

# Analysis of the Effect of Work Motivation on Employee Performance: Systematic Literature Review

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**Abstract**— A person's work motivation can be influenced by how his empowerment is implemented by the company, how the condition of his management of the company's organization becomes a suitable place for the growth of employee engagement, and the existence of good communication so that it is maintained and the creation of motivation by describing what workers should do, about the level of work performance that can be achieved and providing input to improve employee performance. This paper aims at a comprehensive review of work motivation toward employee performance. The data collection used in this study used the PRISMA method with 3 databases, namely harzing's publish or perish Google Scholar, Garuda journals, and Proquest with a period of the last 5 years, articles that can be accessed so that the articles collected are 335. Identifying, screening, and obtaining results that match the inclusion criteria and exclusion criteria, the results of 34 journals were obtained by the eligibility standards. The results showed that 18 journals said work motivation had a positive and significant effect, 2 journals showed work motivation did not affect performance, 13 journals showed mediation or intervening variables and 1 journal showed motivation as moderation.

**Keywords**— Systematic Literature Review, Work Motivation, Employee Performance.

## I. INTRODUCTION

The rapid development in the world of technology and science today has a huge impact on business development. Advancing the business requires good management. All means are used by the company to develop and keep operating. Competition in the business world is very tight, causing companies to be required to increase competitiveness in maintaining company continuity. one way is to continue to improve skilled and qualified human resources (Rozalia et al., 2015)

Human resources are important organizational resources that play an important role in the company. The company needs competent, qualified, and passionate human resources in the success of achieving company goals, in the process of setting goals it is explained how the contribution and role of each individual regarding what is done and what results are obtained to optimize the contribution and role of employees in achieving organizational goals, this is very good in developing individual resources. The performance of employees in the company is needed to achieve the success of the company and the performance of the employees themselves. Improving employee performance is very beneficial for employees and the company. In theory, good employee career development can be

caused by good employee performance as well (Razak et al., 2018)

According to (Handoko, 2000) motivation is a condition in the person of employees that encourages the desire of individuals to carry out activities to achieve goals. Therefore, motivation is often interpreted as a motivating factor for a person. The lack of motivation and attention given by the leadership to the workers can affect the smooth running and not the performance of the employees assigned to them (Sinaga & Sinulingga, 2018). Motivation is to provide a driving force that creates employee work pleasure so that they are willing to work effectively, work together, and integrate with all their efforts to achieve optimal performance. Motivational theories are like cones, humans will be motivated if their needs are met from self-actualization needs to physiological needs. If all its needs are met, the performance of the company's employees will also increase (Heriyanto, 2019)

Employee work motivation can be formed by empowerment, good interpersonal communication, and work engagement. A person's work motivation can be influenced by how his empowerment is applied by the company, how the conditions of his management of the company's organization become a suitable place for the growth of employee involvement, and the existence of good communication so that it is maintained and the creation of motivation by describing what workers should do, about the level of work performance that can be achieved and providing input to improve employee performance, if it is still considered unsatisfactory (Ma'ruf et al., 2019)

Based on some of the definitions above, it is clear that motivation is one of the most important factors in improving employee performance. Therefore, researchers took a study entitled "Analysis of the Effect of Work Motivation on Employee Performance", so that the author formulated the problem of whether work motivation can affect employee performance

## II. RESEARCH METHODS

This study is a review of Systematic Literature Review with certain research or research and development methodologies carried out to collect and evaluate related research on the research topic being studied. Some details of its activities such as determining strategies for finding sources of information or data, and selecting literature through quality assessment according to data extraction and synthesis data. The source of

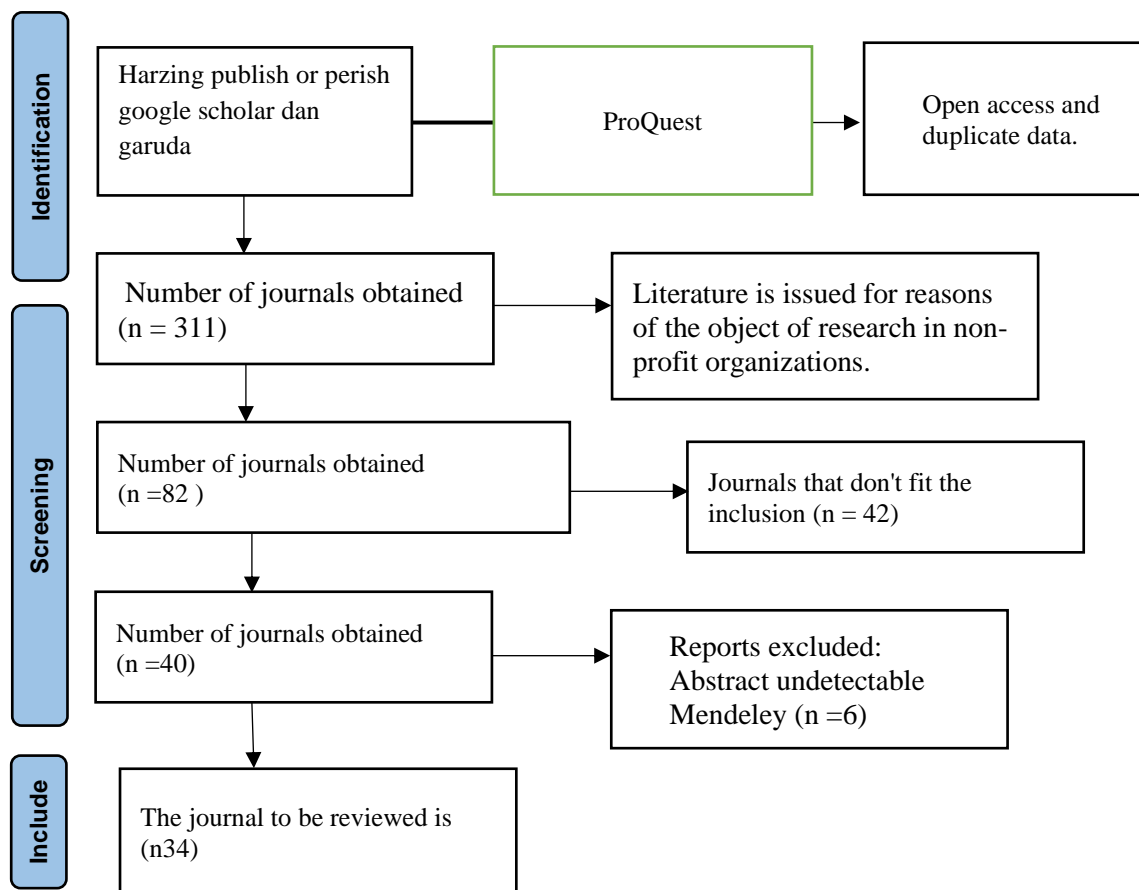
the database used to find literature is harzing Publish or Perish Google scholar, garuda journal, and Proquez (Tiorentap, 2020). The criteria in the study are in the form of exclusion and inclusion criteria. Some of the criteria inclusions in the table are as follows:

Inclusion	Type
Research article 2017 – 2022	Type of literature Year of Publication
National and International Journals	Language literature
Indonesian-language and English-language journals	Language literature
Employee	Sample
correlational	Research methods

Meanwhile, the exclusion criteria in the study are all criteria that are not in the inclusion criteria. As an effort to reduce the

scope of research, researchers use the PRISMA method in selecting researchers' literature. The stages in finding literature are divided into 3 large parts of stages such as identification, screening, and include.

Reporting from the type of research. The search-specific range is 2017-2022 the reason is that the data in 2017 is still very popular and more widely known. In the identification stage, three literature searches will be carried out on an online database that has a large repository for academy studies, namely: Google Scholar, Garuda journals, and Proquest. Furthermore, at the screening or screening stage, the reason for some literature issued is because, the object of research in non-profit organizations, literature that does not meet the inclusion criteria, and abstracts that are not detected Mendeley



### III. RESULTS AND DISCUSSION

#### Result

In this study, the results obtained were based on phenomena that had been collected by previous researchers and evaluated with the topic of discussing the importance of work motivation in a company or organization. Motivation in one company will have an impact on the good or bad performance of an individual in the company where he works. The authors found various journal studies that discussed the aspects studied based on the

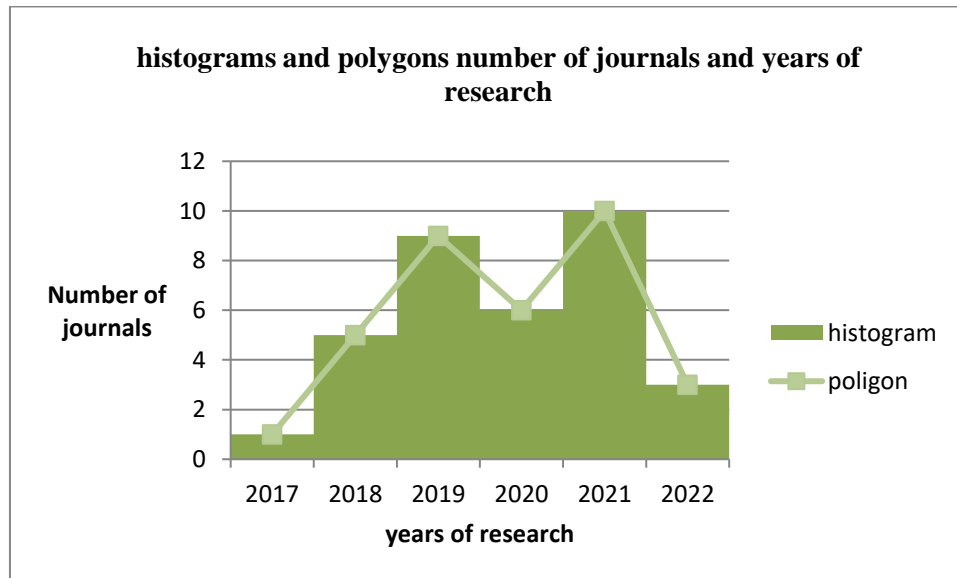
number of database sources searched and collected a total of 335 journals. Furthermore, the researcher identified and screened journals using the PICO and PRISMA methods, so the researcher found 34 articles that fit the criteria of this study. Researchers have conducted reviews based on the literature collected. Based on the results of the literature study, the data is further described and explained as follows

#### General characteristics of Literature review

In this study, some general characteristics or characteristics are reviewed from literature articles that have been studied

about linguistics and can be accounted for. Included properties. The properties included in this study summary are adjusted to the characteristics that have been created in the inclusion table.

The following are pictures of histograms and polygons in the journal year published as follows:



Pictures 1 Histogram and Polygons

With a percentage of 3%, in 2018 5 journals obtained with 15%, in 2019 the number of journals obtained was 9 journals with a percentage of 26%, In 2020 the journals obtained amounted to 6 with a percentage of 18%, in 2021 the number of journals obtained was 10 with a percentage of 28%, while in 2022 the number of journals obtained was 3 with a percentage of 9%. The journals used are in Indonesian and English with previous research countries such as Indonesia, the Philippines, Malaysia, Somalia, Ghana, Nigeria, Ethiopia, and Oyo State. with the object of researching employees of both companies and offices.

*Analysis Literature Review*

In this study, thirty-four (34) literature has been reviewed using several free variables in this study such as job satisfaction, work commitment, employee involvement, compensation, work environment, and others. From the results of the 34 literature, the author classifies it into four (4) namely: (1) motivation has a positive and significant effect, (2) motivation has no effect, (3) motivation or other free variables that become mediation/ intervening variables, (4) motivation to be a moderator.

*1. Work Motivation Has a Positive and Significant Effect on Employee Performance*

Based on the literature article review, it can be seen that there is a positive and significant influence between organizational culture and employee performance. This means that motivation plays an important role in the rise and fall of a company's employee performance. There are eighteen (18) pieces of literature describing positive and significant results. There are three (3) journals that use intrinsic or extrinsic motivation in research such as (Jobira & Mohammed, 2021), (Olushola & Adewumi, 2021) and (Aminar Sutra Dewi, 2022). And there is 1 journal from Somalia that discusses 1 free

variable, namely motivation, which has a positive and significant effect on the performance of bank employees in Somalia, namely from research (Aqil et al., 2020)

Work motivation indicators that have a positive and significant influence on employee performance can be explained through the variable indicators of work motivation. Each company or organization has different aspects as indicators in the variable work motivation. (Risnawati, 2019) describes aspects used such as the need for achievement, need for power, and the need for affiliation.

According to (Budiansyah et al., 2021) in their research that some of the indicators of work motivation used in the study include Working According to Standards, being Happy to Work, Feeling Valuable, Working Hard, and having Little Supervision. Meanwhile, in the aspect of performance, the indicators used such as Work Quality, Work Quantity, Task Implementation, and Responsibility.

*2. Work motivation has no effect on employee performance*

In a study conducted by researchers with data criteria in this literature review, two (2) results in work motivation not affecting employee performance such as (Trifena Setiawaty Sinaga, 2020) said that work motivation does not affect the performance of 65 employees of PT Kereta Api Indonesia. While in the study (Razak et al., 2018) explained in their research there was no influence of work motivation on employee performance at PT ABC Makasar. From the two studies, it can be concluded that the rise or fall of work motivation does not affect employee performance.

*3. Mediation or Intervening*

from research that has been carried out by researchers with data criteria in this literature review obtained results that 9 literature that says that work motivation can be a connecting or

mediating variable between variables of job characteristics and individual characteristics of employee performance as in previous research (Ramdhani & Sridadi, 2020) but (Jufrizen & Hadi, 2021) in their research said that work motivation cannot be a mediator between facilities and work discipline towards the performance of karyawan. Whereas the study (Maria, 2019) explained that work motivation can be a mediation of interpersonal communication but motivation cannot be a mediation between organizational culture and compensation for employee performance.

In a study conducted by researchers, researchers found 4 literature review articles that explained that other variables can be mediating variables or liaisons between work motivation and employee performance, in research conducted by (Talashina Ngatno, 2020), (Rinaldi & Riyanto, 2021), (Abdurrahman et al., 2019) said that job satisfaction and employee involvement can be connecting variables between motivation to performance, however, in a study conducted by (Novitasari et al., 2021) explained that the personality of the teacher cannot be a mediator between motivation and performance.

#### 4. Moderating

In addition to being a free or bound variable of work motivation can also be a variable of strengthening or weakening but which is often heard as moderation. A study conducted by (Gede & Priartini, 2018) explained that work motivation can strengthen the influence of leadership on the performance of BPR employees as Sukawati Gianyar said.

### Discussion

#### 1. Positive Influence on employee performance

From the results of the literature review test, there is an influence of work motivation on employee performance, this shows that providing work motivation will contribute to improving employee performance. Motivation affects employee performance because employees who get activation from the leadership in carrying out tasks will achieve what are the expectations and goals of the company (Pratiwi & Widiartanto, 2017) this can be described as the contribution of motivation to employee performance. Motivation can be done by meeting the physiological needs of employees such as paying attention to rest hours and arranging good working hours, adequate facilities, as well as maximum design. Through this, employees will feel safe with their safety and health so that their performance also continues to improve. (Hustia, 2020).

(Risnawati, 2019) explained that companies must meet the motivational needs of affiliates. Because in achieving good performance, employees must establish a good relationship between employees and employees and leaders with employees so that with a good relationship, employees will improve their performance. Employee motivation can be increased, by way, of the company providing remuneration (rewards) that following the agreement, if the company does not fulfill the agreement to provide rewards, the motivation decreases and has an impact on performance (Oktari & Suhardi, 2021).

#### 2. Motivation does not affect employee performance

From the results of the review research that has been carried out, researchers get the result that 2 articles get that motivation does not affect employee performance, so that if good or bad

motivation does not affect performance. Motivation is very important for company leaders to pay attention to if they want employees to have a positive involvement in achieving organizational goals. Giving to employees will foster high employee enthusiasm in doing the work charged. Without employee motivation in carrying out their duties is not following standards or substandard, even though an employee has good performance, if not given motivation then the final result of the work is not appropriate (Chrisnanto & Riyanto, 2020)

research conducted by (Razak et al., 2018) explained that motivation in unfavorable conditions is not significant to employee performance, especially due to salary problems, incentives, and providing health insurance such as BPJS. To support the company's performance, it is recommended to look at and re-evaluate the policies and regulations for determining employee salaries and providing rewards to employees, especially to workers who have good performance. It is recommended that employees have a high quality of work in doing their work so that employees can complete the quantity of work in a certain period. This is the same as previous studies that said motivation does not affect performance (Trifena Setiawaty Sinaga, 2020).

#### 3. Mediation or Intervening

In addition to being a bound variable and a free variable, the study found thirteen (13) pieces of literature that linked work motivation to employee performance in the context of mediation relationships. In 13 studies obtained by 9 journals said motivation became an intervening variable while 4 journals explained other variables such as employee involvement, and job satisfaction but employee personality could not be mediated (Novitasari et al., 2021) so increased work motivation did not affect employee performance through employee personality.

Motivation being a mediator between motivation and performance can be explained as follows: According to (Mudrajat, 2003) intervening variables are variables that can theoretically affect the relationship between bound variables and free variables. A study conducted by (Ramdhani & Sridadi, 2020) explained that job characteristics and individual characteristics the higher the employee's work motivation which will further improve performance. Motivation is very important because it motivates employees, it is expected that employees will work according to job characteristics and the relationship between individual employees goes well, productivity increases.

#### 4. Moderating Variable (Reinforce)

In the study conducted, researchers got 1 journal that said that motivation can be a variable of strengthening or moderation between free variables to bound variables. Motivation is one of the processes that foster the direction, perseverance, and intensity of employees to get a goal (Robbins, 2006). The influence of work motivation strengthens or moderates the relationship between free variables and employee performance. Based on research conducted by (Gede & Priartini, 2018) that work motivation can strengthen or moderate the influence of leadership on employee performance, if leadership in carrying out its business must motivate employees so that work

motivation strengthens the relationship between leadership and employee performance positively and significantly.

#### IV. CONCLUSION

Various explanations are given after analyzing the literature on the influence of work motivation on employee performance. In this study, thirty-four (34) literature has been reviewed using several free variables in this study such as job satisfaction, work commitment, employee involvement, compensation, work environment, and others. From the results of the 34 literature, the author classifies it into four (4) namely: (1) motivation has a positive and significant effect, (2) motivation has no effect, (3) motivation or other free variables that become mediation/ intervening variables, (4) motivation to be a moderator.

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