

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

¹ Ketut I.R. Sudiardhita and others, 'The Effect of Compensation, Motivation of Employee and Work Satisfaction to Employee Performance PT. Bank XYZ (Persero) Tbk', *Academy of Strategic Management Journal*, 17.4 (2018).

to perform well, one of which is by providing work motivation to their employees.² 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 task³. Motivating employees is essential to encourage productivity, and responsibility at work, reduce burnout and create good relationships at work⁴. 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 better⁵. 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 compensation⁶. Other study explains that there are four factors that influence motivation, namely compensation, working conditions, policies, and interpersonal⁷. 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

² C. Christopher Lee and others, 'Examining Employee Retention and Motivation: The Moderating Effect of Employee Generation', *Evidence-Based HRM: A Global Forum for Empirical Scholarship*, 10.4 (2022), 385–402 <<https://doi.org/10.1108/EBHRM-05-2021-0101>>.

³ Dita Chintia Pristiyanti, 'Pengaruh Motivasi Kerja Dan Kepuasan Kerja Terhadap Kinerja Karyawan PT Mayer Sukses Jaya', *Jurnal Ilmu Manajemen*, 04.02 (2016), 173–83.

⁴ Maya Andriani and Kristiana Widiawati Widiawati, 'Penerapan Motivasi Karyawan Menurut Teori Dua Faktor Frederick Herzberg Pada PT Aristika Kreasi Mandiri', *Journal Administrasi Kantor*, 5.1 (2017).

⁵ Ermita, 'Kontribusi Gaya Kepemimpinan Kepala Sekolah Dan Motivasi Kerja Terhadap Kinerja Guru Di Sekolah Menengah Atas Negeri (SMAN) Kecamatan Koto Tangah Kota Padang', *Jurnal Manajemen Pendidikan Dan Keislaman*, 08.01 (2019), 107–23.

⁶ Ni Nengah Sarinadi, Lulup Endah Tripalupi, and Kadek Rai Suwena, 'Analisis Faktor - Faktor Yang Mempengaruhi Motivasi Kerja Karyawan Pada UD Surya Logam Desa Temukus Tahun 2014', *Jurnal Pendidikan Ekonomi Undiksha*, 04.01 (2014).

⁷ Festy Debora Umpung, Junita Maja Pertiwi, and Grace Ester C Korompis, 'Faktor-Faktor Yang Mempengaruhi Motivasi Kerja Tenaga Kesehatan Di Puskesmas Kabupaten Minahasa Tenggara Pada Masa Pandemi Covid 19', *Indonesian Journal of Public Health and Community Medicine*, 01.04 (2020), 18–27.

research in certain topic areas⁸. This method can be used to systematically review and identify journals following established protocols⁹.

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.
3. Year of publication 2018 – 2022.
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 1. Research Article Data 2018 - 2022

No	Author	Title
1	Sudiardhita et al (2018)	The Effect Of Compensation, Motivation Of Employee And Work Satisfaction To Employee Performance PT. Bank XYZ (Persero) Tbk ¹⁰

⁸ Evi Triandini and others, 'Metode Systematic Literature Review Untuk Identifikasi Platform Dan Metode Pengembangan Sistem Informasi Di Indonesia', *Indonesian Journal of Information Systems*, 1.2 (2019), 63 <<https://doi.org/10.24002/ijis.v1i2.1916>>.

⁹ Triandini and others.

¹⁰ Sudiardhita and others.

2	Van Iddekinge et al (2018)	A Meta-Analysis Of The Interactive, Additive, And Relative Effects Of Cognitive Ability And Motivation On Performance ¹¹
3	Sukarman et al (2018)	Role of Work Motivation And Organizational Culture in Improving The Performance of Civil Servant And Organizational Citizenship Behavior (OCB) In Boalemo District Gorontalo Province ¹²
4	Nuryasman & Suryaman, (2018)	The Influence of Organizational Culture and Work Motivation Toward Employee Performance (Case Study on Employees of PT Inoac Polytechno Indonesia) ¹³
5	Priyono et al. (2018)	Effect Of Motivation of Employee, Safety and Health on Employee Performance ¹⁴
6	Darmawanty et al (2018)	The Influence Of Leadership Behavior, Communication And Work Motivation On The Employees' Performance At Kopertis Religion I In The North Of Sumatra ¹⁵
7	Widarto & Anindita (2018)	Analysis of The Effect of Motivation, Job Satisfaction, and Organizational Commitment on Performance ¹⁶
8	Alexandri et al (2019)	The Effect Of Competence And Discipline Of Work On Motivation And Its Impact On The Performance Of Forensic Checkers At Puslabfor Bareskrim Indonesia National Police (POLRI) ¹⁷
9	Shim & Park (2019)	Public Service Motivation in a Work Group: Role of Ethical Climate and Servant Leadership ¹⁸
10		The Effect Of Work Motivation And Work Environment On Performance With Satisfaction

¹¹ Chad H. Van Iddekinge and others, 'A Meta-Analysis of the Interactive, Additive, and Relative Effects of Cognitive Ability and Motivation on Performance', *Journal of Management*, 44.1 (2018), 249–79 <<https://doi.org/10.1177/0149206317702220>>.

¹² Sukarman and others, 'Role of Work Motivation and Organizational Culture in Improving the Performance of Civil Servants and Organizational Citizenship Behavior (OCB) in Boalemo District Gorontalo Province', *International Journal of Scientific and Technology Research*, 7.11 (2018).

¹³ MN Nuryasman and Eka Andana Suryaman, 'The Influence of Organizational Culture and Work Motivation toward Employee Performance (Case Study on Employees of Pt Inoac Polytechno Indonesia)', *Jurnal Manajemen*, 22.1 (2018) <<https://doi.org/10.24912/jm.v22i1.314>>.

¹⁴ P Priyono and others, 'Effect of Motivation of Employee, Safety and Health on Employee Performance', *Opcion*, 34.Special Issue 14 (2018).

¹⁵ Fiqa Darmawanty, Prihatin Lumbanraja, and Arlina Nurbaity Lubis, 'The Influence of Leadership Behavior, Communication and Work Motivation on the Employees' Performance at Kopertis Religion i in the North of Sumatera', *International Journal of Scientific and Technology Research*, 7.5 (2018).

¹⁶ Ifan Widarto and Rina Anindita, 'Analysis of The Effect of Motivation, Job Satisfaction, and Organizational Commitment on Performance', *IARJSET*, 5.9 (2018), 21–29 <<https://doi.org/10.17148/iarjset.2018.594>>.

¹⁷ Mohammad Benny Alexandri, Meita Pragiwani, and Yuswardi, 'The Effect of Competence and Discipline of Work on Motivation and Its Impact on Performance of Forensic Checkers at Puslabfor Bareskrim Indonesia National Police (POLRI)', *Academy of Strategic Management Journal*, 18.4 (2019).

¹⁸ Dong Chul Shim and Hyun Hee Park, 'Public Service Motivation in a Work Group: Role of Ethical Climate and Servant Leadership', *Public Personnel Management*, 48.2 (2019) <<https://doi.org/10.1177/0091026018806013>>.

	Dafruddin & Heryanto (2019)	As Intervening Variables Education Personnel Rectorate Andalas University ¹⁹
11	Son & Goddess (2019)	Effect of Transformational Leadership and Organizational Culture on Employee Performance Mediated by Job Motivation
12	Hanum et al. (2019)	Determinant of Employee Performance: Case in Diskop UKM ²⁰
13	Yushadi et al. (2019)	The Effect Of Leadership Style, Motivation And Discipline Of Work On The Performance Of Employee Of Bank XYZ In The Jatiwaringin Area ²¹
14	(Rahaman et al., 2020)	What Factors Do Motivate Employees at the Workplace? Evidence from Service Organizations ²²
15	Nguyen et al. (2020)	The Impact of Organizational Commitment on Employee Motivation: A Study in Vietnamese Enterprises ²³
16	Suriyadi et al (2020)	Effects Of Situational Leadership, Work Motivation And Cohesiveness On Work Satisfaction And Employment Performance (A Case Study In Education And Cultural Office In Konawe Regency) ²⁴
17	Chien et al. (2020)	The Effect Of Work Motivation On Employee Performance: Empirical Evidence From 4-Star Hotels In Mongolia ²⁵
18	Hayati (2020)	The Influence Of Visionary Leadership, Talent Management, Employee Engagement, And Employee Motivation To Job Satisfaction And Its

¹⁹ Dafruddin And Heryanto, 'The Effect Of Work Motivation And Work Environment On Performance With Satisfaction As Intervening Variables Education Personnel Rektorate Andalas University', *Archives of Business Research*, 7.2 (2019) <<https://doi.org/10.14738/abr.72.5768>>.

²⁰ Kausar Hanum, Said Musnadi, and Hamdi Harmen, 'Determinant of Employee Performance : Case in Diskop UKM', *Global Journal of Management and Business*, 19.10-A (2019).

²¹ M.F. Yushadi, M. Hubeis, and J. Affandi, 'THE EFFECT OF LEADERSHIP STYLE, MOTIVATION AND DISCIPLINE OF WORK ON THE PERFORMANCE OF EMPLOYEE OF BANK XYZ IN THE JATIWARINGIN AREA', *Russian Journal of Agricultural and Socio-Economic Sciences*, 87.3 (2019), 188–95 <<https://doi.org/10.18551/rjoas.2019-03.23>>.

²² Md Atikur Rahaman and others, 'What Factors Do Motivate Employees at the Workplace? Evidence from Service Organizations', *Journal of Asian Finance, Economics and Business*, 7.12 (2020) <<https://doi.org/10.13106/JAFEB.2020.VOL7.NO12.515>>.

²³ Hoai Nam Nguyen and others, 'The Impact of Organizational Commitment on Employee Motivation: A Study in Vietnamese Enterprises', *Journal of Asian Finance, Economics and Business*, 7.6 (2020) <<https://doi.org/10.13106/JAFEB.2020.VOL7.NO6.439>>.

²⁴ Suriyadi and others, 'Effects of Situational Leadership, Work Motivation and Cohesiveness on Work Satisfaction and Employment Performance (A Case Study in Education and Cultural Office in Konawe Regency)', *International Journal of Scientific and Technology Research*, 9.2 (2020).

²⁵ Grace C.L. Chien and others, 'The Effect of Work Motivation on Employee Performance: Empirical Evidence from 4-Star Hotels in Mongolia', *Journal of Human Resources in Hospitality and Tourism*, 19.4 (2020) <<https://doi.org/10.1080/15332845.2020.1763766>>.

		Implications For Employee Performance All Divisions Of Bank BJB Head Office ²⁶
19	Pancasila et al (2020)	Effects of Work Motivation and Leadership toward Work Satisfaction and Employee Performance: Evidence from Indonesia ²⁷
20	Le et al. (2020)	Factors Affecting Lecturers' Motivation: A Case Study of Public Universities in Ho Chi Minh City, Vietnam ²⁸
21	Fonseca Da Costa Guterres et al (2020)	The Role Of Work Motivation As A Mediator On The Influence Of Education-Training And Leadership Style On Employee Performance ²⁹
22	Chung & Pak (2021)	Is There Internal Fit Among Ability Motivation And Opportunity-Enhancing HR Practices? Evidence From South Korean ³⁰
23	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 ³¹
24	Chahar et al. (2021)	Mediating Role Of Employee Motivation For Training, Commitment, Retention, And Performance In Higher Education Institutions ³²
25	Maceika & Toločka (2021a)	The Motivation For Engineering Change In The Industrial Company ³³

²⁶ Neneng Hayati, 'The Influence of Visionary Leadership, Talent Management, Employee Engagement, and Employee Motivation to Job Satisfaction and Its Implications for Employee Performance All Divisions of Bank Bjb Head Office', *International Journal of Scientific and Technology Research*, 9.3 (2020).

²⁷ Irwan Pancasila, Siswoyo Haryono, and Beni Agus Sulisty, 'Effects of Work Motivation and Leadership toward Work Satisfaction and Employee Performance: Evidence from Indonesia', *Journal of Asian Finance, Economics and Business*, 7.6 (2020) <<https://doi.org/10.13106/jafeb.2020.vol7.no6.387>>.

²⁸ Lan Chi Le, Thai Dinh Do, and Nhi van Kieu, 'Factors Affecting Lecturers' Motivation: A Case Study of Public Universities in Ho Chi Minh City, Vietnam', *Universal Journal of Educational Research*, 8.10 (2020) <<https://doi.org/10.13189/ujer.2020.081046>>.

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³¹ Annida Khoiriani, 'The Influence of Motivation and Work Ability on Job Satisfaction and Performance of Restaurant Employees in the City of Tourism in Yogyakarta, Indonesia', *International Journal Administration Business & Organization*, 02.01 (2021), 31–34.

³² Bhawna Chahar, Samax Rana Jain, and Vinod Hatwal, 'Mediating Role of Employee Motivation for Training, Commitment, Retention, and Performance in Higher Education Institutions', *Problems and Perspectives in Management*, 19.3 (2021) <[https://doi.org/10.21511/ppm.19\(3\).2021.09](https://doi.org/10.21511/ppm.19(3).2021.09)>.

³³ Augustinas Maceika and Eligijus Toločka, 'The Motivation for Engineering Change in the Industrial Company', *Business: Theory and Practice*, 22.1 (2021) <<https://doi.org/10.3846/btp.2021.13042>>.

26	Seqhobane & Cocktails (2021)	How Do Job Characteristics Influence The Motivation Of Millennial Hospitality Employees? ³⁴
27	Leonova et al (2021)	Strategic Analysis Of The Motivation Of Employees' Productivity: A Compensation Benefits, Training And Development Perspective ³⁵
28	Chua & Ayoko (2021)	Employees' Self-Determined Motivation Transformational Leadership And Work Engagement ³⁶
29	Rahmitasari et al (2021)	The Influence of Motivation and Competence on Employee Performance through Organizational Commitment at Regional General Hospitals in Majene Regency ³⁷
30	Febriansyah & Cashmere (2022)	The Influence Of Work Motivation, Cooperation And Work Culture Towards The Performance Of PT PLN (Persero) UP3 Bekasi Employees ³⁸
31	Lee et al. (2022)	Examining Employee Retention And Motivation: The Moderating Effect Of Employee Generation ³⁹
32	Nurhayati & Sons (2022)	Effect of Work Discipline and Work Motivation on Employee Performance at PT Akebono Brake Astra Indonesia ⁴⁰
33	Reza et al. (2022)	Organizational Culture and Personality Influence on Employee Motivation and Performance at PT Jasa Raharja East Kalimantan Branch ⁴¹
34	Yang et al. (2022)	Does Motivation Matter? How Leader Behaviors Influence Employee Vigor At Work ⁴²

³⁴ Mothepane Seqhobane and Desere Koko, 'How Do Job Characteristics Influence the Motivation of Millennial Hospitality Employees?', *SA Journal of Human Resource Management*, 19 (2021) <<https://doi.org/10.4102/SAJHRM.V19I0.1698>>.

³⁵ Irina S. Leonova and Others, 'Strategic Analysis Of The Motivation On Employees' Productivity: A Compensation Benefits, Training And Development Perspective', *Academy of Strategic Management Journal*, 20.SpecialIssue 5 (2021).

³⁶ Jeremy Chua and Oluremi B. Ayoko, 'Employees' Self-Determined Motivation, Transformational Leadership and Work Engagement', *Journal of Management and Organization*, 27.3 (2021) <<https://doi.org/10.1017/jmo.2018.74>>.

³⁷ Rahmitasari and others, 'The Influence of Motivation and Competence on Employee Performance through Organizational Commitment at Regional General Hospitals in Majene Regency', in *Proceedings of the International Conference on Industrial Engineering and Operations Management*, 2021.

³⁸ Tony Febriansyah and Kasmir, 'The Influence Of Work Motivation, Cooperation And Work Culture Towards The Performance Of PT PLN (Persero) UP3 Bekasi Employees', *Dinasto International Journal of Education Management Adn Social Science*, 3.3 (2022), 360–72.

³⁹ Lee and others.

⁴⁰ Ela Nurhayati and Hamzah M Mardi Putra, *Effect of Work Discipline and Work Motivation on Employee Effect of Work Discipline and Work Motivation on Employee Performance at PT Akebono Brake Astra Indonesia at Pt Akebono Brake Astra Indonesia*, 2022.

⁴¹ Paschal Muhammad Reza, Sri Mintarti, and Dobby Adhimursandi, 'Organizational Culture and Personality Influence on Employee Motivation and Performance at PT Jasa Raharja East Kalimantan Branch', *Journal of Sosial Science*, 3.4 (2022), 779–98 <<https://doi.org/10.46799/jss.v3i4.370>>.

⁴² Fu Yang and others, 'Does Motivation Matter? How Leader Behaviors Influence Employee Vigor at Work', *Personnel Review*, 2022 <<https://doi.org/10.1108/PR-10-2021-0734>>.

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 motivation⁴³. 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 goals⁴⁴.

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 motivation⁴⁵. This means by creating a good work environment it will encourage an increase in employee performance⁴⁶. 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 motivation⁴⁷.

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 level⁴⁸. These results are also explained in a study states that training has a positive effect on work motivation and employee performance⁴⁹. 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 & Koko (2021) which discusses that the characteristics of the tasks assigned, rewards for employee performance, and career paths are factors that shape work motivation⁵⁰. One of the form rewards for employee performance can be remuneration or study career paths are a form of appreciation or feedback for successful employee performance which can encourage work motivation⁵¹.

⁴³ Chua and Ayoko; Pancasila, Haryono, and Sulistyono; Shim and Park; Yang and others; Yushadi, Hubeis, and Affandi.

⁴⁴ Anum Reknowati Ningsih, 'Pengaruh Kepemimpinan Terhadap Motivasi Kerja Karyawan Pada Pdam Kota Madiun', *EQUILIBRIUM: Jurnal Ilmiah Ekonomi Dan Pembelajarannya*, 04.02 (2016), 192–200.

⁴⁵ Lee and others; Endang Muryani and others, 'The Effect of Motivation on Performance at the Women's Cooperative Institute in Al - Barokah, Tuban Regency', *International Journal of Academic Research in Business and Social Sciences*, 8.12 (2019) <<https://doi.org/10.6007/ijarbss/v8-i12/5413>>; Maceika and Toločka.

⁴⁶ Muryani and others.

⁴⁷ Rayka Dantyo Prakoso, Endang Siti Astuti Astuti, and Ika Ruhana, 'Pengaruh Lingkungan Kerja Terhadap Motivasi Kerja Dan Kinerja Karyawan', *Jurnal Administrasi Bisnis*, 14.02 (2014).

⁴⁸ Chahar, Jain, and Hatwal; Chung and Pak.

⁴⁹ Darmawanty, Lumbanraja, and Lubis.

⁵⁰ Rahaman and others; Lee and others; Seqhobane and Koko.

⁵¹ Rahaman and others; Lee and others.

This achievement can be achieved if a company gives employees the freedom to communicate and innovate 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 motivation⁵³. 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 satisfaction⁵⁴.

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:

Table 2. Results of Work Motivation Research on Employee Performance

Author	Research Results
Alexandri et al (2019)	Motivation has a positive and significant effect on the performance of the forensic examiner of the Puslabfor Bareskrim POLRI.
Sudiardhita et al (2018)	Motivation has a significant positive effect on employee performance.
Khoiriani (2021)	Motivation and workability significantly affect job satisfaction and the performance of restaurant employees in Yogyakarta.
Nurhayati & Putra (2022)	Work motivation positively affects employee performance PT Akebono Brake Astra Indonesia
Hayati (2020)	Work motivation affects the primary performance of employees ability of the BJB Bank head office.
Rahmitasari et al (2021)	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.
Fonseca Da Costa Guterresa et al (2020)	Work motivation mediates the influence of leadership style on employee performance in the Office of the Ministry of Education of East Timor.

⁵² Maceika and Toločka.

⁵³ Muryani and others; Nguyen and others.

⁵⁴ S. I. Farida, M Iqbal, and A Kurniasih, 'Pengaruh Kepercayaan Dan Komitmen Organisasi Terhadap Motivasi Kerja Serta Implikasinya Pada Kepuasan Kerja', *Jurnal Kependidikan: Penelitian Inovasi Pembelajaran*, 46.01 (2016), 121–34.

Sukarman et al (2018)	Motivation significantly affects employee performance and organizational behaviour of employees of the Boalemo Regency Government of Gorontalo Province.
Yushadi et al. (2019)	Motivation also has a positive and significant effect on Bank XYZ employees' work discipline and performance in the Jatiwaringin Area.
Hanum et al. (2019)	Work motivation has a significant effect on employee performance.
Muryani et al. (2019)	The results showed that motivation positively affected employee performance at the Al-Barokah Tuban women's cooperative institution.
Chien et al. (2020)	Shows a positive relationship between motivation and the performance of employees working in four Mongolian 4-star hotels
Darmawanty et al (2018)	Work Motivation Has a Positive and Significant Effect on The Performance of Employees of Kopertis Agama 1 Sumatra Utara
Febriansyah & Cashmere (2022)	Work motivation partially has a positive and significant effect on the performance of employees of PT PLN Bekasi UP3.
Leonova et al. (2021)	Motivation has a significant positive effect on employee performance.
Pancasila et al (2020)	Work motivation has a positive and significant effect on job satisfaction and employee performance of coal company PT Bukit Asam Tbk.
Van Iddekinge et al (2018)	Explaining that ability and motivation can encourage improved employee performance.

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 Office⁵⁵. 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 performance⁵⁶. This is caused by the lack

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 Assembly⁵⁷. 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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