

## Relationship Motivation and Job Performance among Public Sector Employee: A Systematic Literature Review

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### Abstract

A key factor in how well employees perform is motivation. Organizations are concerned with the motivation of their employees, but they are not always aware of what motivates an individual. Job performance and motivation are intimately linked, and a person's level of motivation will have an impact on their level of performance, both positively and negatively. Thus, the goal of this article is to conduct a systematic literature review of the relationship between motivation and job performance among public sector employees. After searching the databases Web of Science, Scopus, and Google scholar, 46 articles were selected. The findings revealed a favourable and statistically significant association between motivation and job performance, as well as motivation's role as a mediator and moderator. The discovery adds to the limited prior research on this collaborative interaction.

**Keywords:** Motivation, Job Performance, Public Sector Employee, Systematic Literature Review

### Introduction

The source of the English word motivation is the Latin word motus, which meaning to move, influence, effect, or excite. Motivation refers to the extent to which a person feels motivated or enthusiastic to act. Motivation refers to the psychological mechanisms that create arousal, direction, and persistence of behaviour in the direction of a goal. Over the past few decades, motivation has risen in favour amongst specialists who believe that it can benefit organisations worldwide. It's because incentive serves as a powerful reinforcer of people's desired and expected behaviours in workplaces (Arihaha et al., 2020). Performance on the job is defined as the overall expected value of an employee's actions over a predefined period of time (Borman, & Motowidlo, 1997). As human resource professionals and organisational experts become increasingly concerned with the level of output provided by employees, the

performance of employees has assumed greater significance. Studies demonstrate time and time again that productivity and job success are strongly correlated with motivation (Cerasoli et al., 2014; Jalagat, 2016). Employee performance and productivity will improve as their motivation levels rise (Ali & Anwar, 2021). Therefore, more research is needed to determine any potential links between motivation and job performance.

According to Setiawan et al (2021), performance and motivation are strongly associated. A person's level of motivation will have an impact on their performance, both positively and negatively. Ramadona et al (2021) did research on the effects of work motivation on performance, and their findings indicate that strong motivation will significantly and favourably affect performance improvement. However, it is distinct from studies by Arilaha et al (2020); Sari (2022); Wardana et al (2020), the findings of which show that high motivation has no impact on performance.

According to Jalagat (2016), motivated employees work more and feel better about their jobs, which encourages them to become more committed to the organisation (Bojnec and Tomi, 2020). There are various ways to inspire employees, including financial incentives for some and praise and recognition from others (Schwarz et al., 2020). People that are inspired and enthusiastic about their work give it their all, and as a result, production increases (Ekhsan, et al., 2019; Rizky & Ardian, 2019). Therefore, in a highly competitive business environment, the combination of economic performance and labour productivity may contribute to organisational sustainability (Bojnec & Tomi, 2020). Employers commonly utilise incentives, which are potent motivators that encourage a specific action. They could take several forms, including paid time off, bonuses, and cash. Employees need incentives and rewards from their employers to work properly (Ali & Anwar, 2021; Ciobanu et al., 2019). Employers can find motivated and productive employees by instituting a rewards programme and recognising their contributions. Employees feel pleased and are motivated to produce better work as a result (Rahmana et al., 2020; Kim & Patel, 2021). Thus, by extending previous studies that evaluated the relationship between motivation and job performance, this study strengthens the relationship between motivation and job performance through a systematic review. In addition, the research helps to identify the industries, countries, and research methodology utilised in this study.

## **Methodology**

A systematic review can help make reviews of the literature quantifiable (Suarez et al., 2017). In order to support earlier studies on job performance that used systematic literature reviews, such as those by Sandall and Queiroga (2022); Schleu and Huffmeier (2021); Kempkes et al (2023), this article gives a systematic review of the literature. Thus, this study analysing the relationship between motivation and job performance based on 46 studies (Table 2). The steps recommended by Sanchez-Meca and Marin-Martinez (2010) and used by Suarez et al (2017) as the basis for this systematic review of the literature. The suggested procedures are as follows: (a) formulating the research questions; (b) creating the inclusion and exclusion standards for publications; (c) carrying out the search; and (d) analysing the search results.

### ***(a) Formulating the question***

The concepts, and questions that a thorough literature review might be able to answer are presented in this section.

- a) Which are the characteristics of the articles analysed (total number by year of publication, analysis tool used, and countries)?
- b) Does motivation have a positive relationship with job performance?

***(b) Criteria for inclusion and exclusion of articles***

According to Kitchenham and Charters (2007), the criterion for selection should be dependent on the subject of the study. It is practically impossible for academics to review all newly published works; therefore, Okoli (2015) recommended that researchers select the time periods they can review. According to Higgins and Green (2011), publication timeline restrictions should only be implemented when it is known that relevant studies could have only been reported during a particular timeframe. The results of the search on the chosen database show an increase in the number of studies on motivation and work performance from 2020 to 2023. Journals only publish research that contains accurate data. The review solely contains English-language information to minimise comprehension. The article inclusion and exclusion criteria are created at this point in order to execute the search (Siva et al., 2016)

- a) Temporal scope: Articles for the years 2020 through 2023 have been included.
- b) Quality of Research: Articles were chosen if they were in periodicals indexed by Web of Science, Scopus, and Google Scholar.
- c) Area of knowledge: The fields of expertise are motivation and job performance.
- d) Language of publication: English is the primary language of publication for the reviewed articles.
- e) Keywords: the keywords were “motivation”, “job performance”, “work performance”, “worker”, “employee” and “public sector”.
- f) Books and conference papers, as well as any articles not reviewed by peers, were not included.

***(c) Conducting the Research***

At this step, search and selection the papers were chosen based on the inclusion and exclusion criteria and the research questions

- a) Databases: In terms of coverage and content quality, the most relevant databases were utilised (Siva et al., 2016): Web of Science, Scopus and Google Scholar.
- b) Database search strategy: a combination of keywords was performed, by title, between motivation and job performance.

***(d) Analyzing the Result***

First, Scopus, Web of Sciences and Google Scholar were searched as databases. In 14054 publications, the relationship between motivation and job performance was discovered. As a result, the database's sorting function was used to automatically choose the selection criteria for all 1246 articles. 1200 articles were eliminated because they didn't adhere to the criteria for inclusion. The remaining 46 publications focused on the relationship between motivation and job performance among public sector employee (Table 1).

**Research Objective 1 - Characteristics of Articles**

**i. Total number by Year**

Based on this study's review of motivation and job performance among public sector employee (Figure 1), it can be shown that twenty were published in 2021, thirteen in 2020, ten in 2022 and three articles were published in 2023 (Figure 1).

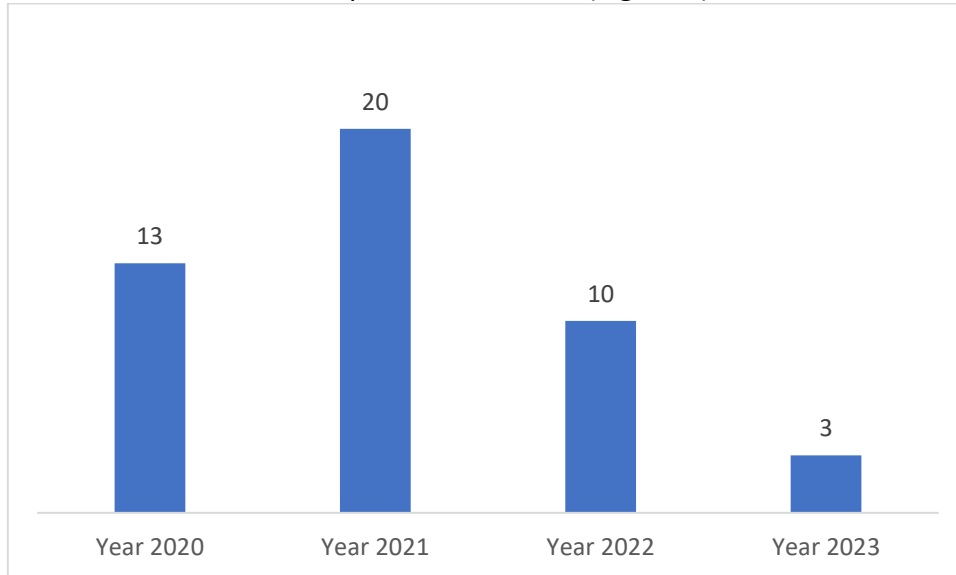


Figure 1. Total number by year

**ii. Analysis Tool Used**

Based on Figure 2, the 46 quantitative articles, most of them have used tool SPSS software (48%), followed by AMOS software (26%) and Smart PLS software (26%) for analysis tools.

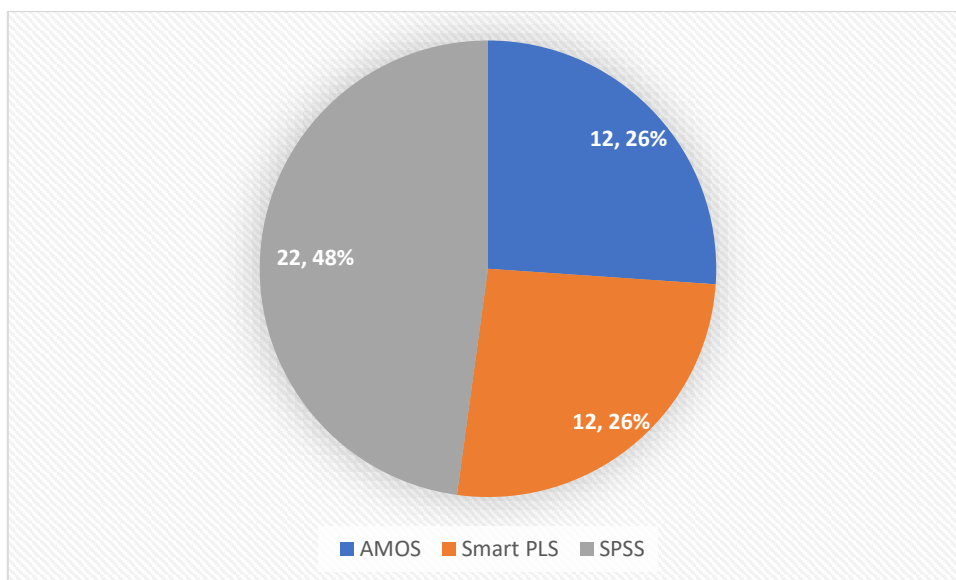


Figure 2. Analysis Tools

**iii. Countries**

Regarding research on motivation and job performance, it can be seen that Indonesia has the most studies (thirty-one), followed by Malaysia (four), in second place. Next, China (two) and Nigeria (2) in third place. Finally, the countries in fourth place are Albania (one), Ethiopia (one), India (one), Jordan (one), Qatar (one), Turkey (one) and USA (one).

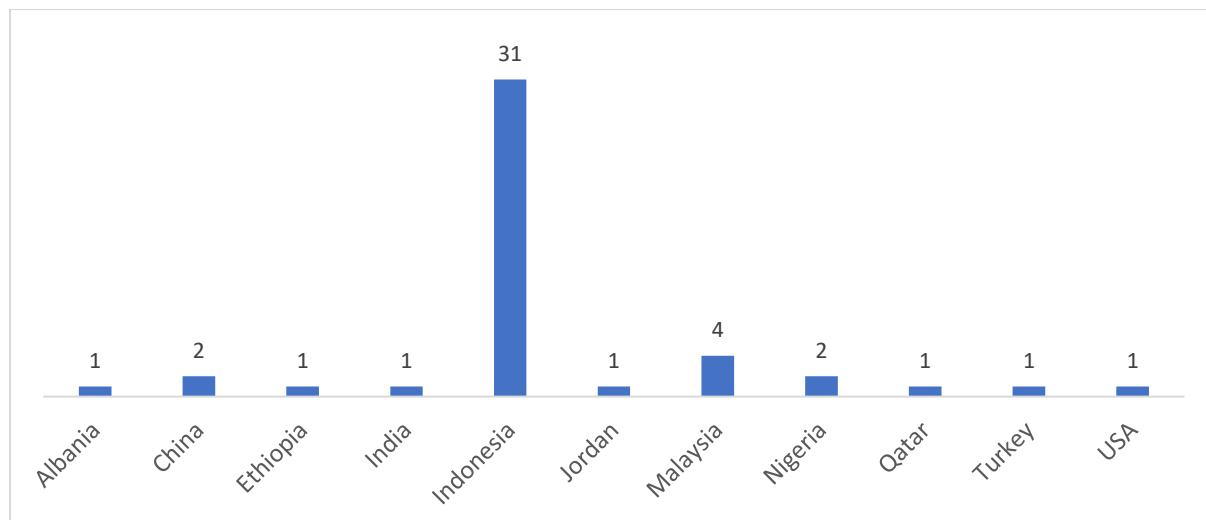


Figure 3. Countries

### ***Research Objective 2 – relationship motivation and job performance***

The review (Table 1) indicates that forty-six studies show a relationship between motivation and job performance. A six studies point out that there is no relationship between motivation and job performance (Arihaha et al., 2020; Sari, 2022; Wardana et al., 2020; Nurcahyo & Indradewa, 2022; Nurasniar, 2022; Stefurak et al., 2020). Some studies have focused on investigating the role motivation plays as a mediator variable. Motivation has been identified as a mediator in a number of different relationships such as government support and job performance Uzkurt et al (2023), servant leadership, professional and work culture with performance Sumaiti (2021), reward and job performance (Siswanto et al., 2021) and human resource practice and job performance (Al-Kharabsheh et al., 2022). Study by Tannimalay et al (2021) provide evidence regarding the motivation as moderator in relationship between person-environment fit with job performance. However, study by Jufrizen et al (2021) found motivation is not a moderator in relationship between organizational culture and job performance. Most of studies shown that there a significantly positive relationship between motivation and job performance such as studies by (Syamsir, 2020; Schwarz et al., 2020; Stefurak et al., 2020; Uka & Prendi, 2021; Maryani et al., 2021; Anisya et al., 2021; Almawali et al., 2021; Amha & Brhane., 2020; Mariana, 2020; Wahyudi et al., 2023; Sunarsi et al., 2021; Alam et al., 2021; Widarko & Anwarodin, 2022; Kurniasih et al., 2022; Adetola et al., 2022; Dharmanegara et al., 2021; Tenrisanna et al., 2021; Sudha et al., 2023; Kuswati, 2020; Riwukore et al., 2022; Riwukore et al., 2021; Ratnawati et al., 2020; Niati et al., 2021; Suriyanti, 2020; Rivaldo, 2021; Sumaiti, 2021; Virgiawan et al., 2021; Sukhumvito et al., 2020; Noor et al., 2020; Al-Jedaia & Mehrez, 2020; Guo et al., 2021; Syaharudin et al., 2022; Andika & Darmanto, 2020). Some studies such as Apex-Apeh et al (2020); Andika and Darmanto (2020); Sultana et al (2021); Noviani (2021) found that intrinsic motivation has significant influence on job performance, however extrinsic motivation does not have significant with job performance (Apex-Apeh et al., 2020).

Table 1  
*Systematic Literature Review Studies*

Authors	Year	Country of sample	Sample Size	Tools	Findings
Syamsir	2020	Indonesia	137	SPSS	There were significant effects of competence, job satisfaction, and work motivation on job performance.
Schwarz, Eva & Newman	2020	China	300	AMOS	The results of multilevel modelling show that network governance leadership has the strongest positive relationship with both motivation and job performance.
Stefurak, Morgan & Johnson	2020	USA	1987	AMOS	Motivation related to job satisfaction, and none were related to job performance, while controlling for the influence of demographic and contextual factors.
Uka & Prendi	2021	Albania	110	SPSS	The results showed a moderate level of satisfaction and motivation at work and seem to be very important motivational factors for the employee's performance
Uzkurt et al.,	2023	Turkey	2781	AMOS	Findings indicate that employee motivation has exhibited a mediating effect between government support and job performance.
Maryani, Entang & Tukiran	2021	Indonesia	158	SPSS	There is a positive and significant relationship between work motivation and employee performance.
Anisya, Supriyanto & Ekowati	2021	Indonesia	104	SPSS	Motivation has a direct and significant effect on employee performance.
Almawali, Hafit & Hassan	2021	Malaysia	111	SPSS	The study's results suggest that these elements are associated positively, that motivational factors are associated positively with employee engagement and work performance, and that employee engagement functions as a partial mediator in the link between motivational factors and job performance.
Amha & Brhane	2020	Ethiopia	312	SPSS	The findings of multiple linear regression training, motivation, leadership, and work environment greatly affected employee performance
Sari	2022	Indonesia	99	Smart PLS	Employee work motivation does not have a significant impact on employee performance.
Wardana, Putra & Panjaitan	2022	Indonesia	120	Smart PLS	Motivation is not significant to employee performance.
Apex-Apeh et al	2020	Nigeria	200	SPSS	Result showed that work environment, intrinsic motivation and amotivation did not predict work performance, while extrinsic motivation predicted job performance.



Authors	Year	Country of sample	Sample Size	Tools	Findings
Apex-Apeh et al	2020	Nigeria	200	SPSS	Result showed that work environment, intrinsic motivation and amotivation did not predict work performance, while extrinsic motivation predicted job performance.
Mariana	2020	Indonesia	39	SPSS	There was a positive effect of (1) education level and work motivation on employee performance.
Wahyudi, Panjaitan & Junaedi	2023	Indonesia	58	Smart PLS	Motivation has a positive and significant effect on performance.
Sunarsi et al	2021	Indonesia	57	SPSS	Motivation and discipline of work simultaneously have a significant effect on employee performance.
Nurcahyo & Indradewa	2022	Indonesia	85	Smart PLS	Work motivation does not affect employee performance.
Alam et al	2021	Indonesia	39	SPSS	Work motivation has a positive and significant effect on employee performance.
Widarko & Anwarodin	2022	Indonesia	236	AMOS	Motivation directly affects performance.
Noviani	2021	Indonesia	-	SPSS	Internal and external motivation have a significant effect on performance.
Kurniasih, Seetyoko & Saputra	2022	Indonesia	400	Smart PLS	Motivation has a significant effect on employee performance.
Adetola et al	2022	Nigeria	120	SPSS	The results of inferential statistics have revealed that all motivational factors under study are positively related to employee job performance.
Dharmanegara, Sulistyan & Agustina	2021	Indonesia	61	Smart PLS	Compensation is very important in increasing public service motivation and employee job satisfaction.
Tennisanna et al.	2021	Indonesia	137	SPSS	Motivation directly affected State Civil Servants' performance
Sudha, Azam & Tham	2023	India	370	AMOS	Job characteristics positively impact public service motivation (PSM), which also affects job performance.
Kuswati	2020	Indonesia	82	SPSS	Motivation has a positive effect on performance.
Riwukore, Marnisah & Habaora	2022	Indonesia	288	SPSS	The results showed that there was a strong and significant influence between discipline, motivation, and organizational commitment variables on employee performance.
Riwukore et al.	2021	Indonesia	57	SPSS	Incentives, Motivation, and Disciplines have simultaneously significant impact on employee performance
Andika & Darmanto	2020	Indonesia	104	Smart PLS	The research results also find the significant effect of empowerment, intrinsic motivation, and organizational commitment on employee performance.
Ratnawati, Skidjo & Efendi	2020	Indonesia	40	SPSS	Work motivation has a positive and significant effect on employee performance.
Niati, Siregar & Prayoga	2021	Indonesia	135	AMOS	The results showed that training and motivation can improve job performance.
Suriyanti	2020	Indonesia	361	AMOS	Work motivation has a positive and significant effect on employee performance.
Jufrizen et al.	2021	Indonesia	85	Smart PLS	Motivation does not act as a moderation on the influence of organizational culture on employee performance.
Sultana et al.	2021	Malaysia	700	Smart PLS	Results indicated that, normative commitment and intrinsic motivation are the two most important variables which have direct influence on both employee job satisfaction and their performance.
Rivaldo	2021	Indonesia	45	SPSS	Motivation has a significant direct effect on employee performance.
Siswanto, Maulidiyah & Masyhuri	2021	Indonesia	150	Smart PLS	Working motivation variable does not have the role as a mediation variable related to the effect of reward on employee performance.
Virgiawan, Riyanto & Endri	2021	Indonesia	120	Smart PLS	The relationship between motivation and employee performance is significant.
Sumaiti	2021	Indonesia	290	AMOS	Motivation had an effect on employee performance. Motivation was a positive mediating variable in the relationship between servant leadership, professional, and work culture with performance.
Guo et al.	2021	China	1523	SPSS	Achievement motivation directly influences job performance.
Syahaudin, Titisari and Susanto	2022	Indonesia	150	AMOS	Work motivation has an effect on performance.
Arilaha et al.	2021	Indonesia	63	SPSS	Work motivation is not significant on performance.
Sukhumvito et al.	2020	Indonesia	181	AMOS	The results proved that public service motivation and work attitudes have a positive effect on job performance.
Nurasniar	2022	Indonesia	40	AMOS	Work motivation does not affect employee performance.
Tannimalay, Rahim & Hong	2021	Malaysia	214	Smart PLS	The moderating effects of Public Service Motivation in the relationship between person-environment fit and the integrity and individual performance are not significant.

Authors	Year	Country of sample	Sample Size	Tools	Findings
Al-Kharabsheh et al.	2022	Jordan	229	AMOS	It was approved that employee motivation partially mediated the effect of digital HRM practices on job performance.
Noor et al.	2020	Malaysia	97	SPSS	Work motivation has an effect on performance.
Al-Jedaia & Mehrez	2020	Qatar	294	SPSS	A positive correlation between employee's motivation and performance.

## Discussion

Reviewing the relevant literature has revealed a majority of quantitative studies in this area. Most of articles published in year 2021. Additionally, SPSS software is frequently used in research as a tool for analysis. Additionally, it should be noted that numerous research has been conducted on the relationship between motivation and job performance in nations like Indonesia, Malaysia, Nigeria and China. Furthermore, the results indicate that motivation has no relationship with job performance, which supported by previous studies such as (Arilaha et al., 2020; Sari, 2022; Wardana et al., 2020; Nurcahyo & Indradewa, 2022; Nurasniar, 2022). Motivation can be play as a mediator and moderator. Some studies found there is supported that motivation as a mediator (Uzkurt et al., 2023; Sumaiti, 2021; Siswanto et al., 2021; Al-Kharabsheh et al., 2022) and moderator (Tannimalay et al., 2021). It is proven that there a relationship between motivation and job performance among public sector employees, which the employee has a good motivation, the job performance can be increase. The studies such as (Syamsir, 2020; Stefurak et al., 2020; Uka & Prendi, 2021; Schwarz et al., 2020; Maryani et al., 2021; Anisya et al., 2021; Almawali et al., 2021; Amha & Brhane, 2020; Mariana, 2020; Wahyudi et al., 2023; Sunarsi et al., 2021; Alam et al., 2021; Widarko & Anwarodin, 2022; Kurniasih et al., 2022; Adetola et al., 2022; Dharmanegara et al., 2021; Tenrisanna et al., 2021; Sudha et al., 2023; Kuswati, 2020; Riwukore et al., 2022; Riwukore et al., 2021: Ratnawati et al., 2020; Niati et al., 2021; Suriyanti, 2020; Rivaldo, 2021; Sumaiti, 2021; Virgiawan et al., 2021; Sukhumvito et al., 2020; Noor et al., 2020; Al-Jedaia & Mehrez, 2020; Guo et al., 2021; Syaharudin et al., 2022; Andika & Darmanto, 2020).

These findings may have consequences for the government, which has to recognise the value of employee motivation to boost output and enhance performance. The government, and especially the managers, should be able to foster an atmosphere of mutual respect and appreciation for one another's efforts at work, ensure that all employees have access to necessary resources, train and guide their employees in a manner consistent with the goals of the organisation, and guarantee employees the right to freely express their views. The findings also recommend that management develop a fair and effective incentives and recognition programme to keep employees motivated. By doing this, the company may accomplish its objectives and boost earnings.

## Limitations and Recommendation

Despite the fact that academics typically accept the databases used, such as Web of Science, Scopus, and Google Scholar, the search's scope may soon be broadened to include other databases. Motivation that are vital to the relationships between job performance have been taken into consideration in this study. Future studies could examine more factors which can associate with job performance. Similar to this, more moderating or mediating factors might be added, including top management support. Last but not least, despite the lack of studies that empirically analyse these interactions collectively, it would be worthwhile in the future to empirically analyse both the direct and indirect links between each of these factors in a single study.



## Conclusion

The previous research on the relationship between motivation and job performance was thoroughly reviewed for this study. Using information from the three databases, a thorough analysis of forty-six studies on motivation and job performance among public sector employee was carried out (SCOPUS, Google Scholar, Web of Sciences). The findings of the systematic literature review revealed several studies on the relationship between motivation and job performance. Because this study was undertaken in 2023 to recover current outputs and new knowledge connected to motivation and job performance, studies published in the preceding four years, from 2020 to 2023, were considered. The researchers' methods tools analysis for assessing motivation and job performance varied. The researcher should do a thorough literature study and validate the results from various nations. As a result, the research findings show that employee performance is highly and favourably influenced by motivation, which has been empirically proven, it can be claimed at the conclusion of this study. The study's conclusions suggest that the government should focus on increasing employee motivation by considering their physiological needs, such as by providing incentives or paying for their transportation or food. The ability for the government to assign challenging projects that require workers to use creativity in their work is necessary to improve employee performance. This can be done by allowing employees to participate in educational and training programmes that will improve their capacity to do their responsibilities and by routinely providing them with guidance, direction, and reprimand.

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