

# Development Review of Research about Motivation on Employee Performance Topics over The Past Ten Years in Online Journals

*Indah Wulansari*

Accounting Major Faculty of Economic and Business, Universitas Trisakti  
e-mail: indah.wlsr@gmail.com

*Humaira Uswatun Hasanah*

Accounting Major Faculty of Economic and Business, Universitas Trisakti

*Jacqueline Lewaney*

Accounting Major Faculty of Economic and Business, Universitas Trisakti

*Tiarapuspa*

Accounting Major Faculty of Economic and Business, Universitas Trisakti

## ABSTRACT

*In an organization, motivation is the very important thing that it cannot be separated from employee performance. To get good performance, it is necessary to improve employee work motivation. Most employees need motivation to feel good about their jobs and perform optimally. Some employees are financially motivated while others find recognition and rewards personally motivating. A good leader will certainly create a comfortable environment and motivate employees with the aim that the enthusiasm for work and providing maximum performance. Work motivation is an important factor for obtaining good performance. This study aims to be a reference for researchers who plan to make research with the theme of motivation on employee performance so that researchers have a plan about what cases have been studied by previous researchers and then provide ideas for further development. The data in this study were taken from 30 articles over the past 10 years with the theme of motivation on employee performance and published in the Trijurnal Online Research Institute of Trisakti University and Emerald Insight Journals.*

**Keywords:** *Motivation, Employee, Performance*

## 1. INTRODUCTION

Research on the topic of motivation on employee performance is very interesting to study because it has a very important role in developing a company's performance better and maximum. Motivation has been extensively researched. In the mid twentieth century the foremost significant motivational theories came up, namely Maslow's hierarchy of needs, Herzberg's two-factor theory and McClelland's expectancy theory. Those researches centered on motivation in general and employee motivation more particularly. According to Robbins and Timothy (2015), Maslow (2015) defined motivation as hierarchy of five needs which include physiological, safety, social, esteem, and self-actualization. Herzberg (2015) defined employee motivation as performing a workrelated action because you want to. McClelland (2015) defined motivation as theory of needs which theory that states achievement, power, and affiliation are three important needs that help explain motivation. Most employees need

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motivation to feel good about their jobs and perform optimally (Locke and Henne 2001). Some employees are money motivated while others find recognition and rewards personally motivating. Motivation levels within the workplace have a direct impact on employee productivity (Later Blau 2002). Workers who are motivated and excited about their jobs carry out their responsibilities to the best of their ability and production numbers increase as a result (Gustafsson 2005). An incentive is a motivating influence that is designed to drive behavior and motivate employees to produce quality work. Many employees need recognition from their employers to produce quality work. Recognition and employee reward systems identify employees who perform their jobs well (Kim 2001). Acknowledging a job well done makes employees feel good and encourages them to do good things.

Employees recognize workers by tracking progress and providing feedback about how they have improved over time (Porter, Steers, and Mowday 2004). Some employees are motivated through feeling a sense of accomplishment and achievement for meeting personal and professional goals. Many workers are self-disciplined and self-motivated (Barnes 2006). Incentive and rewards have little effect on employees who feel motivated only when they are confident in their abilities and personally identify with their role within the organization (Harris and Mossholder 2006). Based on the background, the purpose of this research is to find out the influence motivation on employee performance. We have read and analyzed 30 articles published in journals throughout Indonesia over the past 10 years. This research will try to decipher historical data from several aspects, which from the dependent variable, the independent variable, the research methods , the samples, and the results of previous studies so that researchers can have a picture of what cases have been studied by previous researchers and provide ideas to develop new research potential.

## 2. RESEARCH METHODS

The methodology used in this study is by research from 30 articles with the topic of motivation on employee performance published on online journal websites for the past ten years. Next, the article is examined for its substance and grouped into a matrix whose columns consist of number, title, author, publisher, volume, year, purpose, method, sample, result, limitation/conclusion/further research. This are the journals:

Table 1. Journal

No	Title	Author
1	Flex-time as a moderator of the job stress-work motivation relationship: A three nation investigation	Barney, C.E. and Elias, S.M. (2010)
2	Staff motivation in small food manufacturing enterprises	Bent, R., Seaman, C.E.A. and Ingram, A. (2010)
3	Job crafting and motivation to continue working beyond retirement age	Lichtenthaler, P.W. and Fischbach, A. (2016)
4	Korean Workers Motivation Tools: Commitment and Incentive-Based Motivation and Their Relative Impact on Behavioral Work Outcome	Lee, K.S. and Kulviwat, S. (2011)

5	Fashion and Social Networking: a motivations framework	Nelson, D.W., Moore, M.M. and Swanson, K.K. (2019)
6	Examining the differences in salesperson motivation among different cultures	Moberg, C.R. and Leasher, M. (2011)
7	From motivation to organizational commitment of volunteers in non-profit sport organizations	Bang, H., Ross, S. and Reio, T.G. (2013)
8	The influence of motivation, organizational commitment and job autonomy against the retention of employees	Permatasari, L. (2013)
9	The influence of perceived organizational support and the characteristics of the work of the employee performance: Motivation as mediation variable PT. Indosat	Samodra, W. (2014)
10	Faktor-faktor yang mempengaruhi motivasi kerja dan kepuasan kerja pada pekerja berketerampilan rendah atau terbatas	Pradiatiningtyas, D. (2010)
11	Motivation, pay satisfaction, and job satisfaction of front-line employees	Stringer, C., Didham, J. and Theivananthampillai, P. (2011)
12	Employee motivation: a Malaysian perspective	Islam, R. and Ismail, A.Z. (2010)
13	The mediating role of job satisfaction on the effect of motivation to organizational commitment and work engagement of private secondary high school in Manila	Manalo, R.A. and Chin, U. (2020)
14	Mediating effect of intrinsic motivation on the relationship between Islamic work ethic, job satisfaction and organizational commitment in banking sector	Gheitani, A., Imani, S., Seyyedamiri, N. and Foroudi, P. (2018)
15	Pengaruh Pelatihan dan Motivasi Kerja Terhadap Kinerja Karyawan PT. BANK BJB Kantor Cabang Suci Bandung	Rachmawati, R.W. (2016)
16	The Influence Of Intrinsic Motivation, Extrinsic Motivation, And Competence Towards Accounting Practice On Micro, Small, And Medium Enterprises In Local Regency	Wijayanti, D., Praptapa, A. and Irianto, B.S. (2019)
17	Influence of Leadership Style and Work Motivation on Employee Productivity of Employees in PT. Asiatek Solution Indonesia	Kusnadi, K., Yulianti, R. and Purnomo, S.H. (2020)
18	Masihkah Job satisfaction dan motivation memengaruhi organizational commitment?	Murtiningsih, R.S and Tiarapuspa (2019)
19	The Influence Of Ability And Work Motivation The Employee's Underwriting To Have Performance In The Insurance Company In Jakarta	Gunawan, H. (2016)
20	The Effect Of Career Development And Work Motivation On Early Pension Desire	Nilasari, B.M. (2018)
21	Motivations for energy efficiency refurbishment in owner-occupied housing	Organ, S., Proverbs, D. and Squires, G. (2013)
22	Adapting the congruent temperament model with culturally specific work motivation elements	Humphreys, J. (2010)
23	Integrating public service motivation and self-determination theory: A framework	Andrews, C. (2016)

24	Older workers' motivation to continue to work: five meanings of age: A conceptual review	Kooij, D., Lange, A., Jansen, P. and Dijkers, J. (2010)
25	What motivates employees to engage in the social economy sector? A case study of Greek cooperative enterprises	Sdrali, D., Rizou, M.G., Giannouli, P. and Makris, K. (2016)
26.	The effect of business process configurations on user motivation	Torres, R. and Sidorova, A. (2015)
27.	Enabling a motivated workforce: exploring the sources of motivation	Ankli, R.E. and Palliam, R. (2012)
28.	Pengaruh Motivasi Terhadap Kepuasan Kerja	Ferdyan, F. (2014)
29.	The Influence Of Ability And Work Motivation The Employee's Underwriting To Have Performance In The Insurance Company In Jakarta	Gunawan, H. (2016)
30.	Analysis of factors influencing Work Motivation	Immanullah, M. (2010)

### 3. FINDING AND DISCUSSION

Based on a literature study that has been conducted on 30 articles about motivation on employee performance, information can be obtained that as many as 27 articles (90%) use motivation as an independent variable and have a significant positive relationship to the dependent variable. From the data obtained, it can also be concluded that 10% of the studies did not find evidence of a significant positive relationship with the independent variable.

Based on several articles that have been collected by the author, the author can conclude that most of the research methods carried out in 30 articles, it is known that 33% of the articles use the method of using the interview and questionnaire survey method, one of the reasons why many researchers who like the method is the information obtained directly from the first source. One article that uses the interview method and questionnaire survey method is Staff motivation in small food manufacturing enterprises (Bent, R., Seaman, C.E.A. and Ingram, A. 2010), Pengaruh Pelatihan dan Motivasi Kerja Terhadap Kinerja Karyawan PT. BANK BJB Kantor Cabang Suci Bandung (Rachmawati, R.W. 2016), The mediating role of job satisfaction on the effect of motivation to organizational commitment and work engagement of private secondary high school in Manila (Manalo, R.A. and Chin, U. 2020), Masihkah Job satisfaction dan motivation memengaruhi organizational commitment? (Murtiningsih, R.S and Tiarapuspa. 2019), The Effect Of Career Development And Work Motivation On Early Pension Desire (Nilasari, B.M. 2018), The Influence Of Intrinsic Motivation, Extrinsic Motivation, And Competence Towards Accounting Practice On Micro, Small, And Medium Enterprises In Local Regency (Wijayanti, D., Praptapa, A. and Irianto, B.S. 2019) and each others.

As many as 17% of articles use the Structural Equation Modeling (SEM) method. SEM is a statistical technique used to construct and test statistical models that are usually in the form of causal models. SEM is actually a hybrid technique that includes the confirmatory aspects of factor analysis, path analysis and regression that can be considered as special cases in SEM. Some articles that use the SEM method are The influence of perceived organizational support and the characteristics of the work of the employee performance: Motivation as mediation variable PT. Indosat (Samodra, W. 2014), From motivation to organizational commitment of volunteers in non-profit sport

organizations (Bang, H., Ross, S. and Reio, T.G. 2013), The influence of motivation, organizational commitment and job autonomy against the retention of employees (Permatasari, L. 2013), Korean Workers Motivation Tools: Commitment and Incentive-Based Motivation and Their Relative Impact on Behavioral Work Outcome (Lee, K.S. and Kulviwat, S. 2011), and Job crafting and motivation to continue working beyond retirement age (Lichtenthaler, P.W. and Fischbach, A. 2016)

Also several other methods such as U&G research, Hypothesis based on previous cross-cultural and motivation research, The nordic employee index model, Sampling collection, Data analyzed, Question & researcher interaction with employees, Hierarchical moderated multiple regression and Literature review

Based on the data found by the author, many researchers conducted research in the banking sector as in the article titled Mediating the effects of intrinsic motivation on the relationship between Islamic work ethics, job satisfaction and organizational commitment in the banking sector (Gheitani, A., Imani, S., Seyyedamiri, N. and Foroudi, P. 2018), Influence Of Training And Motivation Work On Employee Performance PT. Bank BJB Suci Bandung Branch Office (Rachmawati, R.W. 2016), manufacturing sector companies as in the Staff motivation article in small food manufacturing enterprises (Bent, R., Seaman, C.E.A. and Ingram, A. 2010), and research in the education sector as in the article The mediating role of job satisfaction on the effect of motivation to organizational commitment and work engagement of private secondary high school in Manila (Manalo, R.A. and Chin, U. 2020), there is also work motivation research in non-profit organizations as in the article From motivation to organizational commitment of volunteers in non-profit sport organizations (Bang, H., Ross, S. and Reio, T.G. 2013).

#### **4. CONCLUSIONS**

A literature study has been conducted on 30 articles from several websites over the past 10 years. Based on the description of information obtained from the study, it can be concluded that:

1. The independent aspect of the variables of 30 articles that discuss themes about motivation over the past 10 years, can be found that 90% of researchers conducted research by including aspects of motivation.
2. Based on the results of research on 30 articles that raise the theme of employee performance and make motivation an independent variable, it can be found that as much as 90% obtained significantly positive results
3. The majority of research uses qualitative methods by Interview, questionnaires survey method and Structural equation modeling

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