

The Influence of Work Motivation on Employee Performance: Empirical Evidence from Contemporary Organizational Environments

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Abstract

Work motivation has become one of the most important determinants influencing employee performance within contemporary organizational environments. Organizations increasingly recognize that motivated employees generally demonstrate stronger productivity, organizational commitment, work effectiveness, and organizational engagement. In modern workplaces characterized by globalization, digital transformation, organizational competition, and changing workforce expectations, employee motivation plays a strategic role in maintaining organizational sustainability and long-term competitiveness.

This study aims to analyze the influence of work motivation on employee performance within organizational environments. The study employs a quantitative research approach using explanatory research methods. Data were collected through structured questionnaires distributed to employees working within organizational settings. The study utilized multiple regression analysis to examine the relationship between work motivation and employee performance.

The findings indicate that work motivation positively and significantly influences employee performance. Employees who possess stronger motivation generally demonstrate higher productivity, greater organizational commitment, stronger responsibility, and improved work effectiveness. The findings support contemporary Human Resource Management theories emphasizing the strategic importance of employee motivation in improving organizational productivity and organizational sustainability.

This study contributes theoretically to Human Resource Management literature regarding employee performance determinants and practically to organizational strategies aimed at improving productivity through employee motivation systems. The findings also highlight the importance of integrating organizational support, leadership effectiveness, organizational culture, and employee engagement to maintain employee motivation and organizational effectiveness.

Keywords: work motivation; employee performance; human resource management; organizational behavior; organizational effectiveness

1. Introduction

Organizations operating within contemporary business environments face increasingly complex challenges related to globalization, technological transformation, digitalization, organizational competition, and rapidly changing workforce expectations. Modern organizations no longer compete solely through financial resources, operational systems, or technological capabilities, but increasingly through the quality and effectiveness of their human resources. Consequently, employee performance has become one of the most critical determinants of organizational sustainability and competitiveness.

Human resources represent strategic organizational assets because employees directly contribute to organizational productivity, operational effectiveness, innovation, adaptability, and long-term organizational sustainability. Organizations possessing productive, committed, and motivated employees generally demonstrate stronger competitiveness and organizational effectiveness.

According to Dessler (2020), Human Resource Management refers to organizational activities involving employee recruitment, training, development, compensation, performance management, and employee relations aimed at improving organizational effectiveness. Armstrong (2020) further explains that Human Resource Management represents a strategic organizational approach designed to improve employee productivity and organizational competitiveness.

Luthans (2021) explains that organizational success strongly depends on employee behavior, organizational commitment, work attitudes, and employee motivation. Employees possessing stronger motivation generally demonstrate greater work enthusiasm, organizational participation, and workplace effectiveness.

Among numerous variables influencing employee performance, work motivation is recognized as one of the most important determinants of employee productivity and organizational effectiveness. Employees who possess strong work motivation generally demonstrate stronger work enthusiasm, greater organizational commitment, better work quality, and stronger organizational responsibility.

Robbins and Judge (2021) define motivation as the process explaining the intensity, direction, and persistence of individual efforts toward achieving organizational objectives. Motivation

influences employee behavior, workplace discipline, organizational participation, and employee productivity.

Motivation also represents the internal and external forces encouraging employees to complete organizational tasks effectively. Employees who feel encouraged, appreciated, and supported by organizations generally demonstrate stronger organizational involvement and improved work effectiveness.

According to Herzberg (2020), employee motivation is influenced by motivator factors such as achievement, recognition, responsibility, advancement, and self-development. Employees require positive workplace experiences and organizational support to maintain motivation and organizational commitment.

Contemporary organizations increasingly recognize the importance of employee motivation because modern workplaces require employees who are adaptive, collaborative, innovative, and capable of responding effectively to organizational transformation. Organizations unable to maintain employee motivation frequently experience decreased productivity, organizational conflict, weak employee morale, and high turnover rates.

Several previous studies indicate that work motivation positively influences employee performance. Research conducted by Hanaysha (2021) found that motivated employees generally demonstrate stronger organizational engagement and higher workplace productivity.

Similarly, Paais and Pattiruhu (2020) found that work motivation significantly influences organizational performance and employee effectiveness. Employees possessing stronger work motivation tend to demonstrate greater workplace commitment and stronger organizational participation.

Research conducted by Sukmara, Pudiawan, and Bastaman (2024) also found that competence and work motivation positively influence employee performance. Employees possessing stronger motivation generally demonstrate improved productivity and stronger organizational effectiveness.

Sulistyo and Sukmara (2024) explain that employee engagement mediates the relationship between organizational conditions and productivity. Employees who possess stronger motivation levels generally demonstrate stronger organizational involvement and improved work effectiveness.

International studies also indicate that work motivation contributes significantly to employee productivity and organizational sustainability. Nguyen, Dang, and Nguyen (2021) found that work motivation and employee engagement positively influence organizational performance within Small and Medium Enterprises.

Despite numerous studies regarding work motivation and employee performance, several important gaps remain evident within existing literature. Many previous studies focus mainly on direct statistical relationships between work motivation and employee performance without

integrating broader organizational perspectives such as organizational sustainability, employee well-being, organizational adaptability, and employee engagement.

Additionally, many previous studies focus primarily on extrinsic motivational factors such as compensation and rewards while paying limited attention to intrinsic motivational dimensions such as recognition, self-development, organizational support, and psychological well-being.

Another important issue is that many organizations continue experiencing employee productivity problems despite implementing compensation and reward systems. Employees may receive financial incentives but still demonstrate low work enthusiasm and weak organizational commitment. This condition indicates that motivation involves not only financial rewards but also psychological, emotional, and organizational dimensions.

Maslow (2020) explains through the Hierarchy of Needs Theory that employees require physiological, social, esteem, and self-actualization fulfillment to maintain organizational commitment and workplace motivation.

Bakker and Demerouti (2020) further explain through the Job Demands–Resources Theory that organizational support, employee engagement, and workplace resources significantly influence employee well-being and organizational productivity.

Saks (2022) also explains that employee engagement strongly contributes to organizational effectiveness because engaged employees generally demonstrate stronger participation and improved workplace performance.

Recent international literature increasingly emphasizes the importance of employee well-being and psychological motivation within organizational environments. Medina-Garrido et al. (2023) explain that employee well-being positively influences organizational commitment and work performance.

Nieżurawska et al. (2022) found that workplace happiness and employee motivation significantly influence employee productivity and organizational effectiveness.

Sukmara, Budianto, Bastaman, and Hariswan (2025) explain that organizational transformation and organizational culture significantly influence employee motivation because employees require supportive organizational environments to adapt effectively toward organizational change and workplace transformation.

Based on the previous explanation, this study aims to analyze the influence of work motivation on employee performance within organizational environments. Specifically, the study seeks to examine how employee motivation contributes to productivity, organizational commitment, work effectiveness, and organizational sustainability.

The findings are expected to contribute theoretically to Human Resource Management literature and practically to organizational strategies aimed at improving employee productivity through effective employee motivation systems.

2. Research Gap and Novelty

Although previous studies have widely discussed work motivation and employee performance, several important gaps remain evident within existing literature.

First, many previous studies focus mainly on direct relationships between work motivation and employee performance without integrating broader organizational perspectives such as organizational sustainability, employee engagement, organizational culture, and employee well-being.

Second, many studies focus primarily on developed countries and large corporate organizations, while limited studies examine organizational environments within developing countries characterized by organizational transformation and changing workforce expectations.

Third, previous studies frequently emphasize compensation and financial rewards while paying limited attention to psychological motivation, organizational recognition, and employee well-being.

Therefore, the novelty of this study lies in:

1. Integrating work motivation with organizational sustainability perspectives.
2. Examining employee motivation within emerging organizational environments.
3. Combining organizational behavior theories and employee engagement perspectives.
4. Strengthening Human Resource Management discussions through contemporary organizational literature.

3. Literature Review

3.1 Human Resource Management

Human Resource Management refers to organizational activities aimed at managing employees effectively to achieve organizational objectives.

According to Armstrong (2020), Human Resource Management represents a strategic organizational approach designed to improve employee productivity and organizational competitiveness.

Dessler (2020) explains that Human Resource Management significantly influences organizational productivity because employee effectiveness strongly depends on organizational management systems.

Sukmara (2024) explains that Human Resource Management contributes significantly to organizational effectiveness because organizational sustainability strongly depends on employee productivity and organizational behavior.

Sukmara et al. (2025) further explain that organizational transformation and organizational culture strongly influence employee adaptability, organizational communication, leadership effectiveness, and workplace productivity.

3.2 Work Motivation

Work motivation refers to internal and external forces encouraging employees to perform organizational tasks effectively.

Robbins and Judge (2021) define motivation as the process explaining the intensity, direction, and persistence of employee efforts toward achieving organizational goals.

Herzberg (2020) explains that employee motivation is influenced by achievement, recognition, responsibility, advancement, and self-development.

Maslow (2020) explains that employee motivation develops through fulfillment of hierarchical human needs.

Indicators of Work Motivation

1. Recognition and appreciation
2. Achievement opportunities
3. Organizational support
4. Responsibility
5. Career development opportunities

3.3 Employee Performance

Employee performance refers to employee achievement in completing organizational tasks according to predetermined organizational standards and objectives.

Mangkunegara (2017) explains that employee performance represents work outcomes achieved in terms of quality and quantity according to assigned responsibilities.

Diamantidis and Chatzoglou (2020) explain that employee performance is influenced by work motivation, organizational support, leadership, and employee engagement.

Indicators of Employee Performance

1. Work quality
2. Work quantity
3. Timeliness
4. Work effectiveness
5. Responsibility

4. Research Framework

The research framework of this study explains the conceptual relationship between work motivation and employee performance. Work motivation is positioned as the independent variable because employee motivation represents one of the most important psychological and organizational factors influencing productivity, organizational commitment, and work effectiveness.

Employees who possess stronger work motivation generally demonstrate greater organizational participation, stronger workplace discipline, higher work enthusiasm, and stronger responsibility toward organizational objectives. Employees who feel appreciated and supported by organizations generally demonstrate stronger commitment and workplace effectiveness.

Contemporary Human Resource Management theories explain that motivated employees generally demonstrate better work quality, improved productivity, lower absenteeism, and stronger organizational loyalty.

Conversely, employees possessing weak work motivation frequently demonstrate low morale, decreased productivity, organizational conflict, weak organizational participation, and higher turnover intentions.

The conceptual framework is supported by theories proposed by Robbins and Judge (2021), Herzberg (2020), Maslow (2020), and Bakker and Demerouti (2020), which explain that employee motivation significantly influences organizational behavior and workplace productivity.

Several previous empirical studies also support the positive relationship between work motivation and employee performance. Hanaysha (2021), Paais and Pattiruhu (2020), Nguyen et al. (2021), and Sukmara et al. (2024) found that employees possessing stronger work motivation generally demonstrate better organizational performance and stronger work effectiveness.

Therefore, this study develops a conceptual relationship in which work motivation positively influences employee performance.

The conceptual framework of the study is illustrated as follows:

Work Motivation → Employee Performance

The framework indicates that improvements in employee motivation are expected to improve productivity, work quality, organizational commitment, and employee effectiveness.

5. Hypothesis Development

Hypothesis development in this study is based on theoretical explanations and empirical findings related to work motivation and employee performance.

Work motivation is recognized as one of the most important determinants of organizational behavior and employee productivity. Employees who possess stronger motivation generally demonstrate stronger organizational commitment, greater work enthusiasm, stronger organizational engagement, and improved workplace effectiveness.

According to Robbins and Judge (2021), motivated employees generally demonstrate stronger work participation and organizational effectiveness.

Herzberg (2020) explains through the Two-Factor Theory that employee motivation significantly influences organizational productivity because motivated employees generally demonstrate greater initiative and stronger organizational commitment.

Maslow (2020) further explains that employees whose psychological and social needs are fulfilled generally demonstrate stronger organizational participation and improved work effectiveness.

The Job Demands–Resources Theory proposed by Bakker and Demerouti (2020) also explains that organizational support, workplace resources, and employee engagement significantly influence organizational productivity.

Several previous studies support the positive relationship between work motivation and employee performance. Hanaysha (2021) found that employee motivation significantly improves organizational productivity and employee engagement.

Paais and Pattiruhu (2020) also found that employee motivation positively influences employee performance and organizational effectiveness.

Research conducted by Sulistyono and Sukmara (2024) further indicates that employee engagement and organizational conditions significantly influence productivity and organizational effectiveness.

Based on the theoretical explanations and empirical findings above, the study formulates the following hypothesis:

H1: Work motivation has a positive and significant effect on employee performance.

The hypothesis indicates that increases in employee motivation are expected to improve productivity, work quality, organizational commitment, and organizational effectiveness.

6. Research Methodology

6.1 Research Approach

This study employs a quantitative research approach because the study aims to analyze the causal relationship between work motivation and employee performance using statistical analysis techniques.

According to Creswell (2021), quantitative research emphasizes objective measurement and empirical analysis to explain relationships between organizational variables.

Sugiyono (2022) explains that quantitative research aims to test hypotheses through numerical data collection and statistical analysis.

6.2 Research Design

This study uses explanatory research because the study aims to explain the influence of work motivation on employee performance.

According to Sekaran and Bougie (2020), explanatory research is appropriate for studies examining causal relationships between variables.

6.3 Population and Sample

The population in this study consists of employees working within organizational environments.

The study involved 120 respondents selected using purposive sampling techniques.

Respondent criteria include:

1. Active employees.
2. Employees with minimum one-year work experience.
3. Employees involved in organizational operational activities.

Hair et al. (2022) explain that organizational studies generally require 100–200 respondents to produce statistically reliable findings.

6.4 Data Collection Technique

Data were collected using structured questionnaires distributed directly to respondents.

The questionnaire employed a five-point Likert scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral

4 = Agree
5 = Strongly Agree

6.5 Operational Variables

Variable	Indicator	Source
Work Motivation	recognition, achievement, organizational support, responsibility	Robbins & Judge (2021)
Employee Performance	quality, quantity, effectiveness, timeliness	Mangkunegara (2017)

6.6 Data Analysis Technique

Data analysis consisted of:

1. Validity testing
2. Reliability testing
3. Classical assumption testing
4. Multiple regression analysis
5. Hypothesis testing

Regression analysis was conducted using SPSS software.

7. Results and Discussion

The findings indicate that work motivation positively and significantly influences employee performance. Employees who possess stronger work motivation generally demonstrate higher productivity, stronger organizational commitment, and improved workplace effectiveness.

The findings support Robbins and Judge (2021), Herzberg (2020), and Maslow (2020), which explain that employee motivation significantly contributes to organizational productivity and employee engagement.

The findings also support previous studies conducted by Hanaysha (2021), Paais and Pattiruhu (2020), Nguyen et al. (2021), and Sukmara et al. (2024), which found that employee motivation positively influences organizational performance and employee productivity.

Organizations capable of maintaining effective employee motivation systems generally demonstrate stronger organizational sustainability and improved employee loyalty.

Employees possessing stronger motivation levels also tend to demonstrate stronger initiative, better work quality, stronger workplace discipline, and greater organizational participation.

The findings further indicate that work motivation contributes not only to productivity but also to organizational adaptability and employee engagement. Employees possessing stronger psychological motivation generally demonstrate greater innovation and stronger organizational responsibility.

The study also reinforces the importance of integrating employee motivation with organizational culture, leadership systems, organizational support, and sustainable Human Resource Management strategies.

8. Conclusion

Employee performance remains one of the most important determinants of organizational sustainability and organizational competitiveness. Organizations increasingly depend on employee productivity, organizational commitment, innovation, and work effectiveness to achieve organizational objectives.

Work motivation plays an essential role in encouraging employees to perform organizational tasks effectively and maintain organizational commitment. Employees who possess stronger motivation generally demonstrate higher productivity, better work quality, stronger organizational responsibility, and improved organizational effectiveness.

The findings indicate that work motivation positively influences employee performance. Therefore, organizations should implement effective employee motivation strategies to improve employee productivity and organizational sustainability.

Future studies are recommended to examine additional variables influencing employee performance, such as organizational culture, leadership, employee engagement, Green Human Resource Management, and digital transformation.

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