

The Influence of Work Discipline, Motivation, Competence, and Work Environment on Work Productivity

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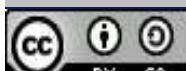
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ABSTRACT

Work productivity is one of the most important aspects of an organization. It refers to the results of employees' work within a certain period, carried out effectively and efficiently by considering the resources used to perform their tasks. This study aims to empirically test and analyze the influence of work discipline, motivation, competence, and work environment on work productivity, both partially and simultaneously. The method used in this study is a quantitative research method with a descriptive and verification approach. The data sources consist of primary and secondary data. Data collection techniques used include interviews, questionnaires, observations, and library research conducted both online and offline. The population in this study includes all 36 employees; therefore, the sampling technique applied is a census sample or total sampling. The analytical tool used is SPSS version 25. The validity and reliability of the data were assessed through validity and reliability tests, classical assumption tests, and data analysis techniques such as multiple linear regression, correlation, and coefficient of determination analyses. Hypothesis testing was conducted using the t-test (partial) and F-test (simultaneous). The results of this study indicate that work discipline, motivation, competence, and work environment have a positive and significant effect on work productivity, both partially and simultaneously, with a contribution of 93.3%, while the remaining 6.7% is influenced by other variables not examined in this study.

KEYWORDS

Work Productivity, Work Discipline, Motivation, Competence, and Work Environment



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INTRODUCTION

Every organization requires effective human resource management, including notary offices (Adom-Nyankey & Andoh, 2022; Claude, 2024; Madulu, 2016; Suwardiyati & Rustam, 2024). As institutions responsible for providing legal services to the public, notary offices have unique operational characteristics (Adjie, 2023; Nurjanah & Sunardi, 2024). They protect the public's rights and promote transparency in legal transactions by ensuring that all parties involved possess complete and accurate information.

The effectiveness of a notary office in assisting the public with legal and administrative needs can be determined by its productivity (Adjie, 2023; Nurjanah & Sunardi, 2024). Productivity is a key factor in assessing the success and performance of an organization. Therefore, high productivity is essential to improve service quality and meet public expectations. In recent years, however, notary offices have faced increasingly complex

challenges, such as intense competition, regulatory changes, and rising public expectations regarding service quality (Al-Ibrahim, 2014; Common et al., 2016; Da Costa & Nahak, 2024; Strohmaier & Williams, 2018). To address these challenges, notary offices must enhance employee productivity to remain competitive and deliver quality services, and the notary office of Dewi Sri Yuniarti, S.H., M.Kn., in Bandung Regency is no exception.

Based on initial observations and preliminary interviews with the head of the notary office of Dewi Sri Yuniarti, S.H., M.Kn., in Bandung Regency, there are indications of fluctuations in employee productivity, characterized by decreased attendance rates, an increase in inappropriate work behavior, and reduced employee initiative in completing assigned tasks. This phenomenon requires special attention due to its impact on service quality and the overall performance of the notary office of Dewi Sri Yuniarti, S.H., M.Kn., in Bandung Regency.

According to Agustini (2019), productivity is defined as the overall work output of an employee. In other words, productivity reflects how effectively and efficiently an employee performs their work. A decline in employee productivity can negatively affect the organization's performance, making it difficult to achieve established goals.

According to Anoraga (in Qomariah, 2020), work productivity is influenced by several factors, both internal and external to the employee, such as education, work discipline, motivation, skills, work attitude and ethics, nutrition and health, income level, work environment and climate, technology, production facilities, social security, management, and opportunities for achievement. Based on this theory, it can be concluded that work discipline is one of the key factors influencing work productivity.

Agustini (2019) defines work discipline as an attitude of compliance with applicable regulations and norms within a company that enhances employees' dedication to achieving organizational goals. Work discipline serves as a means to regulate employees who demonstrate disobedience to company or organizational rules. A disciplined employee is one who consistently complies with regulations set forth by their office or institution. Employee work discipline can be observed through attendance data. The following represents attendance data for employees of the notary office of Dewi Sri Yuniarti, S.H., M.Kn., in Bandung Regency, from June 2024 to September 2025.

Research by Saputra et al. (2024), in their journal entitled "The Influence of Work Discipline, Work Competence, and Work Abilities on Employees' Work Productivity at PT. Makmur Abadi Group," shows that work discipline partially influences work productivity and has a positive impact on improving it.

In addition to work discipline, motivation also plays an important role in influencing work productivity. According to Wibowo (2017), motivation is the driving force behind a series of human behavioral processes aimed at achieving specific goals. This drive encourages employees to perform better. Figure 1.1 illustrates a lack of motivation among employees at the notary office of Dewi Sri Yuniarti, S.H., M.Kn., in Bandung Regency. Employees often exhibit low motivation to achieve goals, particularly at the end of the month, when some choose to take leave or time off rather than work according to schedule.

Research conducted by Dewi et al. (2023), in their journal entitled "The Influence of Effective Communication, Work Motivation, and Work Discipline on Employee Work Productivity in Emping Blinjo MSMEs in Kediri," indicates that motivation partially has a positive and significant influence on work productivity. Work motivation supports employees'

behavior, encouraging them to work diligently and enthusiastically to achieve optimal results. Therefore, the higher an employee's motivation—whether externally provided by the company or internally generated—the greater their work productivity.

Besides work discipline and motivation, competence also affects work productivity. According to Wibowo (2017), competence is the ability to perform a job or task based on skills and knowledge, supported by the work attitude required by the position. Although the duties and roles assigned at the notary office of Dewi Sri Yuniarti, S.H., M.Kn., in Bandung Regency are generally aligned with the employees' competencies, some employees still fail to complete their tasks effectively. Furthermore, certain assignments are not executed according to the directions or expectations of their superiors.

Research conducted by Nofriadi et al. (2024) in their journal "The Effect of Competence, Organizational Culture, and Work Ethic on Work Productivity" indicates a significant relationship between competence and work productivity. Employees with relevant and up-to-date skills tend to perform better.

Finally, an equally important factor influencing productivity is the work environment. According to Budiasa (2021), the work environment encompasses everything surrounding employees while they are working—both physical and non-physical factors—that directly or indirectly affect their performance. The work environment, in both dimensions, plays a vital role in determining employee productivity. The physical work environment includes aspects such as layout, lighting, noise, temperature, and work facilities, while the non-physical work environment comprises relationships between superiors and subordinates, relationships among colleagues, and organizational rules and policies. The notary office of Dewi Sri Yuniarti, S.H., M.Kn., has made efforts to create a comfortable work environment by providing adequate workspace, supportive equipment, and a harmonious atmosphere. However, with the growing number of employees and an increasing workload, challenges have emerged in maintaining optimal work environment quality. Several employees have expressed the need for improved work facilities and enhancements in the internal communication system.

Research conducted by Triadi et al. (2025) in their journal entitled "Employee Productivity in View of Work Environment and Work Culture in the Digital Era: Case Study of Elementary School Educators" shows that the work environment has been proven to contribute positively and significantly to work productivity levels. Factors such as ergonomic workspace design, adequate facilities, and favorable physical conditions—such as lighting and workplace comfort—encourage more focused and efficient work. Moreover, positive interpersonal relationships foster a pleasant work atmosphere. Therefore, the better the work environment provided, the higher the productivity achieved in carrying out professional duties.

Based on the above explanation, the author is interested in conducting a study entitled "The Influence of Work Discipline, Motivation, Competence, and the Work Environment on Work Productivity (Case Study at the Notary Office of Dewi Sri Yuniarti, S.H., M.Kn., in Bandung Regency)." The purpose of this research is to empirically test and analyze the influence of work discipline, motivation, competence, and work environment on work productivity, both partially and simultaneously, at the notary office. Furthermore, this study aims to provide practical recommendations for management to enhance employee productivity. The benefits of this research are twofold: theoretically, it is expected to enrich the literature on human resource management, particularly regarding the determinants of productivity in

professional service settings such as notary offices. Practically, the findings are anticipated to offer valuable insights for the management of the Dewi Sri Yuniarti notary office and similar institutions by providing evidence-based strategies to improve productivity through targeted interventions in work discipline, motivation enhancement, competency development, and work environment optimization.

RESEARCH METHOD

The method used in this research is a quantitative method employing a descriptive and verification approach. Hardani et al. (2020:254) state that quantitative research emphasizes the measurement and analysis of causal relationships between various variables rather than the process itself, where the investigation is viewed within a value-free framework. In the same book, Hardani et al. (2020:54) also describe descriptive research as research designed to present phenomena, facts, or events systematically and accurately regarding the characteristics of a particular population or area. According to Hardani et al. (2020:249), verification research is research conducted to test the truth of a phenomenon.

Data collection techniques in this study involved several methods. First, interviews were conducted with the head of the notary office to gain an initial understanding of the issues. Second, observations were carried out to directly observe work activities and the existing work environment. Third, questionnaires were distributed to all 36 employees to measure the variables of work discipline, motivation, competence, work environment, and work productivity. The questionnaire employed a Likert scale. Fourth, library research was conducted—both online and offline—to obtain supporting theoretical and conceptual materials.

Data analysis in this study was performed using SPSS version 25. The analytical process consisted of several stages. First, instrument testing was conducted using validity tests, where each item in the questionnaire was considered valid if the correlation coefficient (r -count) exceeded 0.3. Reliability tests were also carried out using Cronbach's Alpha, with an instrument deemed reliable if the alpha value was greater than 0.7. Second, classical assumption tests were conducted, including a normality test using the Kolmogorov–Smirnov method, a heteroscedasticity test using the Glejser test, and a multicollinearity test assessed through the Variance Inflation Factor (VIF) and Tolerance values.

RESULT AND DISCUSSION

All variable items—including work productivity, work discipline, motivation, competence, and work environment—had r values greater than 0.3, indicating that all items within these variables were valid. Likewise, all variables had Cronbach's alpha values greater than 0.7, meaning that all variables related to work productivity, work discipline, motivation, competence, and work environment were reliable.

Normality testing was carried out using the Kolmogorov–Smirnov test. In this test, data are considered normally distributed if the significance (Sig.) value is greater than 0.05. The Kolmogorov–Smirnov test results showed a significance value of 0.2, which is greater than 0.05, indicating that the data were normally distributed. Therefore, the assumption of normality in the regression model has been fulfilled.

Heteroscedasticity testing was performed using the Glejser test, in which a significance value greater than 0.05 indicates the absence of heteroscedasticity, whereas a value less than 0.05 indicates its presence. The results of the Glejser test showed that the significance values for the variables of work discipline, motivation, competence, and work environment were all greater than 0.05, indicating no heteroscedasticity. Thus, the assumption of homoscedasticity in the regression model has been met.

The multicollinearity test was assessed using the Variance Inflation Factor (VIF) and Tolerance values. A good regression model is indicated by a VIF value of less than 10; if the value exceeds 10, it suggests serious multicollinearity. A Tolerance value close to 1 indicates that the model is free from multicollinearity symptoms, whereas values further from 1 suggest potential collinearity issues. The VIF values for the variables of work productivity, work discipline, motivation, competence, and work environment were all less than 10, and their Tolerance values were all greater than 0.1. Therefore, it can be concluded that the regression model is free from multicollinearity, and the assumption of multicollinearity has been satisfied.

The following is a multiple linear regression analysis presented in Table 4.1.

Table 1. Multiple Linear Regression Analysis

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	2,082	1,045	
Disiplin Kerja	,244	,079	,221
Motivasi	,746	,093	,527
Kompetensi	,174	,076	,172
Lingkungan Kerja	,217	,066	,204

a. Dependent Variable: Produktivitas Kerja

Source: Processed Primary Data by Researcher, 2025

Based on Table 1, the a value is 2.082, the b1 value is 0.244, the b2 value is 0.746, the b3 value is 0.174, and the b4 value is 0.217. The regression model equation in this study is as follows:

$$Y = 2.082 + 0.244X1 + 0.746X2 + 0.174X3 + 0.217X4$$

From the regression model equation described previously, it can be concluded that:

1. The a value is 2.082 if the independent variables, namely work discipline, motivation, competence, and work environment, are 0 or constant, then the dependent variable, namely work productivity, is 2.082.
2. If the work discipline variable increases by one unit while the motivation, competence, and work environment variables remain constant, then the work productivity variable will increase by 0.244 because it has a positive value. Therefore, if work discipline increases, work productivity will also increase.
3. If the motivation variable increases by one unit while the work discipline, competence, and work environment variables remain constant, then the work productivity variable will increase by 0.746 because it has a positive value. Therefore, if motivation increases, work productivity will also increase.
4. If the competency variable increases by one unit while the work discipline, motivation, and work environment variables remain constant, then the work productivity variable will

increase by 0.174 because it has a positive value. Therefore, if competence increases, work productivity will also increase.

5. If the work environment variable increases by one unit while the work discipline, motivation, and competency variables remain constant, then the work productivity variable will increase by 0.217 because it has a positive value. Therefore, if the work environment improves, work productivity will also increase.

The greater the absolute value of the correlation coefficient, the stronger the linear relationship between X and Y. The correlation analysis in this study can be seen in Table 2 as follows:

Table 2. Correlation Analysis Results

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,966 ^a	,933	,924	,965

a. Predictors: (Constant), Lingkungan Kerja, Motivasi, Disiplin Kerja, Kompetensi

b. Dependent Variable: Produktivitas Kerja

Source: Processed Primary Data by Researcher, 2025

Based on Table 2, the r value is 0.966, which is in the "Very Strong" category. It can be concluded that there is a very strong and positive relationship between work discipline, motivation, competence, and work environment and work productivity. This means that if work discipline, motivation, competence, and work environment improve, then work productivity will also improve.

Determination analysis is usually presented as a percentage to show the percentage influence of the independent variable on the dependent variable. Based on Table 4.2, it shows that the R Square value is 0.933 so it can be concluded that the influence of work discipline, motivation, competence, and work environment on productivity is 93.3% and the remaining 6.7% is influenced by other variables not examined in this study. The t-test in this study can be seen in Table 3 as follows:

Table 3. t-Test (Partial)

Coefficients^a			
	Model	t	Sig.
1	(Constant)	1,992	,055
	Disiplin Kerja	3,107	,004
	Motivasi	7,986	,000
	Kompetensi	2,291	,029
	Lingkungan Kerja	3,261	,003

a. Dependent Variable: Produktivitas Kerja

Source: Processed Primary Data by Researcher, 2025

Using a significance level of $\alpha = 0.05$, $n = 36$, $k = 5$, the degrees of freedom ($df = n - k - 1 = 36 - 5 - 1 = 30$) yields a t-table value of 2.04. Table 4.3 shows the following t-test results:

1. The calculated t-value for the work discipline variable is 3.107, which is greater than the t-table value of 2.04. Therefore, H_01 is rejected and H_a1 is accepted. The significant value for the work discipline variable is 0.004, which is less than 0.05. Therefore, it can be concluded that work discipline has a positive and significant effect on work productivity.

2. The calculated t-value for the motivation variable is 7.986, which is greater than the t-table value of 2.04. Therefore, H_02 is rejected and H_a2 is accepted. The significant value for the motivation variable is 0.000, which is less than 0.05. Therefore, it can be concluded that motivation has a positive and significant effect on work productivity.

3. The calculated t-value for the competency variable is 2.291, which is greater than the t-value of 2.04, so H_03 is rejected and H_a3 is accepted. The significance value for the competency variable is 0.029, which is less than 0.05, so it can be concluded that competency has a positive and significant effect on work productivity.

4. The calculated t-value for the work environment variable is 3.261, which is greater than the t-value of 2.04, so H_04 is rejected and H_a4 is accepted. The significance value for the work environment variable is 0.003, which is less than 0.05, so it can be concluded that the work environment has a positive and significant effect on work productivity.

The results of the F test (simultaneous) in this study can be seen in Table 4.4 as follows:

Table 4. F-Test (Simultaneous)

ANOVA ^a					
	Model	Sum of Squares	Df	Mean Square	F
1	Regression	400,149	4	100,037	107,489
	Residual	28,851	31	,931	
	Total	429,000	35		

a. Dependent Variable: Produktivitas Kerja

b. Predictors: (Constant), Lingkungan Kerja, Motivasi, Disiplin Kerja, Kompetensi

Source: Processed Primary Data by Researcher, 2025

By using significance $\alpha = 0.05$, $n = 36$, $k = 5$ then ($DF_1 = k - 1 = 5 - 1 = 4$) and ($DF_2 = n - k - 1 = 36 - 5 - 1 = 30$), so that the F table is 2.69. Based on Table 4.4, it shows that the calculated F value of 107.489 is greater than the F table and the significant value of 0.000 is smaller than 0.05, so it can be concluded that H_0 is rejected and H_a is accepted. It can be concluded that work discipline, motivation, competence, and work environment have a positive and significant effect on work productivity simultaneously.

CONCLUSION

The results of this study indicate that work discipline, motivation, competence, and the work environment have a positive and significant effect on work productivity, both partially and simultaneously. These variables collectively contribute 93.3% to productivity, while the remaining 6.7% is influenced by other variables not examined in this study.

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