfaction significantly affect employee performance at the Ministry of Religious Affairs Office of Solok Regency. This study shows that these factors individually and simultaneously influence employee performance, with regression results indicating a significant relationship between these variables and employee performance.
24.	Analysis of Motivation, Discipline, and Job Satisfaction on Outsourcing Employee Performance (Case Study at PT Bank Pembangunan Daerah Jawa Timur Tbk. Nganjuk Branch)	Depy Tri Budi Siswanto Imam Baehaki (2021)	Quantitative	Motivation, discipline, and job satisfaction were found to have a positive and significant effect on the performance of outsourcing employees at PT Bank Pembangunan Daerah Jawa Timur Tbk. Nganjuk Branch. This study shows that these three factors play an important role in improving outsourcing employee performance, with motivation, work discipline, and job satisfaction each providing significant positive impacts.

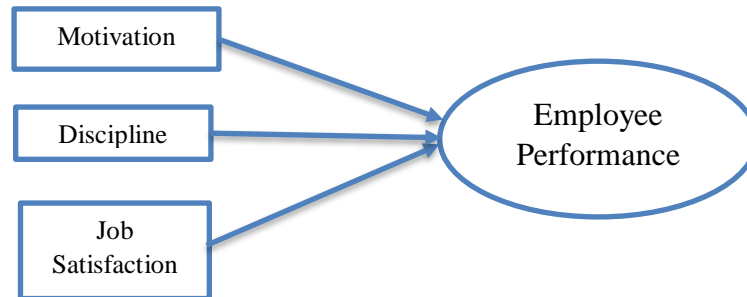
Source: Google Scholar, Semantic Scholar, Oalib

## METHOD

This study employs a library research approach, which involves collecting data or relevant scholarly literature. The primary objective of this research is to gather information related to the research object through a critical review of existing scholarly works. The data used in this study are sourced from bibliographic materials such as academic journals, articles accessible via platforms like Mendeley, Google Scholar, Semantic Scholar, and Oalib, as well as physical academic books. This research focuses on collecting various theories, principles, and ideas related to the research topic to analyze and provide solutions to the identified issues. Given its explanatory and analytical nature, based on proven facts, this study is categorized as descriptive research, aiming to provide a systematic overview of the findings obtained during the research process.

## RESULTS AND DISCUSSION

By closely examining the issues related to the factors influencing employee performance, particularly in terms of motivation, discipline, and job satisfaction, a clear mindset is necessary for this research. These three factors are expected to have a direct impact and enhance employee performance. The correlation of the influence between these variables can be illustrated as follows:



**Figure 1. Framework of Thought**

According to previous research, Asri & Chanada (2023) state that performance is the contribution of employees to the company, both in terms of services and production. Poor performance can reduce work outcomes and threaten the sustainability of the company. This view is in line with the research of Aldora et al. (2024), which emphasizes that employee performance determines the quality and success of the organization, where higher performance leads to better production results and services. Furthermore, Wahyu et al. (2024) highlight that in target-oriented divisions, such as sales, performance is a key factor in achieving company goals. A decline in performance can hinder profitability and slow business growth. In addition, the research by Rizky & Maksum (2024) suggests that employee performance is reflected in motivation, abilities, and the achievement of targets set by the company. Optimal performance can only be achieved if employees have high motivation and sufficient skills. Regitasari & Suryani (2023) add that performance is also greatly influenced by organizational support, which includes abilities, skills, motivation, and work discipline. The greater the support provided by the organization, the higher the performance level that employees can achieve. In line with this, Alfadhil et al. (2024) emphasize that employee performance reflects how well individuals can complete tasks according to their given responsibilities. Thus, performance is not just a work outcome but also a reflection of motivation, discipline, organizational support, and the achievement of established targets.

Research in line with previous studies is the work of Hairunnisa and Ali (2022), who state that work motivation is an internal drive that increases productivity and work enthusiasm in achieving personal and organizational goals. High work motivation can influence improved employee performance, particularly in achieving organizational targets more effectively. In agreement with this research, Rahayu and Dahlia (2023) reveal that work motivation is influenced by needs, leadership, stimulants, attitudes, and work discipline. Good motivation in an organization will create a more productive and harmonious work environment. This statement is supported by research by Priambodho et al. (2024), which finds that work motivation is a psychological drive that originates from individual needs, goals, or expectations in achieving specific results. With strong motivation, employees will be more enthusiastic about carrying out their tasks, leading to positive impacts on their performance. In a similar vein, the study by Amiati et al. (2024) shows that work motivation can increase if there is good teamwork and strong performance within the team. Conversely, ineffective communication can lead to a decline in work motivation and negatively affect employee productivity.



Moreover, research by Kantohe and Sutarmin (2023) also emphasizes that work motivation is an internal drive that helps individuals achieve specific goals and contributes to the improvement of employee performance and achievements. In other words, the higher the work motivation, the greater the tendency for employees to work optimally. This is in line with the study by Angelina and Supriadi (2023), which revealed that work motivation is an important factor that drives individuals to achieve certain goals or tasks. Therefore, organizations must ensure that factors influencing motivation, such as leadership, compensation, and work environment, are well managed to enhance employee satisfaction and performance.

Work discipline plays a crucial role in improving employee performance. According to the research conducted by Mirawati et al. (2022), discipline is defined as compliance with both written and unwritten rules within the organization, reflecting respect for regulations and potentially improving performance. This is consistent with the findings of Salsabilla and Suryawan (2022), who state that work discipline is also a management action that supports employees in meeting the demands and regulations in the workplace. Good discipline, as explained by Hasanah and Dewi (2023), reflects adherence to existing regulations, which in turn creates a more conducive and effective work environment. Nurbaya (2023) also confirms that discipline improves orderliness and compliance, leading to enhanced employee effectiveness. Similarly, Marsiti and Wasiman (2023) argue that discipline—including punctuality and appropriate use of facilities—directly affects employee performance. Another study by Sabri and Hajar (2024) shows that discipline is closely related to employee compliance with rules and procedures, which is essential for maintaining service quality and safety, thereby impacting the quality of performance produced.

Job satisfaction plays an important role in influencing employee performance, particularly as an intervening variable in the relationship between other factors such as motivation and work discipline. Oktaviyanti et al. (2024) state that job satisfaction is the employee's feelings about their work, including activities and relationships with their professional environment, which impacts performance. This is supported by Febriani et al. (2024), who add that feelings of comfort or discomfort toward the job positively affect performance. Nugroho and Danarwati (2024) argue that job satisfaction creates a positive culture and loyalty, which in turn contributes to improving employee performance. Arthur et al. (2024) reveal that job satisfaction is directly related to employee enthusiasm and performance, and is analyzed to provide strategic guidelines for the organization. Meanwhile, Desfika et al. (2023) explain that performance allowances have a positive impact on the satisfaction of some employees, although there are still aspects such as work environment and motivation that need improvement to enhance overall satisfaction. Siswanto and Baehaki (2021) also emphasize that the level of job satisfaction can be measured by the adequacy of employee performance, reflecting a positive relationship between the two.

## CONCLUSION

Based on the analysis of the factors influencing employee performance, it can be concluded that motivation, discipline, and job satisfaction play a significant role in enhancing productivity and work effectiveness within an organization.

Work motivation is a key factor that drives employees' enthusiasm and commitment in carrying out their tasks. Employees with high motivation tend to be more proactive, innovative, and focused on achieving organizational targets. Therefore, organizations need to create strategies to boost work motivation, such as offering incentives, recognizing performance, and providing inspirational leadership.

Work discipline plays an essential role in fostering orderliness and consistency in task execution. Employees with high discipline are more compliant with rules, more organized, and

able to complete tasks more effectively. Organizations that instill a strong discipline culture will find it easier to achieve work efficiency and provide better service quality.

Job satisfaction serves as a supporting factor that ensures employees remain committed and loyal to the organization. When employees are satisfied with their work environment, organizational policies, and welfare provisions, they are likely to be more productive and have a greater sense of ownership over their work. Therefore, organizations must ensure a balance between work demands and employee welfare.

Overall, motivation, discipline, and job satisfaction are interrelated in influencing employee performance. Organizations that can effectively manage these three factors will have a more productive, loyal workforce that contributes maximally to achieving organizational goals. Therefore, appropriate policies are necessary to enhance motivation, instill discipline, and maintain employee satisfaction so that organizational performance can continue to develop sustainably.

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