



EMPLOYEE MOTIVATION, JOB SATISFACTION, AND EMPLOYEE PERFORMANCE: A LITERATURE REVIEW

Imam Hidayat^{1*}, Endi Supardi², Alvis Anwar³, Sarfilianty Anggiani⁴

¹Universitas Trisaksi, Jakarta, Indonesia, email: imamkns17@gmail.com

²Universitas Trisaksi, Jakarta, Indonesia, email: endimar90@gmail.com

³Universitas Trisaksi, Jakarta, Indonesia, email: alvisanwar.7091@gmail.com

⁴Universitas Trisaksi, Jakarta, Indonesia, email: sarfilianty@trisakti.ac.id

Corresponding Author: Imam Hidayat^{1}

Abstract: The purpose of this paper is to provide a structured literature review on the constructs of employee motivation, job satisfaction, employee performance, and empirical evidence on the relationship between motivation, job satisfaction, and performance. 20 (twenty) papers published during 2017-2021 that investigate employee motivation, job satisfaction, employee performance, and the relationship between employee motivation, job satisfaction, and employee performance were reviewed. The results of the review show that employee motivation and job satisfaction have positive and significant effect on employee performance or in other word employee motivation and job satisfaction are the determinants of employee performance.

Keywords: Motivation, Job Satisfaction, Performance, Literature Review

INTRODUCTION

Human resources (employees) are considered as the most important and valuable resources in the success of the organization because the human resources of the organization are capable of changing their performance and are the main means of achieving organizational goals. Employee performance is important for all organizations (both public and private sectors). The success and failure of an organization depends on the job performance of its employees. Therefore, attention is given to organizational managers by the mental and physical needs of employees and they try to improve the personal and occupational performance of employees in different forms and ways such as training, performance evaluation, and job design.

High employee performance will help realize the vision, mission, and goals of the organization. Academics and practitioners have paid great attention to efforts to improve employee performance. There are several factors identified that can affect employee performance. Two of them discussed in this paper. One of the factors that are believed to affect employee performance is employee motivation. Another factor that is also believed to affect employee performance is job satisfaction. Research on employee motivation, job

satisfaction, employee performance and the relationship between the three has become a widely researched topic in the field of human resource management and organizational behavior.

LITERATURE REVIEW

Employee Motivation

Motivation is a broad concept which includes preferences for particular outcomes, strength of effort (half-hearted or enthusiastic) and persistence (in the face of problems and barriers). Managers strive to motivate people in the organization to perform at high levels. This means getting them to work hard, to come to work regularly, and to make positive contributions to the organization's mission.

Employee motivation is a set of energetic forces that originates both within and outside an employee, initiates work-related effort, and determines its direction, intensity, and persistence (Colquitt et al., 2019). In work settings, motivation can be defined as the process by which behavior is mobilized and maintained to achieve organizational goals (DuBrin, 2019). According to Buchanan et al (2019), motivation is the cognitive decision-making process through which goal-directed behavior is initiated, energized, directed and maintained. Motivation can also be interpreted as the set of forces that causes people to engage in one behavior rather than some alternative behavior (Griffin et al, 2020). Motivation is a process that starts with a physiological or psychological deficiency or need that activates a behavior or a drive that is aimed at a goal or incentive, that underlie the direction, intensity, and persistence of behavior or thought (Kinicki, 2021; Luthans et al, 2021; Robbins & Judge, 2021) In essence, employee motivation can be interpreted as a set of forces that trigger employees to think or behave that will determine the direction, intensity, and persistence of employees in working in realizing the vision, mission, and goals of the organization.

Job Satisfaction

Job satisfaction is one of several individual mechanisms that directly affects employee performance. If employees are very satisfied with their jobs and experience positive emotions while working, they may perform their jobs better and choose to remain with the company for a longer period of time. According to Robbins & Judge (2021), job satisfaction is a positive feeling about a job resulting from an evaluation of its characteristics. Kinicki (2021) defines job satisfaction as an affective or emotional response toward various facets of job. Meanwhile, Colquitt et al (2019), DuBrin (2019), and Luthans et al (2021) define job satisfaction as a pleasurable emotional state resulting from the appraisal of one's job or job experiences. In summary it can be said that job satisfaction is a reflect of employee attitudes and pleasurable feeling about their work. Employees will have high job satisfaction when they have positive attitudes toward job factors such as the work itself, recognition, and opportunity for advancement.

Employee Performance

Understanding one's own performance is a critical concern for any employee, and understanding the performance of employees in one's unit is a critical concern for any manager. According to Colquitt et al (2019), employee performance is the value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishments. Wirawan (2009) defines employee performance as the output generated by the functions or indicators of an employee in a certain time. Meanwhile Rivai (2004) defines

employee performance as the overall outcome or success of a person during certain periods of duty compared to the standard of the work, the targets or criteria that have been determined in advance and have been agreed. Thus, employee performance can be interpreted as the value or result obtained/achieved by the employee as a result of the behavior or work he/she does within a certain period.

Empirical Evidence about the Relationship between Employee Motivation, Job Satisfaction, and Employee Performance

Work of Suharno Pawirosumarto, Purwanto Katijan Sarjana and Muzaffar Muchtar (2017) Pawirosumarto et al (2017) investigated the factors affecting employee performance of PT. Kiyokuni Indonesia (Indonesia). The determinants of employee performance studied were leadership style, employee motivation and employee discipline. Data collection techniques include interviews, questionnaire, observation and a combination of all the three. The number of participants was 82 people. The analysis technique uses multiple linear regression analysis using SPSS. The results of hypothesis testing indicate that employee motivation has a positive and significant effect on employee performance.

Work of Fatih Cetin and Duysal Askun (2018) Cetin and Askun investigated the role of occupational self-efficacy on work performance through intrinsic motivation by using a longitudinal analysis. Study participants were employees from diverse organizations operating in an organized industrial region in Turkey. Data collection technique is questionnaire. The number of participants was 82 people. The analysis technique uses hierarchical linear modeling (HLM) by using computer program HLM. The results of hypothesis testing indicate that employee motivation has a significant influential role over work performance.

Work of Yulius Dharma (2018) Dharma (2018) investigated the effect of employee motivation on the employee performance with organization citizenship behavior as intervening variable at Bank Aceh Syariah (Indonesia). Study participants were employees from Bank Aceh Syariah Lhokseumawe. Data collection technique is questionnaire. The number of participants was 74 people. The analysis technique uses path analysis using SPSS. The results of hypothesis testing indicate that employee motivation has a positive and significant impact on employee performance.

Work of Marcy Rita, Otto Randa Payangan, Yohanes Rante, Ruben Tuhumena, and Anita Erari (2018) Rita et al (2018) investigated the moderating effect of organizational citizenship behavior on the effect of organizational commitment, transformational leadership and work motivation on employee performance at District Secretariat Papua Province (Indonesia). Data collection technique is questionnaire. The analysis technique uses path analysis using structural equation modeling (SEM). The results of hypothesis testing indicate that employee motivation has a positive and significant impact on employee performance.

Work of Totong Endang & Elliana Sari (2019) Endang and Sari (2019) investigated the effect of employee motivation and employee discipline on employee performance at the Directorate of Ports of Indonesia Ministry of Transportation's, Data collection technique is questionnaire. The number of participants was 108 people. The analysis technique uses multiple regression analysis using SPSS. The results of hypothesis testing indicate that employee motivation has a positive and significant impact on employee performance.

Work of Luedech Girdwichai and Chutikarn Sriviboon (2020) Girdwichai and Sriviboon (2019) investigated the effect of employee motivation on employee performance at the academic staff in the ten leading business schools in Indonesia. Data collection technique

is questionnaire. The number of participants was 244 people. The analysis technique uses structural equation modeling using SMART-PLS. The results of hypothesis testing indicate that employee motivation has a positive and significant impact on employee performance.

Work of Yeti Kuswati (2020) Kuswati (2020) investigated the effect of employee motivation on employee performance at Majalengka Regency Education Office (Indonesia). Data collection technique is questionnaire. The number of participants was 82 people. The analysis technique uses simple regression analysis using SPSS. The results of hypothesis testing indicate that employee motivation has a positive and significant impact on employee performance.

Work of Mohammed Laid Ouakouak, Michel Georges Zaitouni, and Bindu Arya (2020) Ouakouak et al (2020) investigated the effect of employee motivation on employee performance at public organization in Kuwait. Data collection technique is questionnaire. The number of participants was 607 people. The analysis technique uses structural equation modeling (SEM). The results of hypothesis testing indicate that employee motivation has a positive and significant impact on employee performance.

Work of Yiching Lin (2021) Lin (2021) investigated the effect of employee motivation on employee performance at electronic commerce (e-commerce) enterprises. Data collection technique is questionnaire. The number of participants was 299 people. The analysis technique uses multiple regression analysis using SPSS. The results of hypothesis testing indicate that employee motivation has a positive and significant impact on employee performance.

Work of Setyo Riyanto, Endri Endri, and Novita Herlisha (2021) Riyanto et al (2021) investigated the effect of employee motivation and job satisfaction on employee performance at information technology companies (Jakarta and Bandung, Indonesia). Data collection technique is questionnaire. The number of participants was 103 people. The analysis technique uses structural equation modeling (SEM) using SMART-PLS. The results of hypothesis testing indicate that employee motivation has a positive and significant impact on employee performance.

Work of Rima Dian Safitri, Agus Suratno, and Endang Sulistiyani (2018) Safitri et al (2018) investigated the the influence of job satisfaction and motivation on employee performance at PT Chakra Naga Furniture Jepara (Indonesia). Data collection technique is questionnaire. The number of participants was 50 people. The analysis technique uses multiple regression analysis using SPSS. The results of hypothesis testing indicate that job satisfaction has a positive and significant impact on employee performance.

Work of Adelina da Cruz Carvalho, I Gede Riana, and Augusto de C. Soares (2020) Carvalho et al (2020) investigated the effect of job satisfaction on employee performance at 505 Cooperativa Café Timor employees in Timor-Leste. Data collection technique is questionnaire and interview. The number of participants was 202 people. The analysis technique uses structural equation modeling using SMAT PLS. The results of hypothesis testing indicate that job satisfaction has a positive and significant impact on employee performance.

Work of Samuel Egenius, Boge Triatmanto, and Mohamad Natsir (2020) Egenius et al (2020) investigated the effect of job satisfaction on employee performance through loyalty at credit union (CU) corporation of East Kutai District, East Kalimantan (Indonesia). Data collection technique is questionnaire. The number of participants was 68 people. The analysis technique uses path analysis using SPSS. The sample in their study was 68

employees. The analysis technique uses path analysis. The results of hypothesis testing indicate that job satisfaction has a positive and significant impact on employee performance.

Work of Rezki Nurdiansyah, Siti Mariam, Muhammad Asrar Ameido, and Abdul Haeba Ramli (2020) Nurdiansyah et al (2020) investigated the effect of job satisfaction on employee performance at PT. Bank Rakyat Indonesia Tbk. (Indonesia). Data collection technique is questionnaire. The number of participants was 160 people. The analysis technique uses Structural Equation Modeling (SEM). The results of hypothesis testing indicate that job satisfaction has a positive and significant impact on employee performance.

Work of Elprida Sidabutar, Tantri Yanuar Rahmat Syah, Rina Anindita (2020) Sidabutar et al (2020) investigated the impact of compensation, motivation, and job satisfaction on employee performance at private companies in Jakarta (Indonesia). Data collection technique is questionnaire. The number of participants was 150 people. The analysis technique uses Structural Equation Modeling (SEM). The results of hypothesis testing indicate that job satisfaction has a positive and significant impact on employee performance.

Work of Nyoman Suardhita, Ahmad Rafik, Otto Siregar (2020) Suardhita et al (2020) investigated the effect of motivation and job satisfaction on employee performance in PT Gagas Energi Indonesia Jakarta (Indonesia). Data collection technique is questionnaire. The number of participants was 100 people. The analysis technique uses multiple regression analysis with SPSS. The results of hypothesis testing indicate that job satisfaction has a positive and significant impact on employee performance.

Work of Windu Astuti and Lia Amalia (2021) Suardhita et al (2021) investigated the The Effect of Job Motivation and Job Satisfaction on Employee. Data collection technique is questionnaire. The number of participants was 110 people. The analysis technique uses structural equation modeling (SEM). The results of hypothesis testing indicate that job satisfaction has a positive and significant impact on employee performance.

Work of Hariati, Mahlia Muis, and Yunus Amar (2021) Hariati et al (2021) investigated the effect of job motivation and job satisfaction on employee performance through organizational citizenship behavior at PDAM Wae Manurung in Bone Regency, South Sulawesi (Indonesia). Data collection technique is questionnaire and observation. The number of participants was 147 people. The analysis technique uses path analysis using SPSS. The results of hypothesis testing indicate that job satisfaction has a positive and significant impact on employee performance.

Work of Teten Mohamad Sapril Mubarak, Lindayani Lindayani, and Syifa Nurul Farizah (2021) Mubarak et al (2021) investigated the relationship between job satisfaction and employee performance at PT. Chang Shin Reksa Jaya, Garut, West Java (Indonesia). Data collection technique is questionnaire. The number of participants was 58 people. The analysis technique uses simple regression analysis using SPSS. The results of hypothesis testing indicate that job satisfaction has a positive and significant impact on employee performance.

Work of Lusi Sartika, Fatimah, and Diah Isnaini Asiati (2022) Sartika et al (2022) investigated the effect of competence, job placement and job satisfaction on employee performance at the Regional Office VII BKN, Palembang, South Sumatra (Indonesia). Data collection techniques are questionnaire, interview, and documentation. The number of participants was 100 people. The analysis technique uses multiple regression analysis using SPSS. The results of hypothesis testing indicate that job satisfaction has a positive and significant impact on employee performance.

CONCLUSION AND RECOMMENDATION

Based on a literature review of empirical evidence regarding the relationship between employee motivation, job satisfaction, and employee performance, it can be concluded that employee motivation and job satisfaction have a positive and significant effect on employee performance (both in the public and private sectors). Based on these empirical evidences, the organization should pay great attention to efforts to increase employee motivation and job satisfaction in their human resource management programs, which in turn is expected to improve employee performance and overall organizational performance.

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