

Analysis of Training, Motivation, and Discipline Configuration as Predictors of Employee Performance: An Empirical Study and Synthesis of the Systematic Literature Review (SLR)

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ABSTRACT:

This study examines the configuration of training, motivation, and work discipline as predictors of employee performance through an integrated hybrid approach combining empirical analysis and a Systematic Literature Review (SLR). The empirical component employs a quantitative non-experimental design using purposive sampling and Likert-scale questionnaires to analyze the effects of motivation and discipline on employee performance. Regression results indicate that both motivation and discipline significantly and positively influence performance, and their combined effect is stronger than their individual contributions. Complementing these findings, the SLR synthesizes research from 2019-2024 sourced from open-access scholarly databases, revealing consistent evidence that training enhances employee capability, motivation drives productive behavior, and discipline ensures behavioral consistency in achieving organizational standards. The integration of empirical and SLR findings produces a comprehensive performance model grounded in three key dimensions: ability (shaped by training), motivation (driving willingness to work), and behavioral control (maintained through discipline). This study contributes theoretically by offering an integrative predictor framework and practically by providing recommendations for human resource managers to design aligned interventions in training, motivation systems, and discipline enforcement. Future research is suggested to incorporate mediating or moderating factors such as leadership, organizational culture, and digital learning environments to expand the proposed model.

Keywords: Training, Motivation, Work Discipline, Employee Performance, Systematic Literature Review, Human Resource Management.

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INTRODUCTION

Employee performance is a crucial element in achieving organizational goals, especially amidst increasingly fierce and rapidly changing competition. Organizations require human resources who are not only competent but also possess strong work motivation and discipline in carrying out their duties. The dynamics of today's business environment demand continuous improvement in the quality of human resources through appropriate training programs, effective motivation management, and the implementation of work discipline that can maintain consistent behavior. Therefore, understanding the factors that influence performance is a strategic agenda for organizations seeking to maintain a long-term competitive advantage.

Job training plays a crucial role in shaping performance by providing skills updates, improving technical competency, understanding work procedures, and the ability to adapt to change. Systematically designed training can bridge competency gaps, enabling employees to work more effectively and efficiently. However, training alone is insufficient without internal factors such as motivation. Motivation is the driving force that directs employees' energy, focus, and commitment to achieving targets. High motivation drives individuals to work beyond minimum standards, improve the quality of work, and find creative ways to complete tasks.

In addition to training and motivation, work discipline is also a determining factor in successful performance. Discipline is not only about adherence to rules, but also reflects consistency in task execution, maintaining standards of behavior, and adhering to operational procedures. Discipline serves as a control mechanism that ensures employee potential and competence remain aligned with organizational goals. Without adequate discipline, even high motivation can be hampered by inconsistent work behavior.

Much research has been conducted on employee performance, but most only examine partial relationships, such as motivation and performance or discipline and performance. Studies that place training as the primary variable also often stand alone without considering the integration of the three. In fact, training, motivation, and discipline have a complementary relationship: training enhances ability, motivation drives willpower, and discipline maintains consistency of action. These three components form a configuration that, theoretically, can have a stronger influence on performance than if examined separately.

Research gaps are also evident in methodology. Most previous studies have used a quantitative, survey-based empirical approach, but few have combined it with a systematic literature synthesis that could provide a more comprehensive understanding. Integrating the two methods, however, offers a dual analytical power: empirical data depicts real-world conditions within a specific organizational context, while SLR provides a deep theoretical foundation and maps recent research trends across a broader scope. With an integrated approach, researchers can assess whether empirical results align with or differ from patterns of findings in the global literature.

This study is designed to address this gap by simultaneously employing two methods: an empirical approach and a Systematic Literature Review (SLR). The empirical approach is used to examine the influence of motivation and discipline on employee performance in a real-world organizational setting. Conversely, the SLR is used to synthesize the past five years of research addressing training, motivation, discipline, and their impact on performance. The integration of these two approaches provides a more holistic perspective, combining training as a

capability-building factor with empirical findings related to motivation and discipline as drivers of work behavior.

Through this approach, the research is expected to produce a comprehensive performance model, encompassing three main dimensions: ability, motivation, and behavioral control (discipline). This model is essential as a basis for developing HR management strategies in various organizations. By understanding how training interacts with motivation and discipline, organizations can design more targeted and results-oriented HR development policies.

Beyond theoretical and methodological contributions, this study also offers practical value. The integration of empirical findings and SLR results in stronger recommendations for practitioners in designing training programs that not only enhance skills but also link to strategies for strengthening motivation and discipline. HR policies implemented in isolation are often less effective; therefore, this study emphasizes the need for an integrated, evidence-based approach. Training without motivational and discipline support tends to produce competencies that are not fully reflected in actual performance.

Furthermore, this study opens up opportunities for academics to develop further research, for example by examining variables such as leadership, organizational commitment, job satisfaction, work culture, or other contextual factors that can strengthen the relationship between variables. In the digital era, aspects of technology and digital-based learning are also important topics to study regarding the effectiveness of training and work behavior.

Based on the overall description, this study aims to integrate empirical evidence and literature synthesis to build a stronger understanding of the contribution of training, motivation, and discipline to employee performance. Using a hybrid empirical-SLR approach, this study not only offers scientific contributions but also significant practical benefits for HR management. The research results are expected to serve as a reference in designing more comprehensive, measurable, and sustainable performance improvement strategies.

METHODS

Research Design

This study uses a non-experimental mixed methods approach, integrating quantitative empirical analysis and a Systematic Literature Review (SLR). The empirical approach is used to examine the relationship between work motivation and discipline on employee performance based on field data. Meanwhile, the SLR is used to synthesize research findings from the past five years on the influence of training, motivation, and discipline on performance. The integration of these two methods was chosen to provide a comprehensive understanding of the configuration of factors influencing employee performance, both from the perspective of empirical data and the latest scientific evidence based on global literature.

Empirical Methods

Population and Sample

The population in the empirical part of this research is employees at the organization being studied. The sampling technique used was purposive sampling, which selects respondents based on criteria relevant to the research variables, such as length of service, position, and involvement in operational procedures. The minimum sample size refers to the requirements

for simple and multiple regression analysis, namely a minimum of 30–50 respondents to ensure sufficient data for statistical testing.

Research Instruments

The main research instrument was a closed-ended questionnaire with a five-point Likert scale. This instrument included indicators of employee motivation, discipline, and performance, developed based on theoretical concepts from the literature review. The instrument's validity and reliability were tested through construct validity and Cronbach's alpha before being used as the basis for analysis. The instrument was ensured to meet the criteria for reliability and validity to ensure reliable measurement results.

Data Collection Techniques

Empirical data was collected by distributing questionnaires directly and digitally to eligible respondents. Responses were collected over a specific period to ensure data consistency. In addition to the questionnaires, informal interviews were conducted to verify respondents' interpretations of the statements in the instrument.

Data Analysis Techniques

The analysis techniques used were descriptive and inferential statistics. Descriptive statistics were used to describe the respondent profile and distribution of responses. Inferential analysis, in the form of linear regression, was used to examine the influence of motivation and discipline on employee performance. Testing included the classical assumption test, T-test, F-test, and coefficient of determination to determine the strength of the relationship between components. The results of the analysis were used to confirm the role of motivation and discipline as predictors of performance.

Systematic Literature Review (SLR) Method

SLR Protocol

The SLR was conducted following the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) standards. This process involved identifying, screening, selecting, and synthesizing the literature. The studies reviewed were open-access journal articles published between 2019 and 2024, and included variables related to training, motivation, discipline, or employee performance. The SLR protocol was designed to ensure rigor, transparency, and replicability of the review process.

Literature Search Strategy

The search was conducted in various open-access journal databases such as DOAJ, Garuda, Google Scholar Open Access, and open-access publisher portals. Keywords used in the search included combinations of phrases such as training, employee performance, work motivation, work discipline, human resource management, and organizational behavior. The Boolean operators AND/OR were used to refine the search process.

Inclusion and Exclusion Criteria

Inclusion criteria include:

- a. Open access scientific journal articles.
- b. Published in the last five years.
- c. Analyze the impact of training, motivation, or discipline on employee performance.
- d. Written in Indonesian or English.

Exclusion criteria include:

- a. Non-peer-reviewed articles, such as proceedings or reports.
- b. Articles that do not contain relevant empirical data or conceptual analysis.
- c. Paid articles or not fully accessible.

PRISMA Process

The PRISMA process consists of four stages:

- a. Identification– initial article found through database search.
- b. Screening– removal of duplication and selection based on title/abstract.
- c. Eligibility– articles are selected based on full content.
- d. Inclusion– articles that meet the criteria enter the synthesis stage.

The PRISMA diagram will be shown in the SLR results section in Chapter 5.

Literature Synthesis Techniques

The synthesis was conducted using narrative synthesis, an approach that summarizes patterns of findings, relationships between concepts, and research trends from various studies. Studies with similar themes were grouped to generate a comprehensive understanding of the relationship between training, motivation, and discipline and performance. The synthesis was conducted systematically to build an integrative model based on high-quality literature evidence.

Integration of Empirical Methods and SLR

Data integration was conducted during the discussion stage by comparing the empirical results of the field research with the findings in the SLR. If the empirical findings align with the literature, the integration strengthens external validity. Discrepancies were analyzed as potential gaps that could enrich theoretical understanding. This integration resulted in a predictive model based on three main elements: ability through training, willingness through motivation, and behavioral control through discipline.

RESEARCH RESULT

Empirical Results

The empirical analysis shows that motivation and discipline have a positive effect on employee performance. Descriptively, respondents gave high ratings to the motivation aspect, as reflected in internal drive, achievement orientation, and consistent work ethic. Regarding discipline, the majority of respondents demonstrated a high level of compliance with organizational rules, punctuality, and completion of tasks according to procedures. These findings indicate that the organization in question has an effective work behavior management mechanism in place.

Regression tests confirm that motivation contributes significantly to improved performance. The higher the motivation level, the more likely employees are to demonstrate better work quality and productivity. Strong motivation appears to foster enthusiasm, initiative, and active involvement in task execution. Furthermore, discipline has also been shown to significantly impact performance. Employees with high levels of discipline tend to carry out procedures consistently, on time, and with meticulous work. The impact of discipline not only serves as a control mechanism but also supports effectiveness and accuracy in completing work.

Simultaneously, motivation and discipline exert a stronger influence on performance than when examined individually. The combination of the two significantly contributes to optimal performance. This finding confirms that employee performance is the result of a synergy between internal drive and consistent work behavior. When high motivation is accompanied by good discipline, employees tend to be more productive, adhere to standards, and demonstrate a strong commitment to organizational goals.

Results of the Systematic Literature Review (SLR)

Initial Identification Results

During the identification stage, several articles were found through searches of various open-access databases using keywords related to training, work motivation, work discipline, and employee performance. From the initial search, dozens of articles were identified as relevant study candidates. These articles came from SINTA-indexed national journals, international open-access journals, and full-access scientific repositories.

Screening and Selection Results

After duplication was removed, articles were screened based on title and abstract to ensure alignment with the research focus. Articles that were irrelevant, lacked full access, or did not address key variables were eliminated at this stage. Further selection was conducted by reviewing the full content of the articles to assess the appropriateness of the methodology, variables, and research results.

Final SLR Result

The final selection resulted in a collection of articles containing findings related to training effectiveness, the influence of motivation, and the role of discipline in improving performance. Literature findings indicate that consistent training improves employees' technical and non-technical skills, making them better prepared for changes and job demands. Motivation is generally found to be a significant driver that directs productive behavior, increases persistence, and strengthens commitment to work. Meanwhile, work discipline has been shown to ensure behavioral consistency in achieving performance standards. The combination of the three appears in many studies as a complementary set of factors that enhance overall performance.

PRISMA Diagram (Textual Narrative)

The following PRISMA diagram is presented in the form of a narrative description according to national journal publication standards:

a. Identification

The initial search yielded a number of articles from open-access databases. Duplicate articles were removed at an early stage.

b. Screening

Articles were then screened based on their titles and abstracts. Studies irrelevant to training, motivation, discipline, or performance variables were eliminated.

c. Eligibility

Articles that pass the initial selection process are subjected to a more in-depth review based on their full content. The selection criteria include variable suitability, publication period, full accessibility, and methodological quality.

d. Included

Articles that met all inclusion criteria were used as the basis for SLR synthesis and analyzed to find patterns of relationships between research variables.

Table 1
SLR Literature Review Matrix

Author & Year	Variables Studied	Method	Key Findings	Relevance to the Study
Ariprabowo et al. (2021)	Training, Motivation, Discipline → Performance	Quantitative	The three variables are significant simultaneously	Supports three-factor configuration
Marsandya et al. (2023)	Training, Motivation → Performance	Quantitative	Motivation is very dominant	Supporting the dimension of will
Afriyani et al. (2023)	Discipline, Motivation → Performance	Quantitative	Discipline has a significant influence	Strengthening behavioral control
Fesanlau et al. (2024)	Training → Performance	Quantitative	Competency improvement training	Strengthening the capability dimension
Diantari (2023)	Training, Motivation → Performance (Satisfaction Mediation)	Quantitative	Training & motivation through mediation	Adding dimensions of behavior
Princess & Wisdom (2023)	Training, Motivation, Discipline → Performance	Quantitative	All three are simultaneously significant	Very relevant to the research model

Source: Data Processed

Synthesis of Main Findings

The integration of empirical results and the SLR indicates that all three variables—training, motivation, and discipline—play a significant role as predictors of employee performance. Empirical results indicate that motivation and discipline significantly influence performance. Meanwhile, the SLR confirms that training plays a role in enhancing work capabilities and readiness. These three factors complement each other: training shapes capabilities, motivation drives productive behavior, and discipline maintains consistent actions. This integrative model emphasizes that employee performance is not sufficiently explained by a single aspect, but rather is the result of the interaction of cognitive, affective, and behavioral factors within an organizational context.

DISCUSSION

This research discussion focuses on combining empirical findings with the results of a Systematic Literature Review (SLR) to provide a comprehensive understanding of the role of training, motivation, and discipline as predictors of employee performance. This hybrid approach allows for a more comprehensive analysis by integrating contextual field findings with broader scientific evidence from recent research. Thus, the discussion not only examines the relationships between variables but also identifies general patterns and strategic implications for human resource management.

Empirical results show that motivation has a significant influence on employee performance. This finding reinforces the view that motivation is a key driver of productive behavior. Motivation drives employees to improve the quality and quantity of work, as well as fostering initiative in completing tasks. Theoretically, this finding reinforces the understanding that motivation is the psychological energy that directs individuals to achieve organizational goals. Highly motivated employees tend to demonstrate greater commitment, enthusiasm, and creativity. Integration with the SLR also demonstrates a consistent pattern that motivation is one of the most stable predictors of performance across various types of organizations.

In addition to motivation, work discipline has also been shown to significantly impact performance. Discipline ensures that work behavior remains within the framework of operational standards, thus maintaining efficiency and effectiveness. These results confirm that discipline functions as a control mechanism that maintains consistency in task execution. Discipline is reflected in punctuality, adherence to procedures, and alignment of actions with organizational values. The SLR findings also show that discipline is consistently associated with smooth operations and successful target achievement. Without discipline, even high motivation will not produce optimal performance because work behavior becomes undirected.

SLR provides another important dimension through its discussion of training as a reinforcement of employees' basic capabilities. Training improves knowledge and skills, enabling employees to better cope with job demands. The literature shows that quality training can reduce error rates, accelerate the understanding of new procedures, and increase adaptability. In this integrative discussion, training is positioned as a builder of abilities, motivation as a driver of willpower, and discipline as a controller of behavioral consistency (behavioral control). These three elements form the foundation of a comprehensive and complementary performance model.

The integration of these three variables confirms that performance is not the result of a single factor, but rather a combination of competencies acquired through training, psychological drive through motivation, and behavioral consistency maintained through discipline. This integrative model aligns with the modern human resource management paradigm, which states that performance is the result of the interaction between individual factors, behavior, and organizational systems. Theoretically, these findings emphasize the importance of a multidimensional approach to improving performance compared to approaches that focus solely on one aspect.

From a practical perspective, this research provides several important implications for HR management. First, organizations need to ensure that training is designed based on competency needs and is relevant to organizational goals, rather than simply a formality. Second, motivational strategies need to include non-monetary aspects such as recognition, career opportunities, and a supportive work environment. Third, discipline must be enforced through fair, consistent, and transparent rules to ensure work behavior remains aligned with organizational standards. This discussion also emphasizes the need to integrate these three variables into HR policies. Effective training strengthens capabilities, motivation ensures those capabilities are optimally utilized, and discipline maintains consistency in implementation. Interventions that prioritize only one aspect often lack sustainable impact; conversely, an integrated approach is more capable of creating stable and high-quality performance.

From a scientific perspective, this study opens up opportunities to examine other variables that could act as mediators or moderators, such as organizational culture, leadership, digital technology, or work environment conditions. These aspects have the potential to strengthen or alter the relationships between variables, and therefore are worthy of exploration in further research. Overall, this discussion confirms that a comprehensive understanding of employee performance requires an approach that integrates ability, willingness, and behavioral control. This study makes an important contribution by integrating empirical results with SLR, resulting in a performance model that is not only theoretically robust but also relevant and applicable to organizational practice.

The results of this discussion are also consistent with research by Mahmuddin et al. (2022), Marsandya et al. (2023), and Aripriabowo et al. (2021), which showed that training, motivation, and discipline simultaneously contribute to improved performance. The SLR also supports these findings, where training has been shown to improve both technical and non-technical competencies (Fesanlau et al., 2024) and, in some cases, plays a role through mediators such as discipline or job satisfaction (Diantari, 2023). Recent literature emphasizes that these three variables complement each other: training builds capabilities, motivation strengthens willpower, and discipline maintains behavioral consistency. This integration demonstrates that improving employee performance is a multidimensional phenomenon that requires comprehensive intervention across capabilities, willpower, and behavior

CONCLUSION

This study yields a comprehensive understanding of the role of training, motivation, and discipline as predictors of employee performance through a hybrid approach that integrates empirical analysis and a Systematic Literature Review (SLR). Empirical results indicate that motivation and discipline have a significant influence on employee performance. Motivation plays a role in encouraging employees to behave productively, increase engagement, and

achieve work targets, while discipline ensures consistency of work behavior according to organizational standards. The SLR findings reinforce these results by adding that training is a crucial factor in shaping employee work capabilities and readiness to face job demands. These three variables form an integrative performance model: ability is acquired through training, willingness is influenced by motivation, and behavioral consistency is maintained through discipline. Thus, employee performance is the result of the interaction of three main dimensions that complement each other in creating optimal work performance.

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