

AN EFFORT TO ACHIEVE QUALIFIED WORK BY IMPROVING PERFORMANCE MOTIVATION: A LITERATURE REVIEW

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Abstract. The era of globalization is a challenge for companies to continue to follow trends and competitiveness. The organizations' challenges are not only external factors but also internal factors. One of the internal factors that become a challenge is human resources. This literature review aimed to discuss the literatures on improving performance through employee motivation. PRISMA chart 2020 was used in searching the relevant articles while the search keywords were "performance motivation" and "performance quality". Databases utilized were Scopus, ScienceDirect, ProQuest, PubMed, and Google Scholar. A total of 3,450 articles was obtained from those databases. The literature search included articles published between 2020 and 2022 by filling in the year restrictions in the article search field. Then, we identified and made sure there were no duplication by excluding 3,249 articles. Furthermore, we carried out a screening process based on inclusion criteria which were 1) being published in scientific journals and 2) full-texts were available. At this step, 104 were excluded. The next step was excluding the articles that met the exclusion criteria which were 1) being motivational research conducted not on employees, but on children, adolescents, parents, and product quality; and 2) being literature review articles or meta-analysis. At this step, 82 articles met the exclusion criteria and were excluded leaving us 15 articles proceeded to the scoping review. All of the reviewed articles suggest a robust relationship between motivation and employee performance and there was a positive and powerful relationship between performance motivation and work quality. To improve work quality, it is necessary to meet variables that affect work motivation, such as psychological

motivation, safety motivation, social motivation, reward motivation, actualization motivation, leadership, *etc.*

Keywords: qualified work, achieve, performance, motivation

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INTRODUCTION

The era of globalization is a challenge for companies to keep abreast of trends and competitiveness. The organizations' challenges are not only external factors, but also internal factors. One of the internal factors that become a challenge is human resources (HR). Therefore, to face the challenges of globalization, there are needed some efforts to develop HR quality, ready to compete with global competencies, proven scientific foundations, and mature in human resource skills (Nuriman, 2021)

Research studies related to HR are often associated with performance quality and motivation. The study of motivation is closely related to why people behave in specific ways and how these behaviors affect attitudes and performance in different areas of life. Several studies explain that many company leaders lack knowledge about motivation which is a factor leading to an increased employee's productivity and improvement of the organizational performance (James *et al*, 2019; Guterresa *et al*, 2020; Pangastuti *et al* 2020). Leaders only think about increasing motivation by increasing wages, even though wages are not necessarily able to increase employee motivation. The importance of motivation in the world of health has a massive role in developing and completing employee tasks

in a timely and quality manner (Kalogiannidis, 2021)

HRs need to be managed professionally to create a balance between the needs of employees, the demands and capabilities of the organizations and the importance of human resources quality for the progress of the organizations. This balance is the main key for the organizations to develop productively and achieve organizations' goals. Therefore, employees are expected to work productively and professionally. There is an awareness that the survival and growth of an organization are determined by the power of money or capital and determined by the successful management of human resources (Paais and Pattiruhu, 2020)

In a conceptual model on how health worker motivation is influenced and how health sector reform can positively affect worker motivation, it has been concluded that motivating factors have a high impact on health worker performance and on general health outcomes in health workers and that the factors cover both individual, organizational, and cultural dimensions.

This literature review aimed to shed light on the various factors influencing employee motivation and their direct impact on work quality. By delving into the realms of individual and organizational dynamics, we aspired to develop a comprehensive understanding of how motivation can be harnessed and enhanced to foster a more conducive work environment. Through this exploration, we hope to propose actionable strategies and interventions that can contribute to the realization of qualified work, ultimately benefiting both individuals and organizations alike. As we embark on this journey, the ultimate goal of this review is to uncover valuable insights that will not only inform academic discourse but also provide practical implications for fostering sustained and improved work performance.

MATERIALS AND METHODS

The method used in this research was the literature review. Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA), a set of guidelines designed to improve the transparency and accuracy of reporting in systematic reviews and meta-analyses in various fields, including healthcare, psychology, education, and other disciplines, was utilized. The PRISMA 2020 statement provided us a structured framework to follow when preparing manuscripts for publication, enhancing the reproducibility and quality of systematic reviews and meta-analyses. PRISMA flow diagram applied to this review can be seen in Fig 1.

The literature search intended to include articles published between 2020-2022. Therefore, the keywords “performance motivation” and “performance quality” as well as the years of publication, 2020, 2021 and 2022, were entered into the following databases: Scopus, ScienceDirect, ProQuest, PubMed, and Google Scholar. Then, the researcher identifies the article and ensures the articles were not duplicated to each other. Furthermore, we carried out a screening process based on inclusion criteria which were 1) being published in scientific journals and 2) full-texts were available. The next step was excluding the articles that met the exclusion criteria which were 1) being motivational research conducted not on employees, but on children, adolescents, parents, and product quality; and 2) being literature review articles or meta-analysis. The articles that fulfilled the selection procedures described were proceeded to the scoping review.

RESULTS

Literature search using specified keywords yielded a total of 3,450

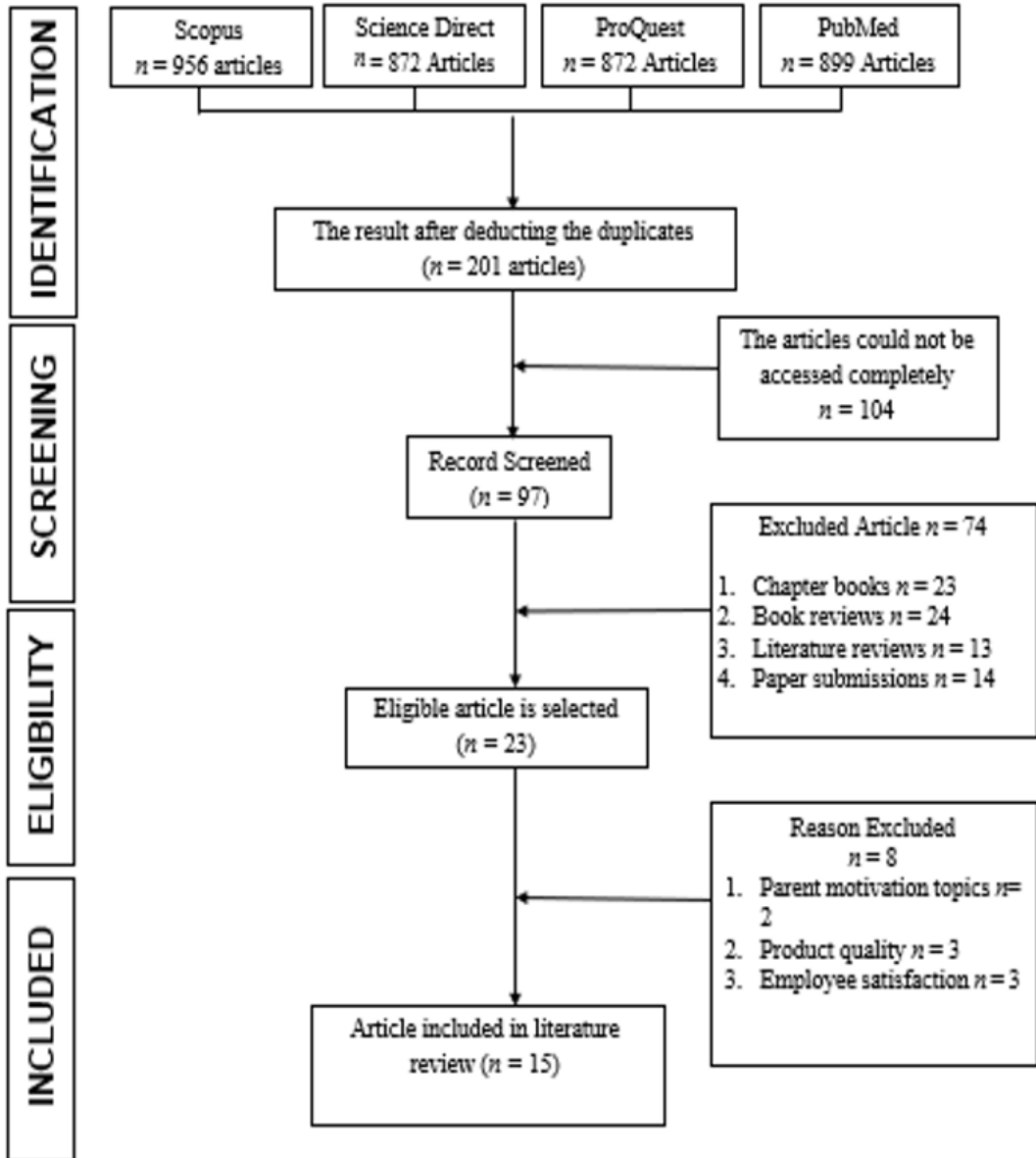


Fig 1 - PRISMA flow diagram used in selecting qualified articles related to employee’s motivation and performance

PRISMA: Preferred Reporting Items for Systematic Reviews and Meta-Analyses

articles published between 2020 and 2022 from Scopus, ScienceDirect, ProQuest, PubMed, and Google Scholar databases. There were 956 articles from Scopus, 872 from Science Direct, 723 from ProQuest, and 899 from PubMed. After scanning the title, duplications were removed leaving us 201 articles for the next step of selection. Of these 201 articles, 104 were excluded because they could not be accessed completely, the remaining 97 articles were proceeded to the next step.

Of the 97 articles, 74 were excluded because 23 were book chapters, 24 were book reviews, 13 were literature reviews, and 14 were only in the form of proof of article submission; therefore, 23 articles passed to the next selection process. Of the 23 articles, 2 articles were about parental motivation, 3 articles about product quality, and 3 articles about customer satisfaction. As a result, these 8 articles were excluded and finally, 15 articles were reviewed (Table 1)

Of 15 articles being reviewed, all shows that there was a correlation between motivation and employee performance. In five articles (Pancasila *et al*, 2020; Al-Jedaia and Mehrez, 2020; Guterresa *et al*, 2020; Paais and Pattiruhu, 2020; Kalogiannidis, 2021), it was found that increasing motivation was influenced by leadership role before affecting employee performance. Ten articles explained the motivation between teams and fellow employees (Nguyen *et al*, 2020; Maryani *et al*, 2021; Dasí *et al*, 2021; Nuriman, 2021; Niati *et al*, 2021; Prayetno and Ali, 2020; Wahyudi, 2022; Carvalho *et al*, 2020; Parashakti *et al*, 2020; Parashakti and Ekhsan, 2020). They also show how motivation can improve employee performance. Five articles explain that motivation is reciprocal with other factors before it affects employee performance (Paais and Pattiruhu, 2020; Pancasila *et al*, 2020; Wahyudi, 2022; Carvalho *et al*, 2020, Parashakti *et al*, 2020).

The factors related to employee motivation are leadership, compensation, peer relations, culture and work environment, team

Table 1
Summary of the review of the journal articles

Reference	Method	Results
Kalogiannidis, 2021	Quantitative and qualitative	The motivation of employees is essential for the organization's growth or development and sustainability. This justifies the importance of managers and employers establishing ways to motivate employees towards improving their job performance and consequently improving organizational performance. Employee motivation doubles as one of the most essential tools in human resource management since it enables managers to ensure the growth and development of an organization.
Paais and Pattiruhu, 2020	Quantitative with cross-sectional	Several dependent variables influence performance and satisfaction. This research also enriches the results of previous studies relevant to this case study. The composition of motivation as a driving factor in improving employee performance and satisfaction must be distinct from the role of leadership to change the organizational atmosphere to be more optimal and professional.
Pancasila <i>et al</i> , 2020	Quantitative with cross-sectional	Leadership and work motivation are proven to positively and significantly affect job satisfaction. Leadership has a more significant influence than work motivation on employee job satisfaction. All exogenous variables have a positive and significant effect on employee performance. Leadership strongly impacts work motivation, and job satisfaction is a dominant force in employee performance. Leadership has a direct influence on employee performance, and work motivation has a direct effect on employee performance.

Table 1 (cont)

Reference	Method	Results
Nguyen <i>et al</i> , 2020	Quantitative	Employee motivation has a strong relationship with employee performance. Employees with high work motivation, either intrinsic or extrinsic motivation, will improve their performance and workability in technical capabilities, conceptual abilities, responsibilities, initiatives, and interpersonal relationship skills.
Wahyudi, 2022	Qualitative	The achievement of lecturer performance in teaching, research, and service is strongly influenced by work motivation, partially and simultaneously. Social motivation factors have a more excellent estimated value for improving lecturer performance. The research findings also emphasize that enthusiasm in carrying out a task must be balanced with the fulfillment of reasons for working. So, this is a reminder for universities, especially Pamulang University, to pay attention to things that are motives in carrying out their duties, such as the fulfillment of psychological motivation (about feasibility and welfare), the completion of security motivation (about the guarantee of rights and obligations), the satisfaction of reward motivation, and self-actualization motivation (about development and empowerment opportunities).

Table 1 (cont)

Reference	Method	Results
Maryani <i>et al</i> , 2021	Correlation survey	The results showed that there was a positive relationship between work motivation and employee performance. The implication is the need to increase employee motivation through the level of welfare and fulfillment of their needs must be met properly and fairly. Providing opportunities for employees to empower themselves in utilizing all their abilities and skills will help maintain their work motivation. Empowered employees will provide many benefits, both for themselves and for the organization. In the long term, empowered employees will provide ideas and initiatives for the organization in solving any problems it faces.
Carvalho <i>et al</i> , 2020	Quantitative and qualitative	Motivation has a significant effect on employee performance and is needed to better support all company activities. Employees who have high motivation tend to contribute all their abilities to the company to improve performance both in quality and quantity. Motivation has a positive and significant effect on job satisfaction; therefore, employees need to be motivated in carrying out work activities. In addition, the company deemed it necessary to create and maintain conditions where employees always feel motivated to work. Employees who have high motivation tend to feel more satisfied at work.

Table 1 (cont)

Reference	Method	Results
Dasi <i>et al</i> , 2021	Quantitative and qualitative	In complex projects, there is more room for human resource management intervention, because the multiplication model appears to be superior with significant interaction effects across scales. In particular, our results highlight the important role of motivation when teams perform complex, interdependent tasks. In other words, strong team motivation positively moderated the relationship between project capability and performance and the relationship between project opportunity and performance. This research shows that participation increases the sharing of tacit and explicit knowledge, and motivates team members by increasing feelings of competence and commitment to the goals.
Nuriman, 2021	Quantitative	The dominant variable that affects motivation is compensation. Compensation is reflected in the non-financial dimension, work discipline is reflected in the preventive dimension and the work environment is reflected in the friendship relationship and work motivation is reflected in the dimension of the need for affiliation, which can increase lecturer commitment as reflected in the affective dimension. The dominant variable that influences lecturer commitment is compensation. Work motivation functions as a partial mediation, where the increase in lecturer commitment is influenced by compensation, and the work environment are mediated by work motivation. While work discipline can have a direct effect on lecturer commitment even though it is not motivated.

Table 1 (cont)

Reference	Method	Results
Parashakti <i>et al</i> , 2020	Descriptive combination and survey	The results of research on employee performance show that most employees are performing reasonably well, but there are still some weaknesses, including aspects of employee productivity and discipline. The results of verification research show that motivation is empirically proven to have a strong and positive effect on employee performance.
Al-Jedaia and Mehrez, 2020	Quantitative descriptive	Based on the results obtained, it can be concluded that some PA performance appraisal (PA) factors have an important influence on motivation and job performance such as performance appraisal purpose (PAP) and performance appraisal purpose methods of evaluations (PAE) while other factors such as performance appraisal criteria (PAC) and performance appraisal Leadership (PAL) have no impact on motivation and performance work. Also, motivation correlates with job performance and affects it. So, it can be stated that this research has statistically proven the influence of PAP such as training, development, recognition, and rewards that have an impact on employees. Results have shown that organizations in different government sectors value their employees in getting good grades in PA.

Table 1 (cont)

Reference	Method	Results
Niati <i>et al</i> , 2021	Quantitative	Companies that often hold training for employees will improve employee performance and employees will be more motivated to work, so that company goals can be achieved. From the above conclusions and to improve employee career development, it is recommended for further research that wants to investigate further job performance training and career development by mediating work motivation, which should be able to expand the population and variables so that it can get better results.
Parashakti and Ekhsan, 2020	Quantitative	Based on the description of the research results, it shows that work motivation has a positive effect on performance variables. Simultaneously, all variables, namely independence, work discipline, and motivation, have a positive and significant effect simultaneously or together on the dependent variable, namely employee performance.
Prayetno and Ali, 2020	Quantitative	Advocates' work motivation has a positive and significant effect on their performance of advocates partially. Advocate's work motivation is a patriotic drive that comes from within (intrinsic) and from outside (extrinsic) in researching his life to look for essential values, namely the ideals of life based on faith and noble character to achieve the expected goals. The indicators are: (1) dare to behave; (2) have autonomy and; (3) have the ability to make something happen. The better the motivation of the advocate, the better the performance of the advocate in carrying out their duties.

Table 1 (cont)

Reference	Method	Results
Guterresa <i>et al</i> , 2020	Explanatory research	<p>The results of this study indicate that employee performance is directly influenced by education training, leadership style, and work motivation. An effective and efficient leadership style can motivate employees so that employees can work better which in turn can improve their performance. Even though employees are not motivated by the education-training programs provided by the organization, employee education-training remains an important factor that determines the level of employee performance. So, the organization does not provide education-training programs to motivate employees to improve their performance, but the organization helps employees improve their intelligence and skills of employees in their work.</p>

strength, and training are factors related to employee motivation. The impact that will be generated when employee motivation increases is good employee performance, resulting in good employee productivity. The impact of increased motivation, in addition to improving the quality of employee work, affects the progress and development of the organization or company, employee self-achievement, employee job satisfaction, and employee loyalty (Parashakti *et al*, 2020; Maryani *et al*, 2021; Pancasila *et al*, 2020).

DISCUSSION

The results of 15 journal articles related to performance motivation show that motivation affects employee performance, both motivation as an independent variable, dependent variable, or intermediary variable, all show that there is a very strong relationship between motivation and employee performance in general. Based on the review, 12 articles are in agreement that there is a positive and significant influence between work motivation and employee performance (Nguyen *et al*, 2020; Maryani *et al*, 2021; Dasí *et al*, 2021; Nuriman, 2021; Niati *et al*, 2021; Prayetno and Ali, 2020; Wahyudi, 2022; Pancasila *et al*, 2020; Al-Jedaia and Mehrez, 2020; Guterresa *et al*, 2020; Paais and Pattiruhu, 2020; Kalogiannidis, 2021). Conversely, the lower the work motivation, the lower the employee's performance; this statement is supported by Zhahzadi *et al* (2014) who showed that work motivation had a positive and significant effect on employee performance. Work motivation has a positive and significant impact on employee performance; this is supported by the results of research conducted by Antaka, 2018; Efendi *et al* (2019) and Zameer *et al* (2014). All 15 articles reviewed demonstrated that there is a positive influence between motivation work and employee performance both directly and indirectly.

Motivation is the process of giving motives that make employees work in such a way or in a way that goals can be achieved efficiently and effectively. Some important factors that influence motivation are personal needs, goals, and perceptions of individuals or groups; and how to meet needs, goals, and perceptions to increase productivity. Motivation is needed to maintain employee perceptions to be more responsive to the work environment (Niati *et al*, 2021). Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties assigned to him. Many factors affect a person's performance both from within the person and from external factors (Parashakti *et al*, 2020).

Motivation and performance variables also have a close relationship with other variables, namely salary, training, work environment, rewards, leadership, and performance satisfaction. Motivation, as a trigger in increasing job satisfaction and quality, has a significant psychological impact on the organization's strategy in various business operations (Chmielewska *et al*, 2020). Giving a big bonus for every work measurement result is a form of company professionalism. In addition, every employee is always waiting for a career path wherever they work, but staying focused on bonuses and high salaries does not always provide optimal results in satisfaction and performance (Malakoane *et al*, 2022). The career path considered reasonable by the company provides evidence that this is the most important motivation for an employee to remain in the company. The organizational environment and social relations in the workplace are also the main reasons for the employees to be satisfied or dissatisfied (Masfi and Sukartini, 2022).

Efforts that can be made to improve work quality are none other than increasing employee motivation. Meanwhile, to increase employee motivation, it is necessary to increase the variables that affect motivation. According to research conducted by (Wahyudi, 2022), psychological

motivation, safety motivation, social motivation, reward motivation, and actualization motivation as well as psychological motivation were described as the fulfillment of welfare for employees. Safety motivation is described as security and comfort as well as guarantees for employees in carrying out their tasks.

Social motivation is described as a light task load, by the portion of ability, education, and situation. In addition, it is also described as cooperation between one employee and another, such as creating a comfortable work culture. Reward motivation, described as a form of appreciation for employees, either in the form of material or non-material, will trigger employees' enthusiasm for doing a good job. Actualization motivation is described in the form of self-confidence, capacity building, training, achievement, education, *etc* (Masfi and Sukartini, 2022).

Highly motivated employees carry out their work following the needs of the organization. Work is carried out on time, on target, measured, and developed further for the organization's survival in the future. Indicators of the quality of work are seen from the time, target, speed, and accuracy in carrying out the tasks being carried out. So, in order to improve the quality of employee work, it is necessary to consider increasing work motivation so that job satisfaction will be achieved for both employees and the organization, which will then influence the products produced.

The current literature review has limitations in terms of the language used in the article. Researchers limit articles to English only. There may be other relevant literatures that were published in other languages but were not accessed. Suggestions for future research include multiplying sources and article references so that the research results are more comprehensive and up-to-date.

In conclusion, there was a positive and strong relationship between performance motivation and work quality. To improve the quality of work, it is necessary to meet the variables that affect work motivation such as psychological motivation, safety motivation, social motivation, reward motivation, actualization motivation, leadership, *etc.*

CONFLICT OF INTEREST DISCLOSURE

All authors report no conflict of interest.

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