



The Role of Competence and Work Discipline on Performance: A Scopus Review Approach

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ARTICLE INFO

Keywords: Competence, Work Discipline, Employee Performance, Human Resource, Scopus Review

Received : 15 July

Revised : 20 August

Accepted: 30 September

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ABSTRACT

This study aims to analyze the role of competence and work discipline on employee performance through a Scoping Review approach. The method used is a Literature Review by reviewing 24 scientific articles that have been published in national journals within a 10-year period (2016 to 2026), which are related to competence, work discipline, and employee performance. The research method is dominated by quantitative research with data analysis using linear regression. The results of the scoping study indicate that competence has a significant influence on improving employee performance, while work discipline also plays an important role in increasing work effectiveness and efficiency through compliance with rules, responsibilities, and punctuality. The research findings show that the combination of good competence and high work discipline can create optimal organizational productivity

INTRODUCTION

Human resources are a crucial asset in determining the success of an organization. In an era of global competition and increasingly rapid technological development, organizations are required to have qualified employees capable of performing optimally. Employee performance is a crucial factor in determining an organization's success in achieving its stated goals. High levels of performance are inseparable from employee competency and the work discipline they apply in carrying out their duties. According to Wibowo (2017), performance not only reflects individual work results but also measures an organization's success in achieving its strategic goals. Meanwhile, according to Mangkunegara (2020), employee performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities.

Employee performance can be measured through several indicators that demonstrate a person's level of success in carrying out their work. According to Mangkunegara (2020), employee performance indicators include work quality, quantity, punctuality, responsibility, cooperation, and initiative. With these indicators, organizations can objectively and measurably assess and evaluate employee performance, thus providing a basis for human resource development.

Performance assessment serves as a basis for human resource development by identifying employee strengths and weaknesses, which serve as a reference in developing competency development programs (Wibowo, 2017). Competence is an important aspect of human resource management related to an individual's ability to perform work effectively and efficiently. Meanwhile, Armstrong (2006) states that competence is a combination of knowledge, skills, and behaviors that a person needs to perform their work optimally. Employees with high competence tend to be able to complete work better, faster, and more accurately.

LITERATURE REVIEW

Wibowo (2017) explains that competency can be identified and measured through indicators that reflect the knowledge, skills, and work attitudes necessary to achieve effective performance. Spencer, LM, & Spencer, SM (1993) state that competency can be observed through work behaviors that demonstrate basic individual characteristics related to effective or superior performance. These characteristics include a person's motives, traits, self-concept, knowledge, and skills.

Besides competence, work discipline also plays a crucial role in improving employee performance. According to Hasibuan (2019), work discipline is a person's awareness and willingness to comply with all applicable organizational regulations and social norms, thereby increasing the effectiveness and efficiency of work within the organization. Awareness refers to a voluntary attitude toward rules without coercion, while willingness refers to a person's attitude, behavior, and actions that align with organizational regulations. Meanwhile, Dessler (2020) explains that work discipline is a

procedure used by organizations to correct or punish subordinates for violating work rules or procedures.

According to Hasibuan (2019), work discipline can be measured through several main indicators that reflect the level of employee compliance and responsibility at work. Work discipline indicators include: (1) punctuality, (2) compliance with rules, (3) work responsibility, (4) attendance, and (5) adherence to work procedures. Meanwhile, employee work discipline is influenced by various internal and external factors, including: (1) leadership, (2) work motivation, (3) supervisory system, (4) giving sanctions, and (5) work environment.

Several previous research results on the influence of competence on employee performance were conducted by Nurunnisa S., Rani (2024), Sibarani GD, Rina Dwiarti (2024), Khristian, et al (2025), Muslimah NN (2016), Aulia M., et. al (2024), Mukhtar A., et. al (2021), Muslimat A. (2020), Ilham (2024), Silvia, et. al (2019), Suryani NK, et. al (2021), Rusvitawati D., et. al (2019), Krisnawati NKD, I Wayan B. (2021) concluded that competence influences employee performance. Meanwhile, previous research on the influence of work discipline on employee performance was conducted by Saraswati RU, Suropto MZ (2023), Puspita D., Sri W. (2020), Febrianti, NKM, et. al (2024), Semarang A., et. al (2024), Yuliantini T, Suryatiningsih (2021), Khasifah F., Nugraheni R. (2016), Hidayati Khairi R., Syahrian (2022), Zaenal Arifin M., Sasana H. (2022), Hidayat FN, Suryani L. (2024), Rinur RD, Tumanggor BF (2025), Saranga E., Yomungga M. (2023), Zainal (2019) stated that work discipline has a positive and significant effect on employee performance.

This study aims to map the existing literature related to the influence of competence and work discipline on employee performance. The literature review aims to summarize and review articles published in several journals, including: Antarctic Journal of Business Economics, Journal of Accounting, Management, and Policy Planning, eCo-Buss: Economics and Business, Journal of Entrepreneurship Management, Al Lidara Balad Journal of Public Administration, NMar (Nobel Management Review), Journal of Effective Economics, MARS Journal, e-Journal of Ganesha University of Education, Imagine Journal, Journal of Management Insights, Bisma Journal of Management, Polgan Minfo Journal, Innovative Journal of Management Students, PARIS (Journal of Tourism and Business), Journal of Applied Administration, Journal of Social and Humanities, Diponegoro Journal of Management, TSM Management e-Journal, Transekonomika: Accounting, Business and Finance, STIA Tabalong Journal, STIA LAN Jakarta Polytechnic Journal, Islamic Economics Scientific Journal, e-Journal Catalog, which according to Munn et al. (2018) tends to be subjective because it is highly dependent on the researcher's previous knowledge and experience.

METHODOLOGY

This research is a literature review conducted using a scoping review approach to identify the steps in developing a research protocol. The scoping review design was chosen because the researchers used a variety of reference sources, including journal articles and official websites (Widiasih et al. 2020). According to Hilary Arksey and Lisa O'Malley (2005), a scoping review is a literature review method used to systematically and comprehensively map, identify, and analyze various published studies on a particular topic. This method aims to provide a broad overview of research developments, concepts, theories, and research gaps in a scientific field. The research stages include: identifying related articles (on competency, work discipline, and employee performance), selecting articles based on topic relevance, analyzing article content, synthesizing research results, and drawing conclusions. Scoping reviews aim to answer questions from a predetermined research topic by using various sources of similar research articles, then grouping them and drawing conclusions (Nurhamsyah, Trisyani, & Nuraeni, 2018).

Identifying Research Questions

Identification of research questions is carried out at the initial stage of the research review. By establishing research questions, researchers can design a strategy for conducting a literature search by identifying substantive areas related to the research topic. The research question posed in this study is: What are the results of the literature review analysis related to the role of competence and work discipline on employee performance?

Identifying Relevant Studies

This research did not conduct direct field data collection. The data in this study is secondary data in the form of scientific articles, journals, reference books, and previous research results related to the research topic. The articles used have the following criteria: (1) have been published in national journals, (2) have been published within the last 10 years (2016 to 2026) and (3) are relevant to the problems discussed.

Study Selection

The search results for scientific journal articles were conducted using Google Search and Chatgpt. These articles were then grouped and reviewed to determine their relevance to the research questions. Articles were also checked for possible duplicates in different databases. Articles irrelevant to the research topic were eliminated, particularly those that did not address the influence of work competence and discipline on employee performance.

Mapping Data

In the data mapping stage, selected articles were extracted to summarize the most substantial data. The data recorded included authors, research titles, research design/methods, and research results.

Compiling, Summarizing and Reporting Results

The final stage of the scoping review is compiling, summarizing, and reporting the research results. This compilation produces a table containing the article extractions performed during the data mapping stage. Summarizing generates key themes or patterns from the main findings, and reporting produces a report format, which in this case is for publication purposes. Based on the collected research journal articles, information can be compiled as shown in the following table:

Table 1. Scoping of Research Articles
The Role of Competence on Employee Performance

No	Author Name, Year	Title	Research Design, Analysis Techniques	Research result
1.	Nurunnisa S., Rani (2024)	The Influence of Training and Competence on the Performance of Employees in the Internal Compliance Section of the Ministry of Environment and Forestry's General Secretariat, Jakarta	Statistical quantitative descriptive research. Multiple linear regression analysis	Competence has a positive influence on employee performance
2.	Sibarani GD, Rina Dwiarti (2024)	The Influence of Training, Competence, and Career Development on Employee Performance at PT. Indah Kiat Pulp and Paper Karawang	Associative quantitative research. Multiple linear regression analysis	Competence has a positive effect on employee performance
3.	Khristian, et. al (2025)	The Influence of Training and Competence on Employee Performance at the Training Center of Dr. Soedarso Pontianak Regional Hospital	SEM-PLS quantitative research Multiple linear regression analysis.	The competence of nursing staff has an influence on employee performance.
4.	Muslimah NN (2016)	The Influence of Competence on Employee Performance	Quantitative research. Multiple linear regression analysis.	Competency variables that include knowledge and skills have a simultaneous influence on employee performance.
5.	Aulia M., et. al (2024)	The Influence of Competence on Employee Performance at the Ministry of Religion Office, Hulu Sungai Utara Regency	Quantitative research. Simple linear regression analysis.	Competence has a positive and significant influence on employee performance.
6.	Mukhtar A., et. al (2021)	Influence Competence on Employee Performance	Quantitative research. Simple linear regression	Competence has a positive and significant influence on employee performance.

			analysis.	
7.	Muslimat A. (2020)	The Influence of Competence on Employee Performance at PT. Gramedia in Jakarta	Associative qualitative research. Simple linear regression analysis.	Competence has a positive effect on employee performance.
8.	Inspiration (2024)	The Influence of Competence on Employee Performance at the Makassar Branch of BPJS Employment	Quantitative research. Simple linear regression analysis.	Competence influences employee performance at the Makassar Branch of BPJS Employment
9.	Silvia, et. al (2019)	The Influence of Competence and Work Culture on Employee Performance	Causal quantitative research. Multiple linear regression analysis.	There is a positive influence of competence on employee performance.
10.	Suryani NK, et. al (2021)	The Influence of Competence and Use of Information Technology on Employee Performance (A Study of Senior High Schools and Vocational Schools in Bali Province)	Quantitative research. Multiple linear regression analysis	There is a positive influence between competence and employee performance.
11	Rusvitawati D., Titik S., Maya SD (2019)	The Influence of Competence on Employee Performance at Sari Mulia Hospital, Banjarmasin	Explanatory quantitative research. Multiple linear regression analysis.	Competence influences employee performance.
12.	Krisnawati NKD, I Wayan B. (2021)	The Influence of Work Competence on Employee Performance	Causal quantitative research. Simple linear regression analysis.	Work competencies have a positive influence on employee performance.

Table 2. Scoping of Research Articles
The Influence of Work Discipline on Employee Performance

No	Author Name, Year	Title	Research Design, Analysis Techniques	Research result
1.	Saraswati RU, Suropto MZ (2023)	The Influence of Discipline and Work Motivation on Employee Performance of PT Trimitra Cikarang	Associative quantitative research. Multiple linear regression	The results of this study indicate that work discipline has a positive effect on the performance of PT. Trimitra

			analysis.	employees. Cikarang.
2.	Puspita D., Sri W. (2020)	The Influence of Work Discipline and Motivation on Employee Performance PT. Persada Arkana Buana, Jakarta	Quantitative research. Multiple linear regression analysis.	Work discipline has a partial positive effect on performance.
3.	Febrianti, NKM, et. al (2012)	The Influence of Work Discipline on Employee Performance	Descriptive quantitative research. Simple linear regression analysis.	There is a significant influence between work discipline and employee performance.
4.	Semarang A., Olivia LS, Matia MT (2024)	The Influence of Work Discipline on Employee Performance at PT. Tri Samudra Ambon	Quantitative research. Simple linear regression analysis.	Work discipline has a positive influence on employee performance at PT. Tri Samudra Ambon.
5.	Yuliantini T , Suryatiningsih (2021)	The Influence of Work Discipline and Workload on Employee Performance at PT ISS Indonesia	Quantitative research. Multiple linear regression analysis	Work discipline has a positive influence on employee performance
6.	KhasifahF Nugraheni R (2016)	The influence of work discipline, workload and work environment on employee performance at the Pemali Juana River Basin Center	Quantitative research. Multiple linear regression analysis	Work discipline has a significant influence on performance
7.	Hidayati KhairiR Syahrian (2022)	The Influence of Work Discipline, Compensation and Workload on Employee Performanceat PT. Bank Rakyat Indonesia Cikarang Branch	Quantitative research. Multiple linear regression analysis	Work discipline has a significant influence on performance
8.	Zaenal Arifin M H Gym (2022)	The Influence of Work Discipline on PerformanceEmployeeat the Inspectorate Office Musi Rawas Regency	Qualitative research. Simple linear regression.	Work discipline has a positive and significant effect on employee performance
9.	Hidayat FN & Suryani L. (2024)	The Influence of Work Discipline on the Performance of Civil Servant Employees at the Tabalong Regency Social Services Office	Quantitative research. Simple linear regression analysis.	Work discipline has a positive and significant influence on the performance of Civil Service employees at the Tabalong Regency Social Service Office.
10.	Reyhalde Devon	The Influence of Civil Servant	Quantitative	Work discipline has

	Rinur RD & Tumanggor BF (2025)	Work Discipline on Performance Employees at the Central Jakarta Mayor's Office	research. Simple linear regression analysis	a positive and significant influence on employee performance at the Central Jakarta Mayor's Office
11.	Saranga E. Yomungga M. (2023)	The Influence of Work Discipline on Civil Servant Performance Civil Servants at Heram District Office Jayapura City	Quantitative research. Simple Linear Regression Analysis	Work discipline has a positive and significant influence on the performance of employees at the Heram District Office, Jayapura City.
12.	Zainal (2019)	The Influence of Work Ability, Work Experience and Work Discipline on the Performance of Civil Servants (PNS) at the Bahodopi District Office, Morowali Regency	Quantitative research. Multiple Linear Regression Analysis	Work discipline has a positive and significant influence

RESEARCH RESULT

Scoping Review Results

The results of scoping conducted on research journal articles that examine the Role of Competence on Employee Performance, conducted by Nurunnisa S. and Rani (2024), Sibarani GD and Rina D. (2024), Khristian, et al. (2025), Muslimah NN (2016), Aulia M., et. al (2024), Mukhtar A., et. al. (2021), Ade Muslimat (2020), Ilham (2024), Silvia, et. al (2019) Suryani NK, et. al (2021), Rusvitawati D., et. al (2019) and Krisnawati NKD, I Wayan B. (2021), obtained the following results:

- (1) Nurunnisa S. and Rani (2024) stated that this study aims to analyze the influence of training and competence on employee performance in the General and Internal Compliance Division of the Ministry of Environment and Forestry, Jakarta, with the research population being all employees of the General and Internal Compliance Division of the Ministry of Environment and Forestry, Jakarta, with accumulated data distributed by distributing questionnaires to 43 respondents. The results of the study show that training and competence together have a positive and significant partial effect on employee performance.
- (2) Sibarani GD and Rina D. (2024) conducted a study with a sample of 89 employees of PT. Indah Kiat Pulp and Paper and stated that this study aims to test the effect of training, competence, and career development on employee performance, with the following research results: 1) Training has a positive and significant effect on employee performance. 2) Competence has a positive and significant effect on employee performance. 3) Career development has a positive and significant effect on employee performance. 4) Training, competence, and career development have a significant effect on employee performance.

- (3) Khristian, et al. (2025) conducted a study on 60 nurses who had participated in training at the Dr. Soedarso Hospital Education and Training Center through a questionnaire, which aimed to analyze the influence of training and competence on employee performance at the Dr. Soedarso Hospital Education and Training Center (Pusdiklat Pontianak). The results showed that competence had a significant influence on employee performance, while training did not have a significant effect on employee performance. Therefore, the conclusion of this study indicates that improving the performance of nursing staff depends more on competence than training.
- (4) Muslimah NN (2016) in her research conducted at CV. Agro Utama Mandiri Lestari Kediri, aimed to determine the influence of competencies encompassing knowledge and skills, with a saturated sample of 35 people. The results of the research showed that competency variables encompassing knowledge and skills had a simultaneous influence on employee performance.
- (5) Aulia M., et. al (2024) stated that the purpose of their research was to determine whether there is an influence and how much influence competency has on employee performance at the Ministry of Religious Affairs Office in Hulu Sungai Utara Regency. Through data collected from observations, questionnaires, and documentation with a sample of 56 people, the results of the study indicate that there is an influence of competency on employee performance at the Ministry of Religious Affairs Office in Hulu Sungai Utara Regency.
- (6) Mukhtar A., et al. (2021) conducted a study aimed at determining the effect of competence on employee performance by distributing questionnaires to a sample of 48 contractor service employees. The results showed that competence had a positive and significant relationship with performance.
- (7) Ade Muslimat (2020) conducted research to determine the effect of competence on employee performance at PT Gramedia in Jakarta, with a sample of 96 respondents. The results showed that competence had a positive and significant effect on employee performance.
- (8) Ilham (2024) conducted research with a population of all BPJS Ketenagakerjaan employees at the Makassar branch office, totaling 90 people, with the aim of analyzing the influence of competence on employee performance at the BPJS Ketenagakerjaan Makassar Branch. The research results showed that competence had a positive effect on employee performance at the BPJS Ketenagakerjaan Makassar Branch.
- (9) Silvia, et al. (2019) in a study using a saturated sample of 40 employees, aimed to obtain proven explanatory findings on the influence of (1) competence and work culture on employee performance, (2) competence on work culture, (3) competence on employee performance, and (4) work culture on employee performance at PT Hotel Adirama. Based on data collected using questionnaires, interviews, and document recording techniques, the results of the study showed a positive influence of (1) competence and work culture on employee performance, (2) competence on

work culture, (3) competence on employee performance, (4) work culture on employee performance at Hotel Adirama.

- (10) Suryani NK, et al. (2021) conducted a study aimed at determining the effect of employee competency and information technology use on employee performance. This study was conducted at high schools and vocational schools in Bali Province, with a population of 142 administrative heads and school employees as samples and respondents to answer the questionnaire. The results of the study found a positive and significant influence of the three proposed hypotheses: the relationship between competency and employee performance, competency and information technology use, and the relationship between information technology use and employee performance.
- (11) Rusvitawati D., et al. (2019) stated that their research aims to determine the effect of achievement and action competencies, service competencies (helping and human services), impact and influence competencies, managerial competencies, cognitive competencies, and personal effectiveness competencies on the performance of Sari Mulia Hospital Banjarmasin employees, with a research population of 310 Sari Mulia Hospital Banjarmasin employees. Data collection by distributing questionnaires to a sample of 173 respondents with the results of the study concluded that each competency variable, namely achievement and action competencies, service competencies (helping and human services), impact and influence competencies, managerial competencies, cognitive competencies, and personal effectiveness competencies have an effect on the performance of Sari Mulia Hospital Banjarmasin employees.
- (12) Krisnawati NKD, I Wayan B. (2021) conducted a study aimed at examining the effect of work competency on employee performance at PT Sapta Prima Cargo, with a saturated sample of 40 people. The data collection instrument was a questionnaire, and the results showed that work competency had a positive and significant influence on employee performance.

Meanwhile, scoping of research journal articles that examine the Role of Work Discipline on Employee Performance, which was carried out by Saraswati RU and Suropto MZ (2023), Puspita D., Sri W. (2020), Patmarina H., et. al (2012), Semarang A., et. al (2024), Yuliantini T., Suryatiningsih (2021), Khasifah F, Nugraheni R (2016), Hidayati Khairi R., Syahrin (2022), Zaenal Arifin M., Sasana H (2022), Hidayat FN and Suryani L. (2024), Rinur RD and Tumanggor BF (2025) and Saranga E. Yomungga M. (2023), Zainal (2019), obtained the following results:

- (1) Saraswati RU and Suropto MZ (2023) conducted research on 55 of 120 employees of PT. Trimitra Cikarang, which aimed to determine and analyze the influence of work discipline and work motivation on employee performance at PT. Trimitra Cikarang. By using data collection techniques in the form of interviews and questionnaires, the research results showed that work discipline had a positive and significant effect on employee performance at PT. Trimitra Cikarang.

- (2) Puspita D., Sri W. (2020) conducted a study aimed at determining the influence of work discipline and motivation on employee performance at PT. Persada Arkana Buana Jakarta. Data were collected using a survey method on a saturated sample of 60 employees, and the results of the study showed that (1) Work discipline partially had a positive and significant effect on performance (2) Motivation partially had a positive and significant effect on performance (3) Work discipline and motivation simultaneously had a positive and significant effect on performance.
- (3) Febrianti, NKM, et al. (2024) conducted research with the aim of (1) to determine and analyze the influence of work discipline on employee performance at the Atanaya Hotel, (2) to analyze the influence of work discipline on employee performance. Data was collected using questionnaire and interview techniques with a sample of 47 respondents and the results of the study showed that there was a significant influence between work discipline on employee performance.
- (4) Semarang A., et al. (2024) stated that their research aimed to determine the effect of work discipline on employee performance at PT. Tri Samudra Ambon, with a research sample of 90 respondents, where data collection was carried out using questionnaires, interviews, observations, and literature studies. The results of the study showed that work discipline had a positive effect on employee performance at PT. Tri Samudra Ambon.
- (5) Yuliantini T., Suryatiningsih (2021) conducted research to determine and analyze the influence of work discipline and workload on performance, using 60 PT ISS Indonesia employees as a saturated sample. Data obtained from a questionnaire showed that work discipline had a positive and significant effect on PT ISS Indonesia employee performance.
- (6) KhasifahF, Nugraheni R (2016) conducted a study aimed at analyzing the influence of work discipline, workload, and work environment on the performance of Pemali Juana BBWS employees. Data were collected using questionnaires distributed to 69 Pemali Juana BBWS employees. The results showed that work discipline had a positive relationship and a significant influence on employee performance. The work environment also had a positive and significant influence on employee performance. Meanwhile, workload had a positive relationship, but did not significantly influence employee performance.
- (7) Hidayati KhairiR., Syahrian (2022) conducted a study to determine the effect of work discipline, compensation, and workload on employee performance. The study was conducted at PT. Bank Rakyat Indonesia Cikarang Branch, with 60 employees as a saturated sample. Data collection using a questionnaire, and the results showed that work discipline and workload influenced employee performance, while compensation did not.
- (8) Zaenal Arifin M., Sasana H (2022) conducted a study with the aim of determining work discipline in the company, to determine employee performance in the company, to determine work discipline on employee performance in Public Services. The results of the study are employees who have a high level of discipline will comply with all applicable regulations

and will work with enthusiasm and perseverance even though the leader does not carry out direct supervision. Discipline in carrying out duties and responsibilities in the workplace is very important and will impact the company's performance and goals in the future. The conditions currently experienced by employees experience a decline in employee performance, such as lateness of employees coming to work at the specified working hours and frequent absences.

- (9) Hidayat FN and Suryani L. (2024) stated that the purpose of this study was to determine the effect of work discipline on the performance of civil servant employees at the Tabalong Regency Social Service Office. The study used a saturated sample of 42 ASN. Data were obtained from a questionnaire and this study concluded that work discipline has a positive influence on the performance of civil servant employees at the Tabalong Regency Social Service Office.
- (10) Rinur RD and Tumanggor BF (2025) stated that this study aimed to identify the influence of work discipline on employee performance at the Central Jakarta Mayor's Office. The study was conducted by distributing questionnaires to 217 civil servants, and the results showed that work discipline had a low but significant effect on employee performance, according to a significance test.
- (11) Saranga E. Yomungga M. (2023) conducted research aimed at understanding the extent to which the level of work discipline of employees at the Heram District Office, Jayapura City, influences performance. Data collection techniques used questionnaires and interviews with 32 civil servants who were used as the population and a saturated sample and the results of the study provided an in-depth understanding of how work discipline specifically affects the performance of civil servants.
- (12) Zainal (2019) in his research aimed to explain the causal relationship between independent variables consisting of work ability, work experience and work discipline with the dependent variable, namely the performance of Civil Servants (PNS) at the Bahodopi District Office, Morowali Regency, with a saturated sample of 30 people. The results of the study showed that work ability, work experience and work discipline simultaneously influenced the performance of Civil Servants at the Bahodopi District Office, Morowali Regency.

DISCUSSION

Competence plays a crucial role in improving employee performance because it determines an individual's ability to effectively perform tasks and achieve superior performance (Spencer & Spencer, 1993; Wibowo, 2017). A review of previous research journal articles found that competence significantly influences employee performance. Competence can help employees complete their work more effectively, reduce errors, increase innovation, and accelerate the achievement of organizational targets. The study found that technical and interpersonal competence were the dominant factors in improving work performance.

Work discipline plays a role as a factor that drives improved employee performance because through high discipline, employees can carry out work in an orderly manner, on time, and in accordance with standards set by the organization. Therefore, good work discipline will contribute to increased productivity and the achievement of organizational goals (Hasibuan, 2019; Mangkunegara, 2017). Meanwhile, based on the results of scoping previous research journal articles, the results showed that work discipline has been proven to significantly influence employee performance, which will impact organizational stability and productivity. Disciplined employees have low absenteeism rates, high punctuality, compliance with SOPs and good work responsibilities. Therefore, good work discipline can improve organizational operational efficiency.

The discussion above demonstrates that competence and work discipline have a simultaneous relationship with employee performance. Competence without discipline will not yield maximum productivity, while discipline without competence can hinder work effectiveness. Research suggests that combining competence and work discipline can improve human resource quality, strengthen organizational competitiveness, support the achievement of organizational goals, and enhance employee job satisfaction.

CONCLUSION

From the results of the literature review of the discussion of previous research journals using the scoping review method, the following conclusions were obtained:

- (1) Competence has a positive and significant impact on employee performance. Competence provides the skills necessary to complete work effectively.
- (2) Work discipline ensures that tasks are carried out consistently and in accordance with organizational regulations. Work discipline plays a crucial role in increasing productivity and work effectiveness.
- (3) Competence and work discipline can simultaneously improve the quality of organizational performance.

Therefore, improving employee performance requires a combination of adequate competence and high work discipline (Triono & Abriyosos, 2024).

ACKNOWLEDGMENT

The author would like to thank to the Master of Management study program, this article was created based on the outcome of the Scientific Writing and Publish course.

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