

THE RELATIONSHIP BETWEEN MOTIVATION AND EMPLOYEES' PERFORMANCE: A LITERATURE REVIEW

Ariesta Heksarini¹, Sukisno Slamet Riyadi², Sofia Ulfa Eka Hadiyanti^{3*}

^{1,2}Universitas Mulawarman, Indonesia

³Universitas Muhammadiyah Kalimantan Timur, Indonesia

**Corresponding author: sueh433@umkt.ac.id*

ABSTRACT

Motivation is an important thing applied to organizations where it will support human behavior to work hard so that the results obtained will be optimal and achievable. With high motivation, there will be a desire to obtain a satisfactory work result and work achievement. Motivation is also an effort that can direct someone to work well and optimally. work well and maximally. This research was conducted to examine the relationship between motivation and employee performance. The type of research used is qualitative research with a literature review method. The literature studied was 20 studies published in many reputable national and international journals which are the study in this article, namely Human Resource Management. From the analysis, it was found that there is a relationship between work motivation and employee performance, and work motivation affects employee performance. work motivation affects employee performance. However, the influence of work motivation on employee performance depends on the type of organization and company where employees work. depends on the type of organization and company where employees work.

Keywords: *motivation; employees' performance; literature review*

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INTRODUCTION

Human resources play an important role in organizations because they have great potential to carry out activities to achieve maximum results. Companies and employees are closely related because they need each other. Companies must also be competitive in creating effective management aimed at improving employee performance. In this case, the role of good work motivation of a material nature such as providing bonuses, salaries, and others is very much needed. Motivation is also related to employee behavior in the organization and can cause employees to act or do something to achieve certain goals.

Performance is a very important part because it has proven to be very important in its benefits. An institution wants employees to work seriously according to their abilities to achieve good work results. Without good performance from all employees, success in achieving goals will be difficult to achieve. According to Mangkunegara (2017) states that performance is the result of good work achieved by someone in completing their responsibilities.

Motivation is encouragement, both from within and from outside humans to move and encourage their attitudes and behavior at work. The higher a person's motivation, the stronger the urge they will have to work harder so they can improve their performance. A person's work motivation is influenced by several factors that come from within him (internal) such

as salary, allowances, and promotions as well as motivation outside himself (external) such as responsibility, achievement, and challenging work.

LITERATURE REVIEW

Motivation

Motivation is a series of processes that generate, direct, and maintain human behavior to achieve goals (Greenberg & Baron, 2011).

Motivation is a human psychological characteristic that contributes to a person's level of commitment. This includes factors that cause, channel, and maintain human behavior in a certain determined direction (Stoner & Freeman, 1994).

Employees need motivation to achieve the goals they have set. High motivation is needed so that organizational commitment can be used optimally in improving performance, explaining that motivation is a need that encourages someone to behave in a certain way. Motivation is a force within a person that influences the direction, intensity, and persistence of voluntary behavior (McShane & Glinow, 2017).

Maslow stated that humans are motivated to make efforts to satisfy 5 unsatisfied basic needs inherent in humans themselves. This means fulfilling needs starting from the most basic to a higher level. In line with Maslow, Gibson explains that motivation is an impulse to act from within the employee which initiates and directs employee behavior. The focus of Gibson's discussion is that motivation is something that drives the needs of the individual (Gibson et al., 2012).

Meanwhile, Robbins stated that motivation is the strength, direction, and level of a person's perseverance in working to achieve goals. Robbins emphasizes the importance of the needs to be achieved and a person's persistence in continuously trying to ensure that these needs are met (Robbins & Judge, 2012).

Based on the opinions of the experts above, it can be concluded that motivation is something that encourages a person to behave in a certain way to achieve unmet needs by continuously trying to achieve the targets and goals set to produce the expected rewards. Motivation is very important for employees in their efforts to achieve their performance.

Performance

All companies or anything that employs people need individuals who have high performance so that they can achieve competitive advantage for organizational goals. Every individual who can complete work optimally will have a feeling of pride within him. Conversely, if the individual produces low performance it will have an impact on organizational dissatisfaction and even personal failure.

Mathis et al. (2016) state that performance is basically what employees do or don't do. Performance is what influences how much they contribute to the organization. Improving performance for both individuals and groups is the center of attention in efforts to improve organizational performance.

Armstrong & Taylor (2014) says that performance is the result of behavior. This understanding of performance links work results with behavior. As a behavior, performance is a human activity directed at carrying out organizational tasks assigned to him.

Performance is the result or output of a process. According to the behavioral approach to management, performance is the quantity or quality of something produced or services provided by someone doing the work (Luthans et al., 2015).

Performance is work performance, namely the comparison between work results and established standards (Dessler, 2015).

Employee performance is very important for an organization to achieve its goals, so organizations make various efforts to improve it. Performance at work is one of the needs that everyone wants to achieve at work. The results of each employee's performance are not the same, this is because each employee has different abilities and willingness to carry out the work. Performance is the final result of an activity. Carrying out work obligations as efficiently and effectively as possible, performance is what results from these activities (Robbins & Judge, 2012). Performance is very important in an organization, if employee performance is low it can reduce the level of quality and productivity of employee work.

Employee performance greatly influences the success of an organization. A person's performance is a measure of the extent to which a person is successful in carrying out their work duties. If employee performance is good, organizational performance will increase. On the other hand, if employee performance is poor, it can cause a decline in organizational performance. Human resources are the most important asset of an organization because of their role as the subject of implementing the organization's policies and operational activities. Furthermore, performance can affect employees in terms of achieving targets, employee loyalty, training and development, promotions, positive behavior, and organizational improvement.

Based on the opinions of the experts above, it can be concluded that performance is the result of an employee's thought and energy toward the work he or she does, it can be tangible, seen, and counted, but in many cases, the results of thought and energy cannot be counted and seen, such as ideas. an idea to solve a problem, an innovation for a product or service, could also be the discovery of a more efficient work procedure.

METHODS

In the review presented in this article, the focus is mainly on research published in many reputable national and international journals which the study in this article, namely Human Resource Management. Consistent literature review using appropriate methodological approaches is a type of qualitative research, a type of literature research. This is used inductively so that it does not raise further questions. The reason for conducting qualitative research is that the research has an exploratory nature. Next, an in-depth discussion is carried out on the related literature or literature reviewed.

RESULTS AND DISCUSSION

Ramdhani & Djamil (2024) researched The Effect of Motivation and Communication on Employee Performance with Employee Engagement as an Intervening Variable in The PT XYZ Contact Center. This research aims to determine the effect of Motivation and Communication on Employee Performance with Employee Engagement as an intervening variable at PT XYZ Contact Center PT XYZ. The number of samples in this study was 103 people, determined using a saturated sampling technique. Saturated sampling technique. This research uses quantitative methods and statistical analysis of Structural Equation Modeling and Partial Least Square (SEM-PLS). The results of this research show that motivation has a positive and significant effect on employee engagement and employee performance. Communication has no significant effect on employee engagement and employee performance. Employee engagement has a positive and significant effect on employee performance. Motivation has a positive and significant effect on employee performance through employee engagement. And communication has no significant effect on employee performance through employee engagement.

Hasanah & Lo (2020) researched The Mediating Role of Employee Satisfaction on The Influences of Employee Discipline and Employee Motivation on Employee Performance at the Ministry of Transportation, Republic of Indonesia, Research and Development Department. This research aims to determine and explain the role of employee satisfaction on the influence of discipline and work motivation on employee performance at the Research and Development Agency of the Ministry of Transportation of the Republic of Indonesia. The research method uses a quantitative approach with analysis using SEM SmartPLS. The samples taken were 115 respondents. The research results show that work discipline has a significant and positive effect on employee performance and employee satisfaction. Employee work motivation has a significant and positive effect on employee performance and employee satisfaction. However, the results of path analysis show that the indirect influence of work discipline and employee work motivation on employee performance through the mediating role of employee satisfaction is smaller than the direct influence.

Kaunda & Yangailo (2023) researched Motivation on Employee Performance and Top Leadership Commitment. This research study examines the suitability of top leadership commitment in mediating the relationship between employee motivation and employee performance in the railway sector. This research seeks to fill a gap in the literature by providing more insight into the nature of the relationship between employee motivation and performance. This study uses a quantitative research approach with sample data collected from 337 TAZARA employees. The research results show a significant positive relationship between employee motivation and employee performance and between top leadership commitment and employee performance. Top leadership commitment was found to fully

mediate the relationship between employee motivation and employee performance. The novelty of this research is the first study to empirically test the mediating effect of top leadership commitment on employee motivation and performance in the railway sector. The findings of this research can help decision-makers in the railway industry commit to motivating employees to promote high performance in their organizations. Researchers are also strongly encouraged to replicate this research in other sectors and are advised to include other contingent variables as moderating variables.

Mulema (2019) researched Employee Motivation and Organizational Performance in Selected Information Technology Support Service Companies in Kampala, Uganda. This research aims to determine the impact of employee motivation on organizational performance in an Information Technology Support Services Company in Kampala, Uganda. This research focuses on the case of three information technology support service companies; information technology support service companies; Iwat Solutions, Mercury Group, and Sky Hi-Technology. This research uses descriptive research and a cross-sectional design. The data collected is quantitative and qualitative. The research population was 96 employees resulting in a sample size of 77 respondents based on the Slovin formula. The main findings of this research indicate that there is a positive relationship between employee motivation and organizational performance, a positive relationship between employee motivation and employee commitment, and a linear relationship between employee motivation and organizational performance.

Mintia & Hadi (2023) researched The Influence of Leadership Style and Work Motivation on Employee Performance Satisfaction. This research aims to determine the significant influence of leadership style and work motivation simultaneously on employee performance satisfaction. This research shows that leadership style has a significant effect on work motivation and performance satisfaction. The results of the analysis show that leadership style does not have a significant effect on performance satisfaction, whereas work motivation has a positive and significant effect on performance satisfaction.

Hidayat et al. (2022) researched Employee Motivation, Job Satisfaction, and Employee Performance: Literary Review. The purpose of this research is to provide a structured literature review regarding the constructs of employee motivation, job satisfaction, and employee performance, and empirical evidence regarding the relationship between motivation, job satisfaction, and performance. 20 journals published during 2017-2021 that investigate employee motivation, job satisfaction, job satisfaction, employee performance, and the relationship between motivation, job satisfaction, and employee performance. job satisfaction and employee performance have been reviewed. The results of the review show that employee motivation and job satisfaction have a positive and significant effect on employee performance, in other words, employee motivation and job satisfaction are determinants of employee performance.

Yuningsih et al. (2020) researched The Effect of Work Motivation and Compensation on employee Performance in the Production Division of PT. Kusuma Kaisan Sentul-Bogor. This research aims to determine the effect of motivation and compensation on the performance of PT employees. Kusuna Kaisan simultaneously or partially. By using techniques to determine the sample size, the questionnaire was distributed to 100 respondents. The results of the analysis state that work motivation has a positive and significant effect on employee performance and compensation has a positive and significant effect on the performance of PT Kusuma Kaisan employees. Of course, there needs to be an increase in employee performance with a human resources scorecard approach, providing motivation to increase the need for communication between employees, and providing compensation in the form of social security benefits.

Sunarno & Ridwan (2023) researched the Effect of Job Transfers and Work Motivation on Employee Performance at PT. Pharos Indonesia (Empirical Study at PT. Pharos Indonesia Jakarta Branch Office 2). The purpose of this research is to determine the effect of job transfers on the performance of PT employees. Pharos Indonesia, the influence of work motivation on employee performance at PT. Pharos Indonesia, the influence of work transfer and work motivation on employee performance at PT. Pharos Indonesia. This research uses a quantitative approach, the subjects of this research are employees of PT. Pharos Indonesia, numbering 30 people. From the partial results, job transfers have a positive and significant effect on employee performance at PT. Pharos Indonesia Jakarta branch, work motivation partially has a positive and significant effect on employee performance at PT. Pharos Indonesia Jakarta branch. Job transfers and work motivation simultaneously have a positive and significant effect on employee performance.

Carolin & Rahadi (2020) researched a literature study: The relationship and influence of motivation on employee performance. This study was conducted to know and analyze the relationship between work motivation and employee performance and the influence of work motivation on employee performance. This study, which is included in the type of qualitative descriptive study, uses the library research method, namely the review and re-analysis of previous research relating to the relationship between work motivation and employee performance and the influence of work motivation on employee performance. Data is obtained from literature in the form of previous scientific research journals which will then be processed and analyzed by data reduction, data display, and verification. From the analysis, the results obtained show that there is a relationship between work motivation and employee performance and work motivation influences employee performance. However, the influence of work motivation on employee performance depends on the type of organization and company where the employee works. Work motivation will tend to have a greater influence on the performance of employees working in private companies than the performance of employees working in government agencies.

Wahyudi et al. (2021) researched the influence of career development and work motivation on employee performance at Puri Lumbung Cottages Restaurant and Spa Munduk. This research aims to examine the influence of career development and work motivation on employee performance, career development on employee performance, work motivation on employee performance, and career development on work motivation at Puri Lumbung Cottages Restaurant and Spa Munduk. The research design used in this research is causal quantitative. The research subjects were all employees of Puri Lumbung Cottages Restaurant and Spa Munduk with a population of 87 people. The analysis technique used is path analysis. The results of the research show that career development and work motivation have a positive and significant effect on employee performance, career development has a positive and significant effect on employee performance, work motivation has a positive and significant effect on employee performance and career development has a positive and significant effect on work motivation at Puri Lumbung Cottages Munduk Restaurant and Spa.

Borisovna (2023) researched the Impact of Employee Motivation on Employee Performance. This research discusses the impact of employee motivation on employee performance. The problem of employee motivation has particular relevance at the current stage of economic development. The most important factor in the successful development of modern organizations is improving motivation mechanisms.

Halimatussa'diah & Andi (2022) researched the influence of motivation and discipline on employee performance at PT Puri Giri Sentosa, South Jakarta. This research aims to determine the effect of work motivation on employee performance at PT. Puri Giri Sentosa. To find out the influence of work discipline on employee performance at PT Puri Giri Sentosa and to find out how work motivation and work discipline influence employee performance at PT. Puri Giri Sentosa. This research method uses a quantitative associative method. Data was obtained by questionnaire with a total of 53 employees as respondents. Based on the results of this research, show that the correlation or relationship between employee performance work motivation, and work discipline has a very strong level of relationship. Work motivation and work discipline on employee performance have a positive and significant effect at PT. Puri Giri Sentosa, South Jakarta.

Jufrizen & Hadi (2021) researched the influence of work facilities and work discipline on employee performance through work motivation. The research aims to analyze the influence of work facilities, work discipline, and work motivation on employee performance, the influence of work facilities and work discipline on work motivation, the influence of work facilities on employee performance through work motivation, and the influence of work discipline on employee performance through work motivation. This research uses associative research with a sample of 87 respondents who are employees at PT Perkebunan Nusantara III (Persero) Medan. The data collection technique uses a list of questions such as a questionnaire and the data analysis technique uses Partial Least Square (SmartPLS) to test

the seven hypotheses proposed in this research. The research results show that: the influence of work facilities on employee performance is positive and significant; the influence of work discipline on employee performance is positive and significant; the influence of work motivation on employee performance is positive and significant; the influence of work facilities on work motivation is positive and significant; the influence of work discipline on work motivation is positive and significant; work motivation as a mediator variable does not play a mediating role in the influence of work facilities on employee performance; Work motivation as a mediator does not play a mediating role in the influence of work discipline on employee performance.

Mardiani & Chandra (2022) researched The Influence of Work Motivation and Leadership Style on Employee Performance. Performance is the work results achieved by a person who is adapted to their respective roles or tasks in a company in a certain period, which is linked to a certain standard value or measure of the company where the person works. This research aims to determine the influence of work motivation and leadership style on employee performance. The type of research used is quantitative, with a population of all PT Pusaka Kali Agung employees totaling 45 people. PT Pusaka Kali Agung and sampling using saturated sampling techniques. The results of this research explain that work motivation and leadership style influence employee performance.

Noviyanti et al. (2019) researched The Effect of Leadership, Work Motivation, and Work Satisfaction on the Performance of Employees of the Education and Culture Department in Padang Pariaman. This research aims to examine the influence of leadership, motivation, and job satisfaction on the performance of employees of the Padang Pariaman Regency Education and Culture Service. The sampling technique used was the proportional stratified random sampling method. Questionnaires were distributed to 112 employees of the Padang Pariaman Regency Education and Culture Service. Data were analyzed using Path Analysis and processed with SPSS 16.00. The results of the research show that leadership has a significant effect on work, leadership has no significant effect on job satisfaction, work motivation has a significant effect on job satisfaction, leadership has no significant effect on performance, work motivation has a significant effect on performance and work satisfaction has a significant effect on employee performance. Padang Pariaman Regency Education and Culture Office.

Fauzan (2022) examined the influence of compensation on employee performance which is mediated by job satisfaction and employee motivation in manufacturing companies. This research was conducted to examine the effect of compensation on employee performance which is mediated by job satisfaction and employee motivation. The research sample was employees who worked in manufacturing companies using a purposive sampling method so 173 respondents were obtained as samples. Data analysis used to test the hypothesis uses the Structural Equation Modeling-Partial Least Square (SEM-PLS) analysis method. The results of this research indicate that compensation has a positive effect on

employee motivation, job satisfaction, and employee performance. Employee motivation and job satisfaction are proven to mediate the positive influence of compensation on employee performance. Employee motivation has been proven to have a positive effect on job satisfaction and employee performance. Job satisfaction is not proven to have a positive effect on employee performance and job satisfaction is also not proven to mediate the positive influence of employee motivation on employee performance. The implication for companies is that to improve employee performance optimally, high employee motivation is needed and the compensation provided by the company to employees is an important factor in improving employee performance.

Bachmid & Ermawati (2021) researched The Influence of Leadership Styles and Work Motivation on employee performance in Islamic Banks. This research aims to determine the influence of leadership style and work motivation on employee performance at Bank Mandiri Syariah Palu Indonesia. This research uses quantitative studies, and data is collected through surveys. There were 48 samples in this study. Data were analyzed using multiple linear regression analysis. The research results show that leadership style and work motivation simultaneously influence employee performance at Bank Mandiri Syariah Palu, Indonesia. Among these variables, leadership style has a more significant influence on employee performance. On the other hand, work motivation has a smaller influence on employee performance, but still plays a role in employee performance. Our research results This research contributes to better strategies for managing leadership and work motivation to improve employee performance in the Islamic banking industry.

Njotoprajitno et al. (2020) researched The Effect of Motivation and emotional and Spiritual Intelligence on Lecturer Performance. This research aims to test and analyze the impact of motivation, emotional intelligence, and spiritual intelligence on lecturer performance using SEM based on variance. Based on the analysis carried out, this research implies two things: Motivation and spiritual intelligence do not affect lecturer performance; Emotional intelligence has a positive effect on lecturer performance.

Zulkhairani & Edward (2021) researched The Effect of Work Motivation, Work Discipline, And Work Environment on Lecturer Performance with the Lecturer's Job Satisfaction as a Moderating Variable. This research aims to find out whether work motivation, work discipline, and work environment influence lecturer performance with job satisfaction as a moderating variable at the Faculty of Economics, Prima Indonesia University. Data collection in this research used a questionnaire. This sampling technique used simple random sampling to collect data with a sample size of 105 from a total population of 143 permanent lecturers at the Faculty of Economics, Prima Indonesia University. The results obtained in this study show that there is a significant influence between the work motivation variable on lecturer performance, there is a significant influence between the work discipline variable on lecturer performance, there is no influence between the work environment and lecturer performance, the lecturer satisfaction variable is

not a moderating variable that can weaken the environment. work, strengthening work discipline and work motivation.

Ahmadi et al. (2020) researched The Influence of Organizational Culture, Work Motivation, and Job Satisfaction on Management Lecturer Performance (Empirical Study at Higher Education in the Residency of Bojonegoro). This research aims to analyze and describe the direct and indirect influence of organizational culture, organizational culture, and work motivation on lecturer performance through job satisfaction of accounting lecturers throughout the Bojonegoro Residency. The population in this study were all Accounting Lecturers at Universities throughout the Bojonegoro Residency. Meanwhile, the sampling technique used was proportionate stratified random sampling. Based on the calculation results, it shows that the organizational culture variable on job satisfaction is significant. The work motivation variable on job satisfaction is significant. Job satisfaction as an intervening variable between organizational culture and lecturer performance. Job satisfaction as an intervening variable between work motivation and lecturer performance. Based on the test results, shows that the job satisfaction variable on lecturer performance is significant.

Table 1. Research Summary

| | Title | Journal | Author | Method | Result |
|----|--|---|---|----------------------------|---------------|
| 1. | The Effect of Motivation and Communication on Employee Performance with Employee Engagement as an Intervening Variable in The PT XYZ Contact Center | Dinasti International Journal of Management Science (DIJMS), Vol 5 No 3, January 2023 | Reza Fitrah Ramdhani, Ramdhani, Masydzulhak Djamil (2023) | Multiple Linear Regression | Significant |
| 2. | The Mediating Role of Employee Satisfaction on The Influences of Employee Discipline and Employee Motivation on Employee Performance at the Ministry of Transportation, Republic of Indonesia, | Dinasti International Journal of Management Science (DIJMS), Vol 2 No 1, September 2020 | Fifi Hasanah, Singmin Johanes Lo (2020) | Path Analysis | Significant |

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|----|---|--|--|----------------------------|-------------|
| | Research and Development Department | | | | |
| 3. | Motivation on Employee Performance Top Leadership Commitment | International Journal of Management, Knowledge and Learning, Vol 12 (2023) | Morgan Kaunda, Tryson Yangailo (2023) | Path Analysis | Significant |
| 4. | Employee Motivation Organizational Performance In Selected Information Technology Support Service Companies In Kampala, Uganda | International Journal of Science and Business, Vol 3 Issue 4, 2019 | Sabiiti Mulema (2019) | Multiple Linear Regression | Significant |
| 5. | The Influence of Leadership Style and Work Motivation on Employee Performance Satisfaction | Jurnal Scientia, Volume 12 No 4, 2023 | Alvandy Agung Pramudji Mintia, Seno Sudarmono Hadi (2023) | Multiple Linear Regression | Significant |
| 6. | Employee Motivation, Job Satisfaction, and Employee Performance: Literature Review | | Imam Hidayat, Endi Supardi, Alvis Anwar, Sarfilianty Anggiani (2022) | Literature Review | Significant |
| 7. | The Effect of Work Motivation and Compensation Toward Employee Performance in Production Division of PT. Kusuma Kaisan Sentul-Bogor | Jurnal Visionida, Vol 6 No 1 June 2020 | Erni Yuningsih, Sri Harini, M. Gusnul Rifky (2020) | Multiple Linear Regression | Significant |
| 8. | <i>Pengaruh Mutasi Kerja dan Motivasi Kerja terhadap Kinerja</i> | KINERJA Jurnal Ekonomi dan Bisnis, Vol 5 No 2 (Juni 2023) | Sunarno, Muhammad Ridwan (2023) | Multiple Linear Regression | Significant |

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|-----|--|---|---|-----------------------------|-------------|
| | <i>Karyawan Pada PT. Pharos Indonesia (Studi Empiris Pada PT. Pharos Indonesia Kantor Cabang Jakarta 2)</i> | | | | |
| 9. | <i>Studi Literatur: Hubungan dan Pengaruh Motivasi Terhadap Kinerja Karyawan</i> | Maker: Jurnal Manajemen Program Studi Manajemen STIE SULTAN AGUNG Vol 6 No 2 Des 2020 | Carolin, Dedi Rianto Rahadi (2020) | Literature Review | Significant |
| 10. | <i>Pengaruh Pengembangan Karir dan Motivasi Kerja terhadap Kinerja Karyawan pada Puri Lumbung Cottages Restaurant and Spa Munduk</i> | Jurnal Manajemen Perhotelan dan Pariwisata (JMPP), Vol 4 No 1 March 2021 | Putu Eko Wahyudi, Komang Krisna Heryanda, Gede Putu Agus Jana Susila (2021) | Path Analysis | Significant |
| 11. | <i>Impact of Employee Motivation on Employee Performance</i> | Web of Synergy: International Interdisciplinary Research Journal, Vol 2 Issue 4, 2023 | Badalova Lola Borisovna (2023) | Literature Review | Significant |
| 12. | <i>Pengaruh Motivasi dan Disiplin Terhadap Kinerja Karyawan Pada PT Puri Giri Sentosa Jakarta Selatan</i> | Swara Manajemen (Keuangan, Pemasaran, dan Sumber Daya Manusia) Vol 2 No 3 Sept 2022 | Puan Puteri Halimatussa'diah, Dede Andi (2022) | Multiple Linear Regression | Significant |
| 13. | <i>Pengaruh Fasilitas Kerja dan Disiplin Kerja Terhadap Kinerja Karyawan</i> | Jurnal Sains Manajemen, Vol 7 No 1 Juni 2021 | Jufrizen, Fadilla Puspita Hadi (2021) | Partial Regression Analysis | Significant |

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|-----|--|--|---|-----------------------------|-----------------|
| | <i>Melalui Motivasi Kerja</i> | | | | |
| 14. | The Influence of Work Motivation and Leadership Style on Employee Performance | Journal of Economics and Business Letters, 2022, 2 (2) | Inna Nisawati Mardiani, Riki Chandra (2022) | Simple Linear Regression | Significant |
| 15. | The Effect of Leadership, Work Motivation, and Work Satisfaction on Performance of Employees of Education and Culture Department in Padang Pariaman. | ATLANTIS PRESS Advances in Economics, Business and Management Research, Vol 97, 2019 | Enny Noviyanti, Efrizal Syofyan, Susi Evanita (2019) | Path Analysis | Significant |
| 16. | <i>Pengaruh Kompensasi Terhadap Kinerja Karyawan Yang Dimediasi Oleh Kepuasan Kerja Dan Motivasi Karyawan Di Perusahaan Manufaktur</i> | JIMEA Jurnal Ilmiah MEA (Manajemen, Ekonomi, dan Akuntansi), Vol 6, No 2, 2022 | Achmad Fauzan (2022) | Partial Regression Analysis | Significant |
| 17. | The Influence of Leadership Styles and Work Motivation on Employees' Performance of Islamic Banks | International Journal of Multidisciplinary Research and Analysis, Vol 04 Issue 09 Sept 2021 | Sofyan Bachmid, Ermawati (2021) | Multiple Linear Regression | Significant |
| 18. | The Effect of Motivation, Emotional and Spiritual Intelligence on Lecturer Performance | International Journal of Management Science and Business Administration, Vol. 6, Issue 4, May 2020 | Rosemarie S. Njotoprajitno, Rully Arlan Tjahjadi, Nur, Bram Hadiano, Andre Sunjaya (2020) | Multiple Linear Regression | Not significant |

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| 19. | The Effect of Work Motivation, Work Discipline, And Work Environment on Lecturer Performance with Lecturer's Job Satisfaction as a Moderating Variable | Journal of Economics, Finance and Management Studies, Vol 4 Issue 09 September 2021 | Zulkhairani, Yusuf Ronny Edward (2021) | Multiple Linear Regression | Significant |
| 20. | The Influence of Organizational Culture, Work Motivation, and Job Satisfaction on Management Lecturer Performance (Empirical Study at Higher Education in the Residency of Bojonegoro) | Journal of Industrial Engineering & Management Research (JIEMAR) Vol 1 No 3 Oct 2020 | Edy Anas Ahmadi, Fristina Bhakti Herwidyaningtyas, Siti Fatimah (2020) | Path Analysis | Significant |

CONCLUSION

Based on a literature review regarding empirical evidence regarding the relationship between work motivation and employee performance, it can be concluded that work motivation has a positive and significant effect on employee performance (both in the public and private sectors). Based on this empirical evidence, organizations must pay great attention to efforts to increase employee motivation in their human resource management programs.

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