

RESEARCH ARTICLE

Literature Review: The Influence of Motivation, Work Discipline, Job Satisfaction, and Employee Loyalty on Employee Performance

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Abstract: The purpose of this article is to analyze the impact of motivation, work discipline, job satisfaction, and loyalty on employee performance based on five articles. This narrative literature review aims to identify and summarize previously published articles without critique of the reviewed articles. The type of research used in these five articles is quantitative. Employees are individuals capable of performing work, making them critically important as human resources for companies to support the achievement of set targets. This study has found a mutually positive relationship between variables. Among them, motivation affects employee performance, work discipline affects employee performance, job satisfaction affects employee performance, and work loyalty affects employee performance. This research has produced several reviews from five articles that have provided scientific decisions. The contribution of this research is expected to provide ease for other researchers who will develop their scientific work with similar themes in the future.

Key words: Keywords: Motivation, work discipline, job satisfaction, work loyalty, employee performance, systematic review

Abstrak: Tujuan penulisan artikel ini adalah untuk menganalisis pengaruh motivasi, disiplin kerja, kepuasan kerja, dan loyalitas terhadap kinerja karyawan terhadap lima artikel. Narrative literature review ini bertujuan untuk mengidentifikasi dan meringkas artikel yang telah diterbitkan sebelumnya tanpa ada kritik untuk artikel yang direview. Jenis penelitian yang digunakan dalam 5 artikel ini adalah penelitian kuantitatif. Karyawan merupakan orang yang mampu melakukan pekerjaan, sehingga karyawan sangat penting sebagai sumber daya manusia bagi perusahaan untuk menunjang proses tercapainya target yang sudah ada. Penelitian ini telah menemukan adanya hubungan yang saling berpengaruh positif antara variabel. Diantaranya motivasi berpengaruh kinerja karyawan, disiplin kerja berpengaruh terhadap kinerja karyawan, kepuasan kerja berpengaruh terhadap kinerja karyawan, dan loyalitas kerja berpengaruh terhadap kinerja karyawan. Penelitian ini telah menghasilkan beberapa kajian dari 5 artikel yang telah memberikan keputusan secara ilmiah. Kontribusi penelitian ini diharapkan dapat memberikan kemudahan bagi peneliti lain yang akan mengembangkan karya ilmiahnya dengan tema yang serupa dikemudian hari.

Kata kunci: Motivasi, disiplin kerja, kepuasan kerja, loyalitas kerja, kinerja karyawan, tinjauan sistematis

INTRODUCTION

In an institution, company, or organization, each has its targets. To achieve these targets, good human resources are needed to support the achievement process. The use of human resources plays an important role that needs to be realized because human resources are one of the determining factors for a company's success. Considering

the significant role and position of human resources as employees in business activities, high work discipline is required.

Discipline is a person's behavior in accordance with the rules and work procedures in an organization, both written and unwritten. Good work discipline in employees will accelerate the company's goals, while undisciplined employees will slow down the achievement of company goals.

If a company is able to improve discipline, work will be completed more quickly, minor damages can be reduced, absenteeism can be minimized, and the likelihood of employee turnover will also be reduced. For an organization or company, the creation of quality human resources is a goal where this is very important for improving employee performance.

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Employee Performance

According to Mangkyneegara, (2013), performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to them. Edison, Anwar, & Komariyah, (2017) state that performance is the result of a process that refers to and is measured over a certain period based on predetermined terms or agreements. From the above description, it can be concluded that performance is a series of activities in a process carried out by employees in their efforts to achieve results as determined.

Meanwhile, the indicators for measuring employee performance (Moheriono, 2012) are as follows:

1. Effective, this indicator measures the degree of suitability of the process produced in achieving something desired.
2. Efficient, this indicator measures the degree of suitability of the process in producing output using the lowest possible costs.
3. Quality, this indicator measures the degree of suitability between the quality of the product or service produced with the needs and expectations of consumers.
4. Timeliness, this indicator measures whether the work has been completed correctly and on time.
5. Productivity, this indicator measures the level of effectiveness of an organization.

Work Discipline

According to Mangkunegara, (2013), there are two forms of work discipline; 1) Preventive Discipline is an effort to motivate employees to follow and comply with the work guidelines and rules set by the company; 2) Corrective Discipline, is an effort to motivate employees to unite a regulation and direct them to continue complying with the rules according to the guidelines applicable to the company.

Work discipline is a tool used by managers to communicate with employees so they are willing to change a behavior and as an effort to increase the awareness and willingness of a person to obey all company rules and applicable social norms (Sutrisno, 2019).

According to Sutrisno, (2019) the indicators regarding work discipline include:

1. Regulations on entry, leave, and break times.
2. Basic regulations on dressing, and behaving in work.
3. Regulations on how to perform work and interact with other work units.
4. Regulations on what can and cannot be done by employees while in the organization and so forth.

Job Satisfaction

According to Mangkunegara, (2013), there are two factors that influence job satisfaction, namely factors in the employee and work factors; 1) employee factors include intelligence (IQ), specific skills, age, gender, physical condition, education, work experience, length of service,

personality, emotions, thinking, perception and work attitude. 2) work factors include type of work, organizational structure, rank (group), position, quality of supervision, financial security, promotion opportunities, social interaction, and work relationships. Employee job satisfaction is the moral motivation of employees, discipline, and the work performance of employees in supporting the realization of the goals a company wants to achieve (Hasibuan, 2014).

Indicators that determine job satisfaction according to Robbins (2015) are: 1) Mentally challenging work. Employees tend to prefer jobs that give them the opportunity to use their skills and abilities and offer a variety of tasks, freedom, and feedback. 2) Supportive working conditions. Employees care about a good environment for personal comfort and to facilitate doing a good job. 3) Appropriate wages. Employees want a wage system and promotion policy that they perceive as fair and in line with their expectations. Wages seen as fair based on job demands, individual skill levels, and community wage standards, are most likely to result in satisfaction. Promotions provide opportunities for personal growth, more responsibility, and increased social status. 4) Personality fit with the job. Holland's "personality-job fit" theory concludes that a high match between an employee's personality and occupation will result in a more satisfied individual. People with personality types similar to their jobs are likely to be successful in their jobs, and thus will also achieve high satisfaction. 5) Supportive coworkers. For most employees, work also meets the need for social interaction. Therefore, it is not surprising that having friendly and supportive coworkers leads to increased job satisfaction.

Work Motivation

Motivation is a factor that is very decisive for companies; without motivation, good performance will be difficult to achieve (Fachreza et al, 2018). Motivation can be defined as a mental state and attitude that provides energy, drives activity, and channels or directs behavior towards achieving needs that provide satisfaction or reduce imbalance (sari et al, 2021). Motivation is the process of being willing to make high-level efforts to achieve organizational goals, conditioned by the ability of these efforts to satisfy some individual needs. Although in general, motivation refers to efforts made to achieve any goal, here we refer to organizational goals because our focus is on work-related behavior (Ardian, 2019).

METHODS

This written work aims to delve deeper into the impacts of work discipline, job satisfaction, and employee loyalty on employees. The method used in this article is a literature review, and the goal is to assess and summarize.

Table 1. Reviewed journal articles

No	Author	Themes	Results
1.	Ery teguh prasetyo	Pengaruh disiplin kerja dan kepuasan kerja terhadap kinerja karyawan	The study results indicate a significant and positive influence of work discipline on employee performance at 78.9%, with an r^2 of 0.789 and Sig. of 0.000<0.05

2	Elysa Mardiana	Pengaruh Disiplin Kerja dan Kompensasi terhadap kinerja karyawan bagian HC&GA Group Head PT Jasmarga Jalanlayang Cikampek	The study results show a significant and positive influence of work discipline on employee performance at 90.4%, with an r^2 of 0.904 and Sig. of 0.000<0.05
3.	Irfan Rizka Akbar	Pengaruh disiplin kerja dan motivasi terhadap kinerja karyawan pada PT.Pos Indonesia Kantor Cabang Pondok Aren	The study results indicate a significant and positive influence of work discipline on employee performance at 67.7%, with an r^2 of 0.677 and Sig. of 0.000<0.05
4.	Ni Putu Novi Sri Astiti	Pengaruh Disiplin Kerja, Kepuasan Kerja dan Loyalitas Karyawan Terhadap Kinerja Karyawan Agrowisata Bagus Agro Pelaga	The study results show a significant and positive influence of work discipline on employee performance at 95.6%, with an r^2 of 0.956 and Sig. of 0.000<0.05
5.	Ratna Fitriani	Pengaruh Disiplin Kerja dan Motivasi terhadap Kinerja Karyawan di Favehotel Malioboro Yogyakarta	The study results indicate a significant and positive influence of work discipline on employee performance at 61.7%, with an r^2 of 0.617 and Sig. of 0.000<0.05

The research method used by Ery teguh prasetyo is quantitative. Data collection was performed using a questionnaire. The hypotheses established:

- H1: The influence of discipline on Employee Performance
- H2: The influence of satisfaction on Employee Performance
- H3: The influence of discipline and satisfaction on Employee Performance

The research method used by Elysa Mardiana is quantitative with data collection done through questionnaires. The hypotheses formulated:

- H1: The influence of Work Discipline on Employee Performance
- H2: The influence of Compensation on Employee Performance
- H3: The influence of Discipline and Compensation on Employee Performance

The research method used by Irfan Rizka Akbar is quantitative with data collection performed via questionnaires. The hypotheses established:

- H1: The influence of Work Discipline on Employee Performance
- H2: The influence of Motivation on Employee Performance
- H3: The influence of Discipline and Motivation on Employee Performance

The research method used by Ni Putu Novi Sri Astiti is quantitative with data collection through questionnaires. The hypotheses formulated:

- H1: The influence of Work Discipline on Employee Performance
- H2: The influence of Job Satisfaction on Employee Performance
- H3: The influence of Job Satisfaction on Employee Loyalty
- H4: The influence of Employee Loyalty on Employee Performance

The research method used by Ratna Fitriani is quantitative with data collection via questionnaires. The hypotheses established:

- H1: The influence of Work Discipline on Employee Performance
- H2: The influence of Work Motivation on Employee Performance
- H3: The influence of Work Discipline and Motivation on Employee Performance

RESULTS AND DISCUSSIONS

A significant effect was found between job satisfaction and the performance of employees at PT. Nihon Plast Indonesia, which implies that an increase in job satisfaction could lead to higher performance. Conversely, employees with low job satisfaction have a higher likelihood of leaving the company.

Work discipline has a significant influence on work productivity. Therefore, it can be concluded that improving employee work discipline will have an impact on enhancing the performance of employees in the company. There is a significant effect between work discipline and compensation on the performance of employees at the HC&GA Group Head of PT. Jasmarga, suggesting that if work discipline and compensation are improved, it will affect the performance increase of employees at HC&GA Group Head of PT. Jasmarga.

Work discipline has a significant influence on the performance of employees at PT. Pos Indonesia, leading to the conclusion that improved work discipline will impact the enhancement of employee performance at PT. Pos Indonesia. Motivation significantly affects the performance of employees at PT. Pos Indonesia, indicating that providing work motivation will lead to improved employee performance. There is a significant effect between work discipline and motivation on employee performance, implying that if work discipline and motivation are executed, it will impact employee performance.

The analysis results show that work discipline has a significant positive effect on employee performance. This finding is reinforced by the theory presented by Sutrisno (2019), which states that work discipline can reflect strength, as individuals who succeed in their work or work results are those who have high discipline. There is a significant influence of job satisfaction on employee performance, suggesting that if job satisfaction is achieved, then employee performance will increase.

The analysis of job satisfaction on employee loyalty has a positive effect. Hence, if satisfaction is achieved, then employee loyalty will be high, and conversely, if satisfaction is low, it will impact the employees' loyalty to the company.

CONCLUSION AND RECOMMENDATION

The conclusion of the literature review of the article, as per the established goal, is the influence of motivation, work discipline, job satisfaction, and work loyalty on employee performance. This research has found a mutually positive relationship among the variables. It has produced several studies from five articles that have made scientific decisions. The contribution of this research is expected to facilitate

other researchers who will develop their scientific work on similar themes in the future.

This research also acknowledges limitations in conducting the review and many other factors that influence work discipline, motivation, and employee performance, besides job satisfaction and loyalty. Continuing this research, further studies are needed to explore other factors that could be investigated, including variables such as compensation, leadership, and cooperation.

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