

The Role of Motivation and Job Satisfaction in Enhancing Employee Performance: Systematic Review

Abdelmajid Idris Mohammed

Department of Psychology, University of Muhammadiyah Malang, Indonesia

Email: majidcc2000@gmail.com

Abstract

This paper seeks to explore the significance of motivation, job satisfaction, and employee performance, with a focus on addressing diverse facets of this issue. The primary challenge at hand pertains to organizations, and institutions, striving to enhance both the productivity and dedication of their workforce. To attain these goals, a multifaceted approach (quantitative and qualitative) was employed, involving comprehensive surveys and interviews conducted among employees in factories, health and educational institutions and companies. The research results demonstrated a robust and positive correlation between motivation and job satisfaction, consistently demonstrating improved performance among highly motivated and contented employees. Key factors influencing this dynamic include equitable compensation, opportunities for skill development, and supportive work environments. Furthermore, it becomes apparent that an all-encompassing approach, which integrates intrinsic and extrinsic motivators, proves more effective in fostering employee engagement. This study underscores the importance of acknowledging the multifaceted nature of employee performance enhancement, offering valuable insights to organizations seeking to cultivate a work environment conducive to maximizing their workforce's potential. The implications of this study are how crucial it is to identify and support job satisfaction and motivational elements in the workplace as major determinants influencing employee performance. Employers stand to gain a great deal by putting tactics into practice that are designed to improve employee motivation, job satisfaction, and work environment. the necessity of customized approaches to accommodate individual differences in motivational demands and work satisfaction preferences as well.

Keyword: *Employee performance, motivation, job satisfaction.*

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BACKGROUND

Employee performance is one of the most important aspects of organizational success, and understanding its dynamics has been the focus of extensive research in recent years. With the changing landscape of work and the increasing complexity of tasks, organizations are seeking ways to optimize worker performance to drive productivity and achieve competitive advantages. It has been consistently linked to individual-level outcomes such as job satisfaction, performance, and career success. High worker performance levels have been found to positively impact job satisfaction, leading to greater job engagement and overall well-being (Judge et al., 2017). Furthermore, worker performance is often a key determinant of career success, influencing promotion opportunities, salary increases, and organizational advancement (Spurk et al., 2019).

At the organizational level, worker performance has a vital role in organizational effectiveness and performance. High-performing individuals contribute to increased productivity, quality, and efficiency, ultimately improving organizational performance (El-Ghalayini, 2017). Conversely, poor worker performance can result in decreased productivity, higher error rates, and potential financial losses for organizations (Wang et al., 2020). Moreover, employee performance has implications for team and interpersonal dynamics within the workplace. High-performing individuals often serve as role models and sources of inspiration for their colleagues, positively influencing team morale and cohesion (Berry, 2020). Additionally, worker performance can impact team performance outcomes such as collaboration, coordination, and goal attainment (Hardy et al., 2020).

Employee performance is a multifaceted concept encompassing various critical aspects that impact an organization's success. One fundamental dimension is job-specific skills and competencies. Employees need to possess the requisite knowledge, abilities, and expertise to effectively perform their job responsibilities. Training programs and developmental opportunities are instrumental in honing the skills required for proficient job performance (Mazhisham et al., 2018). Additionally, an employee's behaviour and attitude are essential contributors to their performance. Positive workplace behaviors, such as teamwork, cooperation, and adaptability, can foster a harmonious work environment, thereby positively influencing overall organizational success (Yan et al., 2018).

Another critical aspect of employee performance is goal achievement. Setting and achieving performance goals aligned with organizational objectives is vital for measuring success and driving productivity. The process of setting and tracking these goals is often part of performance management systems, which aim to enhance employee performance and development (NJOKU, 2018). Lastly, employee motivation and engagement are integral aspects of performance. Engaged and motivated employees are more likely to invest their best efforts in their work, leading to higher productivity and overall job satisfaction (Saks, 2019b). Therefore, a comprehensive understanding of

employee performance considers a combination of competencies, behaviors, goal attainment, and motivation.

Motivation is defined as the psychological process that stimulates, guides and sustains actions aimed at achieving a specific objective (Reeve, 2018). It continues to be a key area of interest in understanding worker performance. Self-determination theory, for example, emphasizes the importance of intrinsic motivation and the fulfilment of psychological needs in promoting optimal worker performance (WALCZAK & Tomczak, 2019). Furthermore, the role of extrinsic motivators, such as rewards and recognition, in stimulating worker performance and engagement (Manohar et al., 2017; Specht et al., 2018).

Over the last few years, there has been a shift towards more dynamic and continuous approaches to assessing and managing worker performance. Traditional annual performance appraisals are being replaced with more frequent feedback and goal-setting processes. Ongoing performance conversations, regular check-ins, and real-time feedback are more effective in improving worker performance and employee development (Budworth & Chummar, 2018). Additionally, the use of technology and data analytics in performance management has gained prominence, enabling organizations to track and analyse worker performance in real-time, identify patterns, and make data-driven decisions (Brynjolfsson & McAfee, 2017).

Job satisfaction pertains to the degree of happiness and sense of achievement an individual encounters in their job. It concerns the measure to which employees hold positive sentiments about their tasks, their workplace, and the various facets of their employment (Robbins et al., 2017). Several elements can impact job satisfaction, including the type of work, working conditions, interactions with co-workers and supervisors, opportunities for career progression, remuneration, and acknowledgement of one's contributions.

Job satisfaction has a critical role in employee retention, as dissatisfied employees are more prone to turnover intentions and higher turnover rates. The relationship between job satisfaction and voluntary turnover reveals a strong negative association. Employees who experience low job satisfaction are more likely to leave their jobs voluntarily (Hom et al., 2017). Job satisfaction is a significant predictor of both voluntary and involuntary turnover (Romeo et al., 2020).

Job satisfaction is closely linked to employee well-being, affecting various aspects of an individual's life both within and outside the workplace. Higher job satisfaction is associated with lower levels of stress, reduced mental health problems, and improved overall well-being (Hernández Varas et al., 2019). Additionally, job satisfaction has been shown to have positive effects on job-related affect, life satisfaction, and overall happiness (Judge et al., 2017).

Several studies have explored the relationship between job satisfaction and job performance, highlighting the impact of job satisfaction on individual work outcomes. A significant positive correlation between job satisfaction and job performance (Judge et al., 2020). Employees who are

more satisfied with their jobs tend to exhibit higher levels of performance, productivity, and job engagement. Job satisfaction is a significant predictor of task performance, citizenship behaviors, and overall job effectiveness (Cannas et al., 2019).

Significant disruptions, such as the global financial crisis and political shifts, affected the workplace, introducing uncertainties and changes that influenced employee motivation and satisfaction (Kim & Beehr, 2018). Furthermore, the rise of novel employment structures such as the gig economy and the growing prevalence of remote work prompted inquiries regarding the relevance of conventional theories within the modern context (Baert et al., 2020). The swift digital transformation of work procedures, in conjunction with heightened automation, modified the characteristics of employment and generated fresh requisites for employees (Davenport & Ronanki, 2018; Robbins et al., 2017).

Employee performance and motivation

Motivation within the workplace plays a pivotal role in shaping employees' performance, engagement, and job satisfaction. Various theoretical frameworks are employed to elucidate the mechanisms underlying individuals' motivation in organizational contexts. Victor Vroom's Expectancy Theory, a fundamental concept frequently employed in work settings, suggests that employees become driven when they have confidence that their exertions will result in superior performance and, consequently, yield favourable outcomes and rewards. Aligning employee expectations with organizational objectives can increase motivation and performance (Baakeel, 2018).

Self-determination theory (SDT) emphasizes the significance of intrinsic motivation and how meeting individuals' fundamental psychological needs for independence, competence, and connection can result in increased engagement and performance. It broadens the utilization of SDT within the workplace by highlighting the crucial function of leaders in fostering autonomy and thereby boosting employees' intrinsic motivation and overall well-being (Olafsen et al., 2017).

Additionally, setting specific, challenging goals can motivate workers by providing clear goals and performance targets. The effectiveness of goal setting in increasing motivation and performance, particularly in the context of team collaboration. The study underlines the continued significance of goal-setting in promoting motivation and achieving organizational objectives (Dong et al., 2017).

Employee performance and Job satisfaction

The impact of job satisfaction on employee performance remains a topic of sustained concern in contemporary organizational research. Job satisfaction positively correlates with task performance, as satisfied employees tend to be more committed and motivated, resulting in higher productivity and overall job performance (Phung et al., 2020). In addition to that, (De Simone et al., 2018) emphasized the significance of job satisfaction in

reducing absenteeism and staff turnover, thereby adding to the improvement of employee effectiveness and bolstering organizational steadiness.

Work-life balance is one of the crucial factors affecting job satisfaction. The demands of the modern workplace can encroach on personal time, leading to stress and dissatisfaction. The importance of work-life balance in determining job satisfaction (Shockley et al., 2017). Organizations embracing flexible work arrangements, such as remote and alternative work schedules, influence the levels of job satisfaction (Allen et al., 2013). Furthermore, the significance of liberal paid time off provisions and assistance for parental leave has grown, as they empower workers to handle their responsibilities and uphold a harmonious equilibrium between their professional and personal lives (Kossek et al., 2011).

The work environment is another crucial factor that can significantly influence job satisfaction. A well-designed physical environment, with ergonomic furniture and ample natural light, enhances employee comfort and productivity. Collaborative spaces have gained prominence in contemporary workplaces, fostering teamwork and creativity (Hartmann, 2018). Health and well-being initiatives, encompassing opportunities for using fitness facilities and tools for stress management, have seen an increase in adoption, fostering a healthier and more content workplace. (Wei et al., 2018).

Organizational culture is a fundamental driver of job satisfaction, the establishment of distinct work-related expectations, and the acknowledgement of these aspects in the workplace. Effective leadership, characterized by open communication, assistance, and the recognition of employees' contributions, has been identified as a key factor in enhancing job satisfaction (Flörke et al., 2021). Clear role definition and performance expectations contribute to employee satisfaction (Saks, 2019a). Furthermore, organizations that welcome employee participation in decision-making and prioritize diversity and inclusivity are better positioned to cultivate a favorable and all-encompassing culture that fosters job satisfaction (Mor Barak, 2020).

Effective leadership and management are critical factors in shaping job satisfaction among employees. Leadership that prioritizes effective communication, assistance, and the growth of employees has a direct influence on job satisfaction. Additionally, transformational leadership, which serves as an inspiration and motivation for employees, has been associated with higher levels of job satisfaction (Arnold, 2017). Furthermore, managers who enforce methods that give precedence to acknowledgement, the equilibrium between work and personal life, and individual development make a substantial contribution to enhancing employee job satisfaction (Metz et al., 2019). It also focuses on the significance of servant leadership, where leaders prioritize the well-being and needs of their team members, in increasing job satisfaction (Hadi & Tola, 2019). The aim of this study is to investigate the importance of motivation, job satisfaction, and employee

performance, concentrating on addressing diverse facets of this issue.

Based on mentioned above, this study aims to investigate the role of motivation and job satisfaction to improve employee performance in the workplace. Understanding how motivation, job satisfaction, and performance interact is essential as the focus on maximizing labour productivity and engagement grows. To determine the elements affecting worker motivation and job satisfaction as well as how directly they affect performance outcomes, this study synthesized the body of prior research which seeks to develop organizational theory and practice through the review process, ultimately promoting healthier, more productive, work environments and producing.

RESEARCH METHODS

This research depends on a literature review and other articles related to the topic. It used several methods to

review it, such as journals, evaluating it, and extracting data. This begins after the researcher finds a topic that interests him and starts studying it. With prior questions prepared for this study and its purpose. This was done using the following databases (Scopus, Google Scholars, Springer, Publish and Perish) using the keywords: motivation, job satisfaction, and employee performance. The author obtained 180 articles related to the topic, the only journals included in the review are 20, considering the quality and modernity of the articles. This research aims to identify the role of motivation and job satisfaction on worker performance. Based on this, several articles related to the search objectives were found. The researcher used qualitative and quantitative approaches in analyzing and explaining the importance of motivation and job satisfaction in maintaining the performance of the employee.

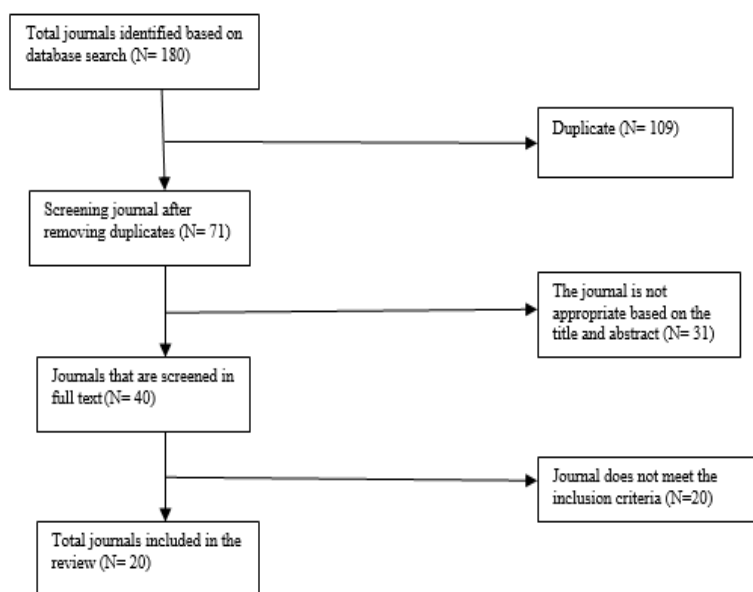


Figure 1. Prima Journal list

RESEARCH RESULTS

The findings of this study, demonstrate that Job satisfaction, as an employee's subjective evaluation of their work, has been consistently linked to positive performance outcomes. Satisfied employees tend to be more engaged, committed, and proactive in their roles, leading to higher levels of performance. Job satisfaction can be influenced by factors such as work-life balance, job design, relationships with colleagues and supervisors, and opportunities (Katebi et al., 2022). Organizational culture also plays a significant role in influencing motivation, job satisfaction, and ultimately employee performance. A positive and supportive organizational culture that values employee well-being, provides a clear sense of purpose and promotes open communication and collaboration can enhance employee

motivation and job satisfaction, resulting in improved performance outcomes (Sabuhari et al., 2020).

The researcher selected process for this study likely began with a comprehensive search of academic databases and journals relevant to the topic of job satisfaction, employee performance, and organizational culture. The researcher would have identified key articles and studies that provided foundational knowledge and theoretical frameworks for understanding the relationship between job satisfaction and performance outcomes.

The findings from the study suggest that job satisfaction, defined as an employee's subjective evaluation of their work, is consistently associated with positive performance outcomes. This conclusion is supported by previous research, such as that conducted by Katebi et al. (2022), which emphasizes the importance of factors like

work-life balance, job design, relationships with colleagues and supervisors, and opportunities in influencing job satisfaction.

Furthermore, the study highlights the significant role of organizational culture in shaping motivation, job satisfaction, and employee performance. The research cited, such as that by Sabuhari et al. (2020), underscores how a positive and supportive organizational culture, characterized by values that prioritize employee well-being, a clear sense of purpose, and open communication and collaboration, can enhance motivation and job satisfaction, ultimately leading to improved performance outcomes. Finally, the researcher selected the related fields to publish their study.

DISCUSSION

The role of motivation and job satisfaction in enhancing worker performance has been a widely studied area in organizational psychology. Research has consistently shown that motivation and job satisfaction are important factors in influencing employee performance. Meta-analytic studies have generally found a positive correlation between job satisfaction and job performance, suggesting that higher levels of job satisfaction are associated with better performance outcomes (Katebi et al., 2022). However, it is important to note that the strength of this relationship may vary depending on various factors such as job type, industry, and organizational context.

Fulfilling needs is a prerequisite for job satisfaction; workers who believe their needs have been met would view themselves as content with their jobs. On the other hand, when some or all of the demands are not satisfied, discontent results. A key aspect in deciding whether an individual performs well or poorly is their level of job satisfaction. A pleasant or good emotional outcome of an evaluation of one's work or work experience is job satisfaction, which is a type of employee work behavior (Nurul Ainy & Bambang Sumardi, 2023).

In addition to the meta-analytic approach, qualitative and quantitative reviews have also been conducted to examine the job satisfaction-job performance relationship. Qualitative reviews involve analyzing and summarizing qualitative studies such as interviews or case studies to gain a deeper understanding of individuals' experiences and perceptions. Quantitative reviews, on the other hand, analyze numerical data from surveys or experiments to quantify the relationship between job satisfaction and job performance. Motivation has a crucial role in driving employee performance. Various theories of motivation, such as Maslow's hierarchy of needs, Herzberg's two-factor theory, and Self-Determination Theory, highlight the importance of intrinsic and extrinsic motivators in influencing job satisfaction and performance outcomes. Motivation can be fostered through factors like challenging work, recognition, rewards, and opportunities for growth and development (Richard & Edward, 2000).

Insightful conclusions have been drawn from studies on the contribution of motivation and job happiness to improving employee performance. Numerous research

works have repeatedly shown that intrinsic motivation—which derives from elements like autonomy, mastery, and purpose—contributes significantly to increased job satisfaction, which in turn enhances worker performance (Zhou et al., 2022). Furthermore, it has been discovered that the existence of extrinsic motivators—like just compensation and recognition—further amplifies this effect by encouraging positive behaviors and attitudes at work (Fischer et al., 2019). Additionally, it has been determined that a significant mediator between motivation and performance is job satisfaction, which is defined by elements such as the work environment, connections with coworkers, and perceived organizational support (Ayandele & Nnamseh, 2014). Employee engagement and productivity are more likely to be higher when they are happy in their employment and believe that their work is important and gratifying. These results showed the significance of creating a happy work environment and encouraging both intrinsic and extrinsic motivation to effectively improve employee performance.

CONCLUSION

Based on the above this study highlights the significant role of motivation and job satisfaction in enhancing worker performance. Empirical evidence consistently supports the positive relationship between motivation, job satisfaction, and performance outcomes. Organizations that prioritize effective motivation strategies and create a satisfying work environment are more likely to cultivate engaged and high-performing employees. By implementing evidence-based practices derived from this review, organizations can foster a motivated and satisfied workforce, leading to improved individual and organizational performance. The implications of this study are how crucial it is to identify and support job satisfaction and motivational elements in the workplace as major determinants influencing employee performance. Employers stand to gain a great deal by putting tactics into practice that are designed to improve employee motivation, job satisfaction, and work environment. The necessity of customized approaches to accommodate individual differences in motivational demands and work satisfaction preferences as well.

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