

# The Effect of Work Motivation and Employee Performance : A Systematic Literature Review

Moh Badrut Tamam<sup>1</sup>, Sopiah<sup>2</sup>

<sup>1,2</sup>. Magister Management Study Program, Faculty of Economics and Business  
State University of Malang, Indonesia

<sup>1</sup>*mohbadruttamam28@gmail.com*; <sup>2</sup>*sopiah.fe@um.ac.id*

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## ABSTRACT

**Purpose** – This study aims to synthesize literature data that discusses work motivation and employee performance.

**Methodology/approach** – A This research was prepared using PRISMA method (Preferred Reporting Item for Systematic Review and Meta-Analysis) from research related to work motivation to employee performance. The data collection method in this study used the PICO (Population, Intervention, Comparison, and Outcome) method using 2 accesses, namely Google Cendikia and ResearchGate.

**Findings** – It Based on the results of a systematic literature review, the authors found 144 articles filtered using data inclusion criteria so a total of 33 data were obtained that were following the eligibility standards of 30 selected articles to be analyzed qualitatively descriptively. This research, shows that 17 literature has a positive and significant effect and dominates, 11 literature has a positive and & significant effect but does not dominate, and 2 literature has a negative and significant effect.

**Novelty/value** – As employee performance has been an important factor in the human resource development last decades it is vital to understand how to retain employee performance. Keywords systematic literature review, work motivation, employee performance.

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## INTRODUCTION

Managing employees in a company that is carried out professionally can create a balance between employee needs, organizational capabilities, and the demands of the organization, so that it has an impact on the quality of employees which will affect the progress of the company (Mappamiring, 2020). Corporate Balance is the key to the development of productivity and the vn of the company (Arfah & Putra, 2019). Therefore, employees are expected to work with high productivity and professionalism. The success of human resource management lies in the power of money and capital so that it will have an impact on the continuity and growth of the company or organization (Nurhilalia et al., 2019).

There are various kinds of definitions from experts regarding work motivation. According to A (Fadhil & Mayowan, 2018) desires to originate from within a person because they are encouraged, inspired, and encouraged in carrying out activities that are based on happiness, and happiness. And earnestly so that it will get good and quality results. This is strengthened by the opinion of (Pancasila, 2020) companies that motivate their employees, will encourage morale so that they will provide all

their abilities and expertise. If employees have motivation, they will get job satisfaction and work more enthusiastically than before which will have an impact on improving performance.

Performance is something that employees will provide in contributing to the company in the results of production or service. Performance certainly has a huge impact on the quality of a company and determines the success rate of the company itself (Farisi. S Fahmi. M, 2020). The quality and competitive ability of human resources greatly affect employee performance, therefore each employee will have a different level of ability in completing their work. Performance-based on the performance of each employee can be a benchmark in the management division (Adha et al., 2019). Not many managerial companies or organizations consider motivation as a spur to boost employee performance. That background underlies the preparation of this systematic literature review. This systematic literature review is to synthesize research literature data that discusses the influence of employee motivation and employee performance.

### METHOD

This research was compiled based on PRISMA (Preferred Reporting Item for Systematic Review and Meta-Analysis) from research related to the effect of work motivation on employee performance. Data collection using the PICO (Population, Intervention, Comparison, and Outcome) method. The literature data collection method in this research uses 2 accesses, namely Google Scholar at the <https://scholar.google.com/> address and ResearchGate at the [www.researchgate.net](http://www.researchgate.net) address.

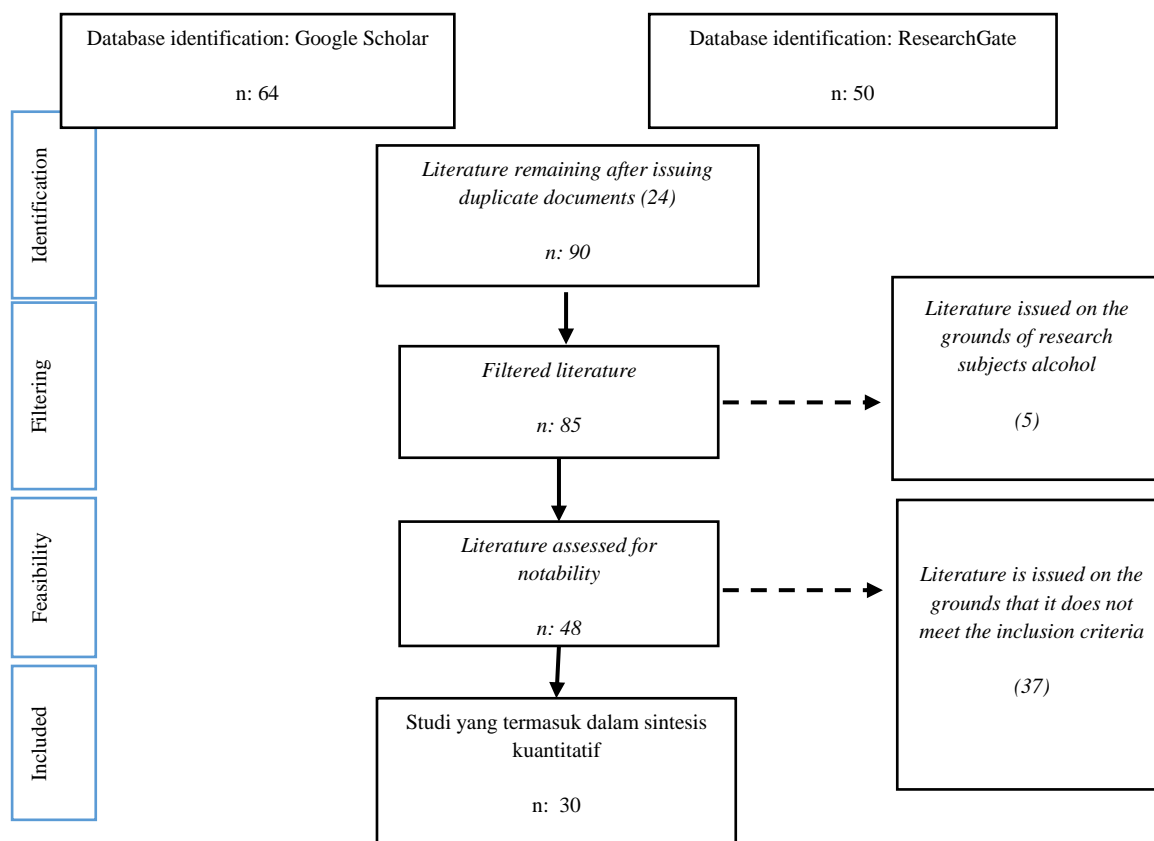


Figure 1: Prism Flow Diagram (Swartz, 2011)

The strategy that the author will use to find appropriate literature using the PICO method. The keywords used to search on ResearchGat and Google Scholar are (influence/relationship/Effect) (work motivation) and (employee productivity/employee performance). Researchers get some

literature that suits what is desired. After using the PICO method, the next step is to extract the collected data/literature using inclusion criteria, aiming to narrow down the data obtained so that researchers can find and collect appropriate literature.

<b>PICO</b>	<b>INFORMATION</b>
<i>Population</i>	Company leaders or employees
<i>Intervention</i>	Work Motivation
<i>Outcome</i>	Employee performance

Source : PICO

### Data Inclusion Criteria

In this study, various study designs will be taken from the following inclusion criteria:

<b>TIPE</b>	<b>INKLUSI</b>
Types of Literature	<i>Research article</i>
Year of Publication	2018-2022
Origin of Literature	<i>Literature International</i>
Standard Literature	<i>Scopus and Copernicus indexed literature</i>
Sample	Leaders or employees of the company or Institution
Research Methods	Correlational

Source : Data Inclusion Criteria

## RESULTS AND DISCUSSION

Based on the literature review to be studied, 30 pieces of literature were selected that discussed work motivation and employee performance, 17 pieces of literature had a positive and also significant effect and dominated other variables, 11 literature had a positive and significant effect but did not dominate, and 2 literature had a negative and significant effect.

### Analysis Literature Review

The number of literature data that has been studied is thirty (30). A total of thirty data pieces of literature use more than one unbound variable such as work environment, organizational culture, job satisfaction, and so on. Based on the results of the thirty pieces of literature data, researchers classified them into three groups, namely literature data with results with significant dominant positive effects, non-dominant significant positive effects, and significant negative effects.

#### 1. Data literature of significant positive influences dominant

Based on the literature data, it can be reviewed that there is an influence between work motivation and employee performance dominantly. This means that work motivation plays a major role in the ups and downs of the organization. There are 17 (seventeen) literature data showing the results of this dominance.

Variable Work motivation indicators that have a positive and significant influence on employee performance can be explained from various perspectives. According to (Riyanto et al., 2021) there are three motivational perspectives used, namely the value of hope, hope, and self-determination, which can show that motivation can grow through contextual conditions.

#### 2. Data literature significant positive influence is not dominant

There are 11 (eleven) data pieces of literature showing conclusions of positive and significant influences. This means that the same result as the first group of data, namely that something decreases

work motivation in an aspect will also reduce an aspect of employee performance. The difference is in the dominance between the work motivation variable and other variables studied in 1 (one) literature. In the study (Pancasila, 2020) the results of analysis and hypothesis testing obtained results that work motivation was proven to have a positive and significant effect on job satisfaction but other variables had a greater influence than work motivation, namely leadership.

### 3. Literature data on significant negative influences

In the search conducted by the author following the data criteria in this study, there were 2 (two) literature data that resulted in work motivation negatively and significantly affecting employee performance. This happens because of each individual's need for background and work achievement goals, they have their own needs to achieve good performance including remuneration, career development, and recognition (Ibrahim et al., 2022). In the study (Shin & Hur, 2021) explained that demands are referring to aspects of work that cause tension, where these demands are generally categorized into challenges and obstacles demands.

### Positive and significant and dominant influences

From the 30 articles analyzed, there were 17 pieces of literature whose results from the research concluded that work motivation became the dominant variable. Positive influence can be interpreted as a linear influence between work motivation and employee performance. If the company implements or increases motivation, the performance of the company will increase and if work motivation decreases, it can be said that the performance of employees has decreased or weakened (Herdiana Abdurrahman & Sunan Gunung Djati Bandung, 2018; Ren et al., 2021; Selvarajan et al., 2018). The definition of significant can be interpreted as the meaningfulness of an influence on each variable. While dominant is the statement of the alignment of variables contained in the study, work motivation is the variable that most influences and encourages employee performance (AFLAH et al., 2021; Astuti et al., 2020; Paais & Pattiruhu, 2020).

Motivation is divided into two types, namely intrinsic and extrinsic, both forms of motivation contribute significantly to the level of performance of employees to work. Intrinsic motivation itself is determined by three psychological states, which can occur if the work has certain characteristics that include: the diversity of skills used to perform the task, the identity of the task, and feedback regarding the task performed. Motivation can be adjusted externally or internally. External regulation refers to involvement in an activity for instrumental reasons. Externally regulated employees make efforts because they want to receive awards and avoid punishment. However, rewards can be classified in a variety of ways. For example, some employees want material rewards such as remuneration, benefits, or job security which can be called material extrinsic, while others seek approval, recognition, and social fame including social extrinsic (Basińska, 2021; Koszela, 2020; Pang & Lu, 2018; van der Kolk et al., 2019).

Motivation has a tendency that starts from within to self-motivation adjustment, loves challenges, has development potential, upholds standards, enjoys personal achievement and job satisfaction will perform very well (Dharma, 2018; Fonseca Da Costa Guterres et al., 2020; Idris & Wahyudi, 2021; Moon et al., 2019).

In addition, financial rewards or wages seem to be able to encourage motivational factors for employees who are given certain benefits payments so that employees will perform their duties better than others who are not given the same incentives but in the development of incentives, but need to consider the different nature of each industry and the background of each organization. In other words, the more a person wants the reward he wants to achieve, the greater the motivation shown and the higher the performance produced. (Chien et al., 2020; Idris & Wahyudi, 2021; Wibisono et al., 2018; Wolor et al., 2019).

### Positive and significant influences and not dominant

Positive and significant and non-dominant influences can be interpreted as other variables dominating the influence on other variables of work motivation variables. One of the dominating variables is leadership. To improve employee performance, it is necessary to encouragement,

especially from superiors as a form of work motivation. The motivation itself is the encouragement of more employees to do work so that without any encouragement from superiors, it is felt that there will be fewer or not fully capable employees in carrying out their work. Motivation can be categorized as very important because a company or organization must deal with employees who have different backgrounds and knowledge. For this reason, leaders must also realize that employee performance will increase if supported by high employee motivation related to their work. (Fonseca Da Costa Guterresa et al., 2020; Nurhuda et al., 2019; Pancasila et al., 2020; Rita et al., 2018).

In addition to the dominating leadership variable, some variables are work discipline. Work discipline itself involves the awareness and willingness of employees to comply with all the rules of the organization and applicable social norms so that employees comply with all regulations in the work environment with high awareness and without coercion (Darajat et al., 2019). In research (Girdwichai & Sriviboon, 2020; Nursaid et al., 2021) Competence and training are the dominating variables of all variables because competence and training are basic characteristics of a person that allow employees to issue superior performance in their work so that they can provide the best results.

In the research of employees of the fish canning industry production department in Muncar District, Banyuwangi Regency, it was also stated that work motivation is still lower than the influence of work experience on performance, this is due to extrinsic motivation to become a person who is more valued than fellow employees, often causing intrigue among employees, and this leads to things that are deductive to performance (Syaharudin et al., 2022). In addition to experience, the dominating variable is compensation for what is acceptable as a worker in exchange for his contribution to the organization (Musriha, 2019).

### **Significant negative influences**

The results of the screening in 2 literature resulted in the finding that work motivation had a significant negative influence on the performance of employees. A significant negative effect here can be concluded that work motivation does not have an impact on the performance of employees. There are 2 (two) literature data that produce work motivation that negatively and significantly affects employee performance. This happens because of each individual's need for background and works achievement goals, they have their own needs to achieve good performance including remuneration, career development, and recognition besides that there are also demands referring to aspects of work that cause tension, where these demands are generally categorized into challenges and obstacles that will have an impact on work motivation (Ibrahim et al., 2022; Shin & Hur, 2021).

## **CONCLUSION**

This research focuses on synthesizing or examining literature that discusses work motivation toward employee performance. A total of 30 (thirty) literature data were selected for descriptive qualitative analysis. This research, shows that 17 (seventeen) literature has a positive and significant effect and dominates, 11 literature has a positive and significant effect but does not dominate, and 2 literature data have a negative and significant effect. From the literature data, it can be concluded that simultaneously work motivation has a significant influence on the performance of employees. So work motivation has a positive relationship with the performance of employees, the more motivated employees are in doing their work, the better their performance will be done by an employee.

For subsequent researchers, in achieving maximum results in using the systematic literature review method, it is necessary to take more seriousness in identifying, analyzing, and thinking critically in processing data sources to obtain relevant and accurate information. So it takes a long time to compile it. Limitations in compiling systematic literature reviews are limited accurate data from the organization or company being studied.

For companies that manage human resources, it is highly recommended to apply or increase work motivation towards employees so that it will improve the performance of company employees,

these factors will also have an impact on productivity. For subsequent researchers, it is hoped that they will examine broader aspects and more literature.

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