SYSTEMATIC LITERATURE REVIEW: THE IMPORTANCE OF WORK MOTIVATION TO EMPLOYEE PERFORMANCE

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Abstract

Work motivation is one of the crucial keys to improving employee performance. This study aims to describe the factors that affect work motivation and explain the influence of work motivation on employee performance. Through the systematic literature review approach, this study identified 34 articles with the publication year 2018 – 2022 that discussed work motivation. The results showed that the factors that affect work motivation include leadership, work environment, employee training, task characteristics, rewards for performance, career path, and commitment. Seventeen articles describe a significant influence of motivation on employee performance. In comparison, the other three articles show that there is an insignificant influence between work motivation and employee performance.

Keywords: Employee Performance, SLR, Work Motivation

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INTRODUCTION

Every company will always try to achieve the goals set by the management. These goals include growth, profits, productivity, and employee welfare.¹ The success of achieving a company goal is very dependent on human resources or employees as the main pawn who determines the plans, systems, and goals of a company. Over the past decades, employee retention has become an important topic for scholars and practitioners because employees are the most valuable assets of an organization both quantitatively and qualitatively. Therefore, employers must take steps to ensure that employees continue

to perform well, one of which is by providing work motivation to their employees. Motivation is simply defined as encouragement from within a person to do a certain goal. Motivation acts as a driving force for employees to continue working and complete tasks well, even though the task is classified as a tough task. Motivating employees is essential to encourage productivity, and responsibility at work, reduce burnout and create good relationships at work. Providing motivation can increase work discipline because motivated employees will be more productive, creative, and innovative so as to generate job satisfaction which is able to support the sustainability of an organization for the better. Thus, motivation becomes the most powerful tool for managers to facilitate the successful performance of employees.

Based on this background, optimal research understanding of work motivation is very important, especially regarding the factors that influence employee motivation. Several studies have discussed the factors that encourage the formation of work motivation. There are six factors that make up work motivation, namely needs, education, job satisfaction, work environment, rewards for achievement, and compensation. Other study explains that there are four factors that influence motivation, namely compensation, working conditions, policies, and interpersonal. Based on this, the authors are interested in reviewing work motivation and employee performance from various previous studies. The purpose of this research is to review the factors that influence work motivation, as well as how work motivation influences employee performance.

**RESEARCH METHODS**

This study uses a Systematic Literature Review (SLR) approach. Systematic Literature Review is a research method used to identify, interpret, review, and evaluate the effects of several studies.

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research in certain topic areas\textsuperscript{8}. This method can be used to systematically review and identify journals following established protocols \textsuperscript{9}.

The data collection was arranged according to the items sought, namely the study of work motivation being the main selection as the initial reference point in the literature search. Article searches were performed on the largest online bibliometric database of management research, namely Scopus. The keywords used to search for themes and titles were "work motivation", "the effect of motivation", and "employee performance" to broaden the search because work motivation has often been researched in studies related to employee performance. The initial search returned a total of 6,221 within the Scopus journal publication data. The criteria and data extraction in accordance with article screening are described as follows:

1. Studies with a research focus on work motivation.
2. Papers are written in English.
4. Focus on research in management.

Based on these criteria, 298 Scopus publication journals were produced. Among the 298 journals, 34 journals were found that were suitable and had a quality threshold for research, because these journals outside contained duplicates and also the contents in these journals did not match our research, so we excluded them in the research criteria.

RESULTS AND DISCUSSION

Result of the literature review, 34 selected articles discussed work motivation in this study. Table 1 shows that there are seven articles with a publication time of 2018, as many as six articles with a publication time of 2019, there are eight articles with a publication time of 2020, there are eight articles with a publication time of 2021, and 5 articles with a publication time of 2022, so that the total articles from 2018 to 2022 are 34 articles. The article data used by the author is as follows:

<table>
<thead>
<tr>
<th>No</th>
<th>Author</th>
<th>Title</th>
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<tbody>
<tr>
<td>1</td>
<td>Sudiardhita et al (2018)</td>
<td>The Effect Of Compensation, Motivation Of Employee And Work Satisfaction To Employee Performance PT. Bank XYZ (Persero) Tbk\textsuperscript{10}</td>
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\textsuperscript{9} Triandini and others.

\textsuperscript{10} Sudiardhita and others.
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<th></th>
<th>Authors and Year</th>
<th>Title and Details</th>
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<td>3</td>
<td>Sukarman et al (2018)</td>
<td>Role of Work Motivation And Organizational Culture in Improving The Performance of Civil Servant And Organizational Citizenship Behavior (OCB) In Boalemo District Gorontalo Province&lt;sup&gt;12&lt;/sup&gt;</td>
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<td>4</td>
<td>Nuryasman &amp; Suryaman, (2018)</td>
<td>The Influence of Organizational Culture and Work Motivation Toward Employee Performance (Case Study on Employees of PT Inoac Polytechno Indonesia)&lt;sup&gt;13&lt;/sup&gt;</td>
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<tr>
<td>5</td>
<td>Priyono et al. (2018)</td>
<td>Effect Of Motivation of Employee, Safety and Health on Employee Performance&lt;sup&gt;14&lt;/sup&gt;</td>
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<td>7</td>
<td>Widarto &amp; Anindita (2018)</td>
<td>Analysis of The Effect of Motivation, Job Satisfaction, and Organizational Commitment on Performance&lt;sup&gt;16&lt;/sup&gt;</td>
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Dafruddin & Heryanto (2019) As Intervening Variables Education Personnel Rectorate Andalas University19

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Hanum et al. (2019) The Effect Of Leadership Style, Motivation And Discipline Of Work On The Performance Of Employee Of Bank XYZ In The Jatiwaringin Area21

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Chien et al. (2020) The Effect Of Work Motivation On Employee Performance: Empirical Evidence From 4-Star Hotels In Mongolia25

Hayati (2020) The Influence Of Visionary Leadership, Talent Management, Employee Engagement, And Employee Motivation To Job Satisfaction And Its


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<tr>
<th>No.</th>
<th>Reference</th>
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<tbody>
<tr>
<td>19</td>
<td>Pancasila et al. (2020) Effect of Work Motivation and Leadership toward Work Satisfaction and Employee Performance: Evidence from Indonesia</td>
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<td>20</td>
<td>Le et al. (2020) Factors Affecting Lecturers’ Motivation: A Case Study of Public Universities in Ho Chi Minh City, Vietnam</td>
</tr>
<tr>
<td>21</td>
<td>Fonseca Da Costa Guterresa et al. (2020) The Role of Work Motivation As a Mediator On The Influence Of Education-Training And Leadership Style On Employee Performance</td>
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<tr>
<td>22</td>
<td>Chung &amp; Pak (2021) Is There Internal Fit Among Ability Motivation And Opportunity Enhancing HR Practices? Evidence From South Korean</td>
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<td>23</td>
<td>Khoiriani (2021) The Influence of Motivation and Work Ability on Job Satisfaction and Performance of Restaurant Employees in the City of Tourism in Yogyakarta, Indonesia</td>
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<tr>
<td>24</td>
<td>Chahar et al. (2021) Mediating Role Of Employee Motivation For Training, Commitment, Retention, And Performance In Higher Education Institutions</td>
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<tr>
<td>25</td>
<td>Maceika &amp; Toločka (2021a) The Motivation For Engineering Change In The Industrial Company</td>
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26 Seqhobane & Cocktails (2021) - How Do Job Characteristics Influence The Motivation Of Millennial Hospitality Employees?  
28 Chua & Ayoko (2021) - Employees' Self-Determined Motivation Transformational Leadership And Work Engagement  
29 Rahmitasari et al (2021) - The Influence of Motivation and Competence on Employee Performance through Organizational Commitment at Regional General Hospitals in Majene Regency  
30 Febriansyah & Cashmere (2022) - The Influence Of Work Motivation, Cooperation And Work Culture Towards The Performance Of PT PLN (Persero) UP3 Bekasi Employees  
31 Lee et al. (2022) - Examining Employee Retention And Motivation: The Moderating Effect Of Employee Generation  
32 Nurhayati & Sons (2022) - Effect of Work Discipline and Work Motivation on Employee Performance at PT Akebono Brake Astra Indonesia  
33 Reza et al. (2022) - Organizational Culture and Personality Influence on Employee Motivation and Performance at PT Jasa Raharja East Kalimantan Branch  
34 Yang et al. (2022) - Does Motivation Matter? How Leader Behaviors Influence Employee Vigor At Work  

39 Lee and others.  
Factors Affecting Work Motivation

The results of the review of the 34 articles used, there are several articles that describe the factors that shape work motivation. The first factor is leadership, several studies explain that leadership factors have a positive effect on work motivation\textsuperscript{43}. In other words, leadership factors play an important role in encouraging work motivation because they are able to move and direct the organization in achieving goals\textsuperscript{44}.

The second factor is the work environment, this factor is discussed in the study of Lee et al (2022; Maceika & Toločka (2021); Muryani et al (2019); Rahaman et al (2020). The work environment is an external factor that influences an employee's motivation\textsuperscript{45}. This means by creating a good work environment it will encourage an increase in employee performance\textsuperscript{46}. Study Prakoso et al (2014) state the work environment has a direct and indirect influence on work motivation. The study results have a direct effect explains that the work environment significantly influences work motivation, while the test results indirectly influence the work environment through work motivation\textsuperscript{47}.

The third factor is the development or training program for employees. This can be seen in the study of Chahar et al (2021); Chung & Park (2021) which shows that Human Resources Development Programs are able to increase employee motivation at both the company level and the tertiary level\textsuperscript{48}. These results are also explained in a study states that training has a positive effect on work motivation and employee performance\textsuperscript{49}. In addition, the results of the study explain that work motivation is able to mediate between training and employee performance.

Another factor that drives work motivation is described by the study of Le et al (2020); Rahaman et al (2020); Seqhobane & Kokt (2021) which discusses that the characteristics of the tasks assigned, rewards for employee performance, and career paths are factors that shape work motivation\textsuperscript{50}. One of the form rewards for employee performance can be remuneration or career paths are a form of appreciation or feedback for successful employee performance which can encourage work motivation\textsuperscript{51}.

\textsuperscript{43} Chua and Ayoko; Pancasila, Haryono, and Sulistyio; Shim and Park; Yang and others; Yushadi, Hubeis, and Affandi.
\textsuperscript{46} Muryani and others.
\textsuperscript{48} Chahar, Jain, and Hatwal; Chung and Pak.
\textsuperscript{49} Darmawanty, Lumbanraja, and Lubis.
\textsuperscript{50} Rahaman and others; Lee and others; Seqhobane and Kokt.
\textsuperscript{51} Rahaman and others; Lee and others.
This achievement can be achieved if a company gives employees the freedom to communicate and innovate\textsuperscript{52}.

Other factors that affect motivation are also described in the study of Muryani et al (2019); Nguyen et al (2020), commitment is a factor that has a direct and indirect impact on employee motivation\textsuperscript{53}. Commitment is a form of attachment between employees and the company, commitment indirectly reflects employee involvement in a company. The effect of commitment on work motivation has a significant positive effect on motivation and job satisfaction\textsuperscript{54}.

The Effect of Work Motivation on Employee Performance

The results of research from 34 journals used at least 17 articles state that work motivation has a significant effect on employee performance. In other words, work motivation is a factor that can encourage the improvement of employee performance. Work motivation helps employees to perform better, and it is widely indicated that individual performance contributes very well to the performance of the organization or company. The higher the work motivation given to the employee, the better the performance results from the employee. The results of the study are described in table 2 below:

\textbf{Table 2. Results of Work Motivation Research on Employee Performance}

<table>
<thead>
<tr>
<th>Author</th>
<th>Research Results</th>
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<tbody>
<tr>
<td>Alexandri et al (2019)</td>
<td>Motivation has a positive and significant effect on the performance of the forensic examiner of the Puslabfor Bareskrim POLRI.</td>
</tr>
<tr>
<td>Sudiardhita et al (2018)</td>
<td>Motivation has a significant positive effect on employee performance.</td>
</tr>
<tr>
<td>Nurhayati &amp; Putra (2022)</td>
<td>Work motivation positively affects employee performance</td>
</tr>
<tr>
<td>Rahmitasari et al (2021)</td>
<td>Work motivation has a positive and significant effect on performance as measured by the discipline of employees of the Soppeng District Education and Culture Office.</td>
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</table>

\textsuperscript{52} Maceika and Toločka.
\textsuperscript{53} Muryani and others; Nguyen and others.
<table>
<thead>
<tr>
<th>Authors (Year)</th>
<th>Study Description</th>
</tr>
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<tbody>
<tr>
<td>Yushadi et al. (2019)</td>
<td>Motivation also has a positive and significant effect on Bank XYZ employees' work discipline and performance in the Jatiwaringin Area.</td>
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<tr>
<td>Hanum et al. (2019)</td>
<td>Work motivation has a significant effect on employee performance.</td>
</tr>
<tr>
<td>Muryani et al. (2019)</td>
<td>The results showed that motivation positively affected employee performance at the Al-Barokah Tuban women's cooperative institution.</td>
</tr>
<tr>
<td>Chien et al. (2020)</td>
<td>Shows a positive relationship between motivation and the performance of employees working in four Mongolian 4-star hotels.</td>
</tr>
<tr>
<td>Febriasyah &amp; Cashmere (2022)</td>
<td>Work motivation partially has a positive and significant effect on the performance of employees of PT PLN Bekasi UP3.</td>
</tr>
<tr>
<td>Leonova et al. (2021)</td>
<td>Motivation has a significant positive effect on employee performance.</td>
</tr>
<tr>
<td>Pancasila et al (2020)</td>
<td>Work motivation has a positive and significant effect on job satisfaction and employee performance of coal company PT Bukit Asam Tbk.</td>
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Based on table 2 of the research results of seventeen articles describes the direct and indirect influence of work motivation on the performance of employees in various companies. The positive relationship significantly suggests that the higher the motivation, the more employee performance will increase.

Furthermore, three articles stated that work motivation does not have a significant effect on employee performance, including explaining that work motivation does not have a significant effect on performance. One of study showed work motivation insignificant effect on performance work in the Konawe District Education and Culture Office. This is because leaders do not recognize subordinates, and employees have a shared sense of responsibility. For each of them to perform at their best, several recommendations need to be made, namely, recognizing employees with high workability, respecting open-minded employees, giving them praise when they get the job done, and acknowledging achievements or promising achievements those employees achieved them.

Similar research is also explained that the work motivation of PT Inoac Polytechno Indonesia employees does not affect employee performance. This is caused by the lack

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55 Suriyadi and others.
56 Nuryasman and Suryaman.
of promotion and career development for outstanding employees so that employee motivation still does not fully have an effect on employee performance. The study explained similar results, where work motivation did not affect the performance of civil servant employees of the Secretariat General of the Indonesian People's Consultative Assembly. Furthermore, this study explains that other variables encourage employee performance, including compensation, leadership, discipline, workability, and working conditions.

The motivation of an employee to improve performance is usually tricky for the employer or the leader of the organization since that motivation involves individual and organizational factors. Classified as individual factors are needs, goals, attitudes, and abilities. Meanwhile, those classified as factors from the organization include payments or salaries, job security, fellow workers, supervision, praise, and the work itself.

CONCLUSION

The results of a study of 34 articles filtered using the Systematic Literature Review (SLR) approach concluded that the factors influencing work motivation include leadership, work environment, employee training, task characteristics, performance rewards, career paths, and commitment. As for the review results of all articles, there are at least seventeen articles mentioning a significant positive effect of work motivation on employee performance in various companies and agencies. Other results include three articles stating that work motivation has no significant effect on employee performance. Thus, work motivation to this day remains a topic that is needed in the field of HRM in improving employee performance. Because in fact the higher the work motivation given will have a positive impact which will give the higher the performance of the employee.

Based on the elaboration of research results regarding the factors and influence of motivation on performance, then to motivate employees, managers must research and learn about the work environment, job characteristics, salary, bonuses, and welfare policies to find the most effective way to create maximum work motivation within the company.

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