

## Analysis of Factors Affecting Employee Performance: Work Discipline, Competence and Motivation (Literature Review Research on Human Resource Management)

<sup>1</sup>Dedie Priyas Yulianto, <sup>2</sup>Purnamie Titisari, <sup>3</sup>Arnis Budi Susanto  
<sup>1, 2, 3</sup>(Economics and Business Faculty, Jember University Jember-Indonesia)

### ABSTRACT

This study aims to determine the effect of work discipline, competence and motivation on the performance of ASN teaching staff at the University of Jember. The duties of educational staff are to administer, develop, supervise, manage, and provide technical services to support the educational process for educational units. This study uses quantitative methods, primary data obtained from respondents through questionnaires. Based on previous research, it proves that: 1) Work discipline affects ASN performance; 2) Competence affects ASN performance; and 3) Motivation influences ASN performance. Some of the opinions that I took from several researchers concluded that a combination of work discipline, competence and good motivation can affect employee performance improvement. Writing scientific articles is done using qualitative methods and literature studies or Library Research by using an analysis of the factors that can affect employee performance.

**KEYWORDS-** Work Discipline, Competence, Motivation and Employee Performance.

### 1. INTRODUCTION

The State Civil Apparatus is a professional group for employees who work for government agencies both at the central and regional levels. State Civil Apparatus Employees are divided into two, namely Civil Servants and Government Employees with Employment Agreements who are appointed by civil service development officials and assigned tasks in a government position or entrusted with other state duties and are paid based on statutory regulations. The State Civil Apparatus is obliged to, be loyal and obedient to Pancasila, the 1945 Constitution, The Unitary State of the Republic of Indonesia, and the legitimate government, maintain the unity and integrity of the nation, carry out policies formulated by authorized government officials, comply with statutory provisions, carry out official duties with full dedication, honesty, awareness and responsibility, show integrity and exemplary in attitude, behavior, words and actions to everyone, both inside and outside the service, keeping office secrets and can only reveal office secrets in accordance with statutory provisions.

Education personnel based on the provisions of article 1 of the Law of the Republic of Indonesia Number 20 of 2003 concerning the National Education System, states that educational staff are members of the community who are appointed and devote themselves with the aim of supporting the implementation of education. The duties of educational staff are to administer, develop, supervise, manage, and provide technical services to support the educational process for educational units. The rights of educational staff are contained in the provisions of article 40 paragraph 1 of the law of the Republic of Indonesia Number 20 of 2003 concerning the National Education System, the contents of which state that the rights of education personnel are, namely, to receive income and social welfare guarantees that are appropriate and adequate, to receive awards according to their respective achievements and work assignments, to obtain career guidance in accordance with the demands for quality development, to receive legal protection in carrying out all tasks and rights to intellectual property results, get the opportunity to use educational infrastructure and facilities to support all the smooth implementation of their respective tasks.

Work discipline is the existence of an awareness and willingness of an employee to obey all rules and norms that exist within an organization (Hasibuan, 2012). Work discipline is very important in an organization, because it is with work discipline that an organization's employees can achieve the goals of the work program they are working on. Work discipline is a very important part or variable in the development of human resource management,

because of that discipline is needed in an organization to prevent negligence, irregularities or negligence and ultimately waste in doing work.

Competence is a person's ability or capacity to perform various tasks in a job, where this ability is determined by intellectual and physical factors (Robbins & Coulter, 2018). Competence is a fundamental factor that exists in a person who has more abilities and makes him different from other people who have average abilities (Mangkunegara, 2002). Work competence is the work ability of each individual which includes aspects of knowledge, skills, and work attitudes in accordance with established standards (Law of the Republic of Indonesia Number 13 of 2003 concerning Manpower). In their daily work, employees are expected to have abilities and skills that are in accordance with the place or part where they work, not all of them get a place according to their competence due to mutations or placements that are not fundamental enough. Minimum employee competence is based on an educational background that can link the responsibilities of the field of work he is carrying out.

Motivation according to Stephen P. Robbins (2013), defines motivation as a process that explains the intensity, direction, and persistence of an individual to achieve his goals as a need that drives action towards a certain goal where motive is the background for an individual to act to achieve a certain goal. According to Hasibuan (2014), motivation is the provision of driving force that creates the excitement of one's work, so that they want to work together, work effectively, and integrate with all their efforts to achieve satisfaction. According to Robert A. Baron (2015), motivation can also be said to be energy to generate self-esteem (aurosol drives). When a need is not satisfied, drives and individual activities arise to respond to incentives in the desired goal. Achieving goals will make individuals feel satisfied. From the understanding of the figures above, it can be concluded that work motivation is the drive that moves a person to work to do the job with all efforts and work effectively to achieve the goals to be achieved.

Performance according to Mangkunegara (2015), is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. In general, performance is defined as the level of success of a person in carrying out his work. Robbins (2015) explains that performance is a result achieved by a job in his work according to certain criteria that apply to a job. Performance includes aspects of business, loyalty, potential, leadership, and work morale. Performance is something that is individual, because each employee has a different level of ability in carrying out their duties. It was further explained that performance depends on a combination of ability, effort, and opportunities obtained. From this definition it can be stated that employee performance is a form of a person's success in achieving a certain role or target that comes from his own actions. The combination of work discipline, competence and good motivation can affect the improvement of employee performance.

This article will discuss the influence of Work Discipline, Competence and Motivation on Employee Performance, a study of the Human Resource Management literature.

## 2. THEORITICAL REVIEW

### 2.1 WORK DISCIPLINE

According to Sinungan (2007: 76), discipline is the attitude of a person or group of people who always want to follow or obey all rules or decisions that have been made. Meanwhile, according to Siagian (2013: 75), work discipline is a mental attitude that is reflected in the actions or behavior of a person, community group in the form of obedience to regulations, norms that apply in society. Terry (2010: 115) divides the types of work discipline into 2, namely self-discipline and command discipline. The explanation is as follows: 1. Self-discipline, this discipline arises because a person feels his needs have been fulfilled and has become part of the organization so that people will be moved to be aware and voluntarily comply with all applicable regulations. 2. Command discipline, this discipline grows not from sincere feelings, but arises because of coercion/ threats from other people.

In research conducted by Soejono (2010: 36), stated that work discipline is influenced by factors which are also indicators of work discipline, namely: punctuality, using office equipment properly, high responsibility and obedience to office rules. According to Martoyo (2007), management is a collaboration of people to achieve a mutually agreed goal in a systematic, efficient and effective manner. According to Sihotang (2007) management is planning, organizing, and controlling the efforts of members of the organization and the use of other existing resources within the organization, in order to achieve the goals that have been set.

## 2.2 Competence

Competence is a fundamental factor that exists in a person who has more abilities and makes him different from other people who have average abilities (Mangkunegara, 2002). Competence is a person's ability or capacity to perform various tasks in a job, where this ability is determined by intellectual and physical factors (Robbins & Coulter, 2018). Work competence is the work ability of each individual which includes aspects of knowledge, skills, and work attitudes in accordance with established standards (Law No. 13 of 2003 concerning Manpower). Previous researchers have examined many competencies, including: (Ansori & Ali, 2017, (Jacobis, Sularso, and Susanto 2020; Susanto and Suyatno 2019) (Ridwan et al., 2020).

Competence describes a person's ability to work to carry out duties and responsibilities effectively so as to achieve professional quality standards. Spencer and Spencer (1993) quoted by Wibowo stated that "competence is the basic foundation of people's characteristics and shows how to behave or think, equalize situations and support for long periods of time". There are five types of competency characteristics according to (Wibowo, 2007):

- 1) Motives are things that people consistently think or want that cause a person's actions.
- 2) Traits are physical characteristics and consistent responses to situations or information.
- 3) Self-concept is an attitude, value, or description of one's self-image.
- 4) Knowledge is information possessed by a person in a particular field.
- 5) Skill is a person's ability to perform certain physical or mental tasks.

## 2.3 Motivation

According to (Sutrisno, 2014) suggests that individual work performance is a combination of three factors, namely; ability, temperament, and interest of a worker; clarity and acceptance of the explanation of the role of an employee; level of work motivation. Someone who has very low ability even though he has high motivation, will produce lower achievement than someone who has higher ability with the same level of motivation. Conversely someone who has high ability but with lower motivation will produce lower achievement than someone who has the same ability but with higher motivation.

According to Rivai (2004:455-456) motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. These attitudes and values are invisible things that give strength to encourage individuals to behave in achieving goals. Meanwhile, according to Robbins (2006: 198) motivation is defined as a willingness to expend a high level of effort towards organizational goals, which is conditioned by the ability of that effort to fulfill an individual need. Need in this case means an internal state that causes results some looks interesting. An unsatisfied need creates tension that stimulates drives within the individual. This drive gives rise to a search behavior to find certain goals which if achieved will fulfill that need and lead to a reduction in tension.

According to Luthans, et al in Rivai (2004: 141) the source of motivation comes from within (intrinsic). Motivation arises because of a need from within a person that must be fulfilled. According to Wursanto (2003: 300) needs are generators and drivers of behavior. This means that when there is a shortage of needs, people will be more sensitive to motivation.

According to Handoko (2013: 54) work motivation can be measured by paying attention to several indicators including:

1. Income  
Income is any additional economic capability received or obtained by a person which can be used for consumption and to increase wealth in any form.
2. Awards  
Awards, also known as rewards or prizes, are appreciations in the form of material or speech given for the successes or achievements that have been achieved by employees.
3. Career Development  
Career development is the process of carrying out or implementing career planning both carried out by individual employees and by organizations related to employee careers, especially regarding the preparations that must be fulfilled by an employee to achieve certain career goals.
4. Guidance  
Guidance is a technique or way to help individuals achieve optimal development according to their abilities, talents, interests, and values.

## 2.4 Employee Performance

We often hear the term performance and it is very important for an organization or company to achieve its goals. In the context of human resource development, the performance of an employee in a company is needed to achieve performance for the employee himself and for the success of a company. Performance is the result of a planned process of certain work at the time and place of the employee and the organization concerned. Wirawan (2009, p.5) says performance is the output produced by the functions or indicators of a job or a profession within a certain time.

Handoko (2016) terms performance with work performance, namely the organizational process of evaluating or assessing employee performance. According to Gomes (2013) performance is a record of the production results of a particular job or activity in a certain period of time. Sopiah (2011) states that the environment can also affect a person's performance. Employee performance according to Bambang Guritno and Waridin (2015) is being able to increase work targets, being able to complete work on time, being able to create innovations in completing work, being able to create creativity in completing work, being able to minimize work errors.

According to Mangkunegara 2013, employee performance is the result of work in quality and quantity that can be achieved by an employee in the ability to carry out tasks in accordance with the responsibilities given to him by his superiors. Mangkunegara describes the performance indicators as follows:

- a. Work quality
- b. Working quantity
- c. Work Performance
- d. Responsibility

The theory of performance by Mangkunegara is explained starting from the quality of work, quantity of work, implementation of duties and responsibilities. The discussion can be seen in the following description.

- a. Quality of Work
 

Quality of work is measured by employee perceptions of the quality of work produced, perfection in carrying out tasks, as well as the skills and abilities of employees. Quality of work is also the quality of an employee in carrying out work in accordance with the tasks assigned, the quality of work includes work skills, customer satisfaction, and initiative. In practice the quality of work is an important indicator in assessing the performance of an employee. Poor work quality will greatly affect the productivity of employees and the organization itself, but in reality to have quality employees is not easy, leaders must be observant in determining the accuracy of the assigned tasks and the proper position for employees to trigger an increase in the quality of work of these employees.
- b. Quantity of Work
 

The quantity of work refers to the amount of work that has been achieved by an employee. Assessment of the quantity of general work is done by comparing the targets and performance achieved by employees. When he managed to exceed the standards that have been determined, you could say he succeeded. However, if the seven work quantity is low, the leadership needs to further evaluate what happened to the employee.
- c. Implementation of Tasks
 

Implementation of the task is how effective an employee is in completing his duties in accordance with the targets given by the organization. In carrying out their duties, employees are often seen doing a lot of work but not on target, this will certainly interfere with the productivity and progress of the organization. In practice, there are interesting things in this study, namely the age factor can affect an employee in carrying out his duties. As a person's physical age increases, it will decrease, therefore it would be nice for an organization to place young employees in the position of executor so that they can be effective. Besides that, other things that affect it start from the awareness of its employees, professionalism, and physical readiness of employees. To facilitate employees in carrying out their duties it would be nice for an organization or company to pay more attention to the factors that affect the performance of its employees so that they can carry out their work properly.
- d. Responsibility
 

Responsibility is the identity of a cultured human being. Responsibility will begin to appear when humans are aware of the good deeds and bad deeds they have done. The attitude of responsibility at work is part of the performance of the institution. Responsibility is the attitude shown by an employee towards what has been assigned to him. Being responsible for what is delegated by the leadership will guarantee the trust of the leadership and maintain work comfort and work productivity. Responsibility is a form of individual commitment in every activity. In this case, responsibility is seen from the level of attendance and obedience of employees in the office.

Organizational support has a significant effect on performance, work environment has a significant effect on performance (Susanto, Titisari, and Prajitiasari 2021), job satisfaction has a significant effect on performance, organizational support has a significant effect on employee job satisfaction, work environment has a significant effect on job satisfaction, organizational support has a significant effect on performance, work environment has a significant effect on employee performance mediated by job satisfaction.

According to research put forward by Layli Dwi Lestari, Mohammad Yahya Arief, Riska Ayu Pramesth (2022), work discipline has a significant positive effect on job satisfaction, work discipline has a positive but not significant effect on performance, job satisfaction has a significant positive effect on employee performance, work discipline has a significant effect on performance through job satisfaction.

According to the research of Andi Hidayat, Solihin Mattalatta, Amar Sani, Muhammad Nurhadi N (2020), there is a direct and indirect influence from the examination of the exogenous and endogenous variables studied, the results show that competence shows a critical ratio value that has a positive and significant effect on performance, competence shows a positive and significant critical ratio value on job satisfaction, job satisfaction shows a positive and significant critical ratio value on performance, while the non-influence test with the Sobel test model found a positive and significant value where the competence given mediation of job satisfaction has an impact on employee performance

### 3. METHOD

Writing scientific articles is done using qualitative methods and literature studies or Library Research by using an analysis of the factors that can affect employee performance. Employee performance is important in the success of an organization to achieve goals in accordance with the vision and mission of the organization. The studies were obtained from relevant literature with written theories and discussions as well as analyzing scientific journals both nationally and internationally.

### 4. DISCUSSION

This article discusses the variables that affect employee performance. Based on existing book references and previous research, it is known that many factors have a positive effect on employee performance. Some of these factors include organizational culture, organizational commitment and work motivation.

#### 4.1 Effect of Work Discipline on Employee Performance

Discipline is a person's obedience in following rules or regulations because it is driven by awareness that is in his conscience without any coercion from outsiders. Suharsimi Arikunto (1980: 114). Discipline is behavior and discipline in accordance with rules and regulations, or behavior obtained from continuous training. (Thomas Gordon, 1996)

The results of the study according to Layli Dwi Lestari, Mohammad Yahya Arief, Riska Ayu Pramesth (2022) state that work discipline has a significant positive effect on job satisfaction, work discipline has a positive but not significant effect on performance, job satisfaction has a significant positive effect on employee performance, work discipline has a significant effect on performance through job satisfaction.

#### 4.2 The Effect of Competence on Employee Performance

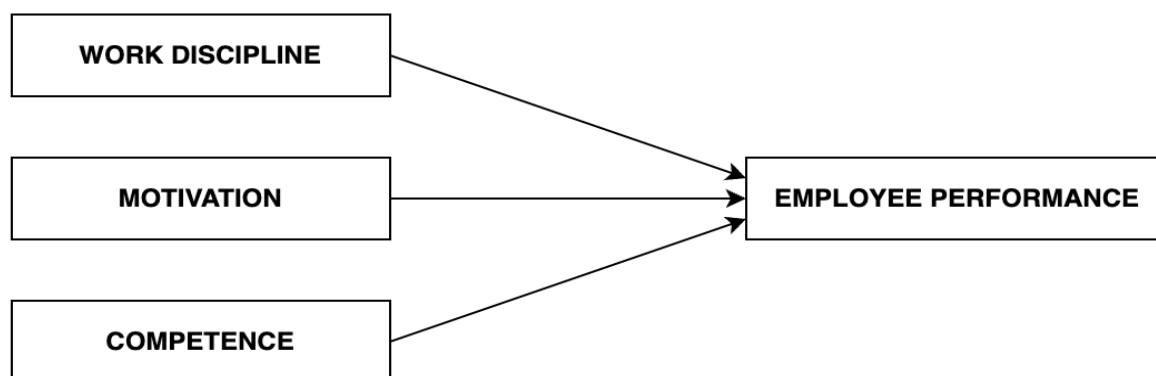
Employees have high competence so that they can provide an increase in the share of work owned by employees (Susanto, Suyatno, and Susetyarsi 2017) (Abdi and Wahid, 2018). According to the research results of Sri Langgeng Ratnasari, Gandhi Sutjahjo, Ervin Nora Susanti, Rona Tanjung, Widodo Ismanto, competence has a significant effect on performance, motivation has a significant effect on job satisfaction, competence has a significant effect on job satisfaction, creativity has a significant effect on job satisfaction, competence has a significant effect not significant to performance, motivation has a significant effect on performance, creativity has no significant effect on performance, competence has no significant effect on performance, satisfaction has no significant effect on performance.

#### 4.3 The Effect of Motivation on Employee Performance

Motivation questions how to encourage subordinates' work enthusiasm, so that they want to work hard by providing all abilities and skills to realize company goals (Malayu, 2015). Based on the research results of Efrinawati, Yusup, Suarni Norawati, Supardi (2022), work motivation has been proven to influence employee performance achievements, meaning that the more motivated employees are at work it is proven that it will increasingly have an impact on employee performance at the Riau Province Manpower and Transmigration Office and so does vice versa. Work motivation has been proven to influence the level of employee job satisfaction,

meaning that the more motivated employees are at work it is proven that it will increasingly have an impact on employee job satisfaction at the Riau Province Manpower and Transmigration Office and vice versa. Job satisfaction has been proven to affect employee performance, meaning that the more satisfied employees are at work, the more it will have an impact on employee performance at the Riau Province Manpower and Transmigration Office and vice versa.

### Conceptual Framework



From the theoretical review, the study of relevant literature and the description of the conceptual framework above, then: the variables of Work Discipline, Motivation and Competence affect employee performance.

Apart from these three variables that affect, there are many other variables that affect employee performance:

1. Work Environment (Artana, 2012)
2. Competence (Anainur, 2018)
3. Compensation (Taufiq, 2013)

## 5. CONCLUSION

Based on the formulation of the article and discussion, hypotheses can be formulated for further research:

1. Work discipline affects employee performance. The application of good work discipline in the organization will have a positive influence on employee performance.
2. Motivation affects Employee Performance. Employees who have good motivation will have a positive effect on employee performance.
3. Competence affects Employee Performance. Good and appropriate competence possessed by employees will positively affect employee performance.

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