



**IMPACT OF EMPLOYEE MOTIVATION ON ORGANIZATIONAL PERFORMANCE. A SCOPING REVIEW PAPER
FOR PUBLIC SECTOR**

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ABSTRACT

The scoping review study aimed to review the different studies about employee motivation and its impact on organizational performance. Scoping review research was based on the Arksey and O'Malley framework. The systematic searches were mostly conducted in ProQuest, Web of Science, Statista, and Google Scholar for studies published in the period between 2010 and 2020. The review focused on how employee motivation, through its different aspects such as rewards & recognition, management styles, workplace environment, and employee characteristics, influences organizational performance. The review showed that, to a greater extent, employee motivation is much linked to organizational performance. However, there are additional factors that influence the ability of an employee to perform efficiently. The theoretical and editorial literature reviewed in this study indicated that the different aspects of motivation are essential to employees' level of job performance.

Keywords: *Employee Motivation, Job Satisfaction, Organizational Performance*

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INTRODUCTION

The study of motivation is much concerned with the different reasons why people behave in a particular manner and how such behavior impacts their attitude and performance in various fields of life. Chatzopoulou, Vlachvei & Monovasilis [1] indicate that despite several studies being done on motivation, most managers are still short of knowledge on how best motivation can enhance employees' productivity leading to improved organizational performance. Most scholars describe motivation as something that influences a person's ability to undertake a particular action most convincingly or effectively[2]. Motivation plays an important role in developing and intensifying every stakeholder's desire to perform efficiently in their respective positions. Even though money plays the largest part in the mix of motivators, it cannot ensure maximum employee motivation towards improved organizational performance. In this case, non-monetary motivators are also essential in attaining high levels of motivation among employees[3].

Organizational performance refers to evaluating an employee's behavior towards particular work or assignments in an organization. Performance evaluation is associated with establishing how best or poorly an individual executed or accomplished a specific task or job. Motivation is among the many factors that influence or affect an employee's job performance and, consequently, influence organizational performance[4]. It would be automatic for highly motivated workers to normally deliver higher returns than employees with low levels of motivation. Still, there are always additional factors that tend to affect even highly motivated employees' performance. Some of these additional factors that affect performance include; personal attitude, the complexity of the tasks, resource availability, and prevailing working conditions. In situations where job performance is not satisfactory, managers must establish the most appropriate factors to utilize towards improving

employees' performance [5]. Chatzopoulou, Vlachvei & Monovasilis [1] in their study questioned whether it is still possible to apply different theories in motivating 21st Century workers. The research established a need to develop new modern forms of encouraging workers since the traditional ways or approaches are no longer effective in enhancing job performance and organizational performance in the long run. However, some scholars argue that conventional motivation methods based on different theories are still feasible in the modern world[6].

Motivation is considered a significant factor in organizational growth, and every employer is always obliged to implement the most effective motivational approach to achieve sustainable development. Several studies have been conducted to establish the relationship between the motivation of employees and organizational performance levels. Most scholars affirm that employee motivation has a significant impact on both employees and the organization's performance. However, some studies indicate that employee productivity or job performance is not only influenced by motivation, and the latter does not necessarily lead to improved organization performance[7]. This scoping review seeks to review different studies or articles related to the notion of employee motivational and organizational performance.

METHODS

This scoping review was conducted based on the Six-stage methodological framework for scoping reviews by Arksey & O'Malley, focusing on studies conducted within the past five years (2010 to 2020). Scoping studies help to review evidence about a particular research area of interest. The focus of scoping reviews is majorly on appraising the overall body of evidence on a given topic.

The methodological framework for this scoping review is illustrated in figure 1.

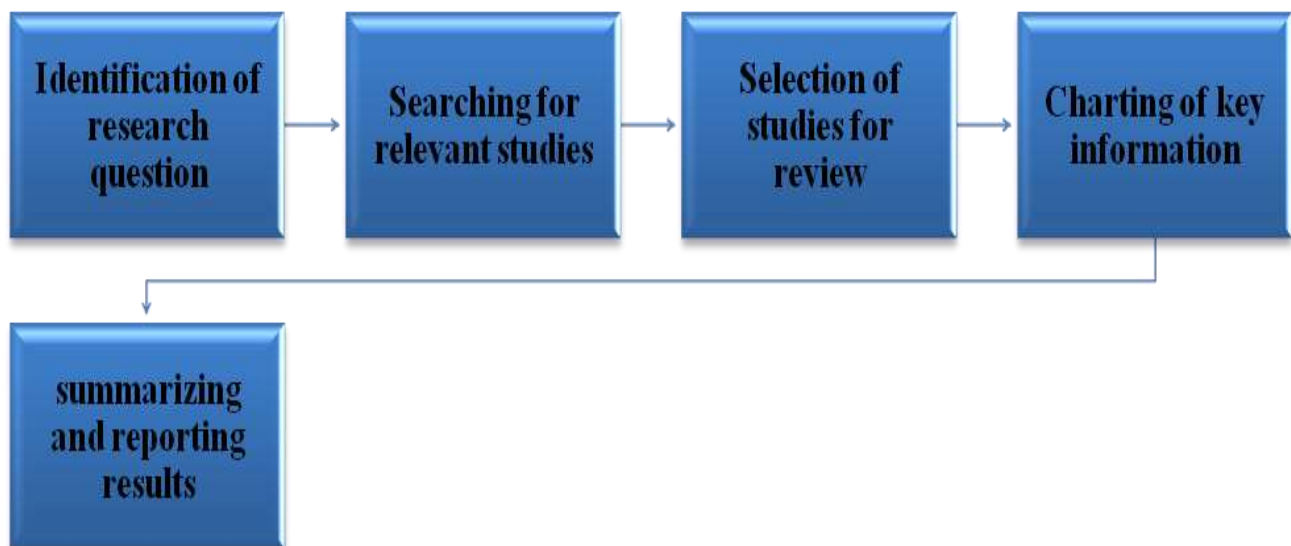


Figure 1: The scoping review research process

Source: Researcher (2020)

Identification of the research question

This study sought to explore and analyze the existing evidence concerning the employee motivation and how it impacts organizational performance. The scoping review aimed to identify and synthesize evidence on the relationship between employee motivation and organization implementation. The main research question was; How does employee motivation impact organizational performance? And the other guiding research questions included; "What are the different ways of motivating employees?" and "What are the major factors that enhance employee motivation?"

Identification of relevant studies

To meet the demands of the main research question for this particular scoping review, we identified the most appropriate search terms that included: "Motivation," "Employees," "Employee motivation," and "Organizational performance." We searched reputable electronic databases that included; Google Scholar, Statista, Web of Science, and ProQuest, for quantitative, qualitative, and mixed methods studies based on these search terms. The search was limited to only peer-reviewed studies.

Selection of studies for review

The study was based on only articles published in English in the period between 2010 and 2020 were retained to reflect the most recent developments in management, most especially concerning employee motivation and organizational performance. The selection criteria are well illustrated in Table 1, and this clearly explains the selection process for this particular scoping review.

Charting of crucial information

The information collected from the included studies was well charted based on different categories. For all the quantitative studies we also charted the general impact of employee motivation on organizational performance. Concerning the different qualitative studies, the author managed to extract the most essential points or themes associated with employee motivation and its impact on performance of organizations. These themes or concepts were presented in tabular form. The quantitative and qualitative data extracted from the different articles into the charting forms formed the actual basis for analyzing the scoping review.

Summarizing, and reporting results

In compiling the different findings of this scoping review, the author repeatedly reviewed the different extracted studies on an independent basis. In order to improve the general authenticity of the

review, individual evaluated findings were again accessed critically by the author. The author first analyzed quantity and quality data separately. In order to do so, key research findings were

incorporated across all subjects based on the steps of integration between motivation of employees and organizational performance.

Table 1: Inclusion and exclusion criteria

Criteria	Inclusion	Exclusion
Study design	Quantitative and qualitative, a.	
Date	2010 to 2020	Before 2010
Language	English.	Any other language.
Research Focus	The main focus was on employee motivation and its impact on performance of the organization	Primary focus on other topics other than employee motivation and organizational performance.

Source: Researcher’s compilation (2020)

Consultation

Arksey and O'Malley [8] indicate that suggest that consultation is optional in the scoping review. For this a particular scoping review hence it was not considered since the initial steps were enough to help meet the study's objective.

RESULTS

The results were presented in text format that involves explanation both quantitative and qualitative findings of this review which was effectively performed by using a systematic framework. This framework was based on to

differentiate along the following levels: employee motivation and job performance and job performance and organizational performance.

Of the 280 articles identified using the search criteria for eligibility of this review, only 29 studies were able to meet the inclusion criteria. They were consequently based on conducting this literature review study. Nineteen of the included studies were published in the past five years (2015 and above) while the rest of the studies ranged from 2010 to 2014. Out of 29 studies, 22 were qualitative while only 7 were quantitative. The details of data selection are presented in the prism diagram in figure 2.

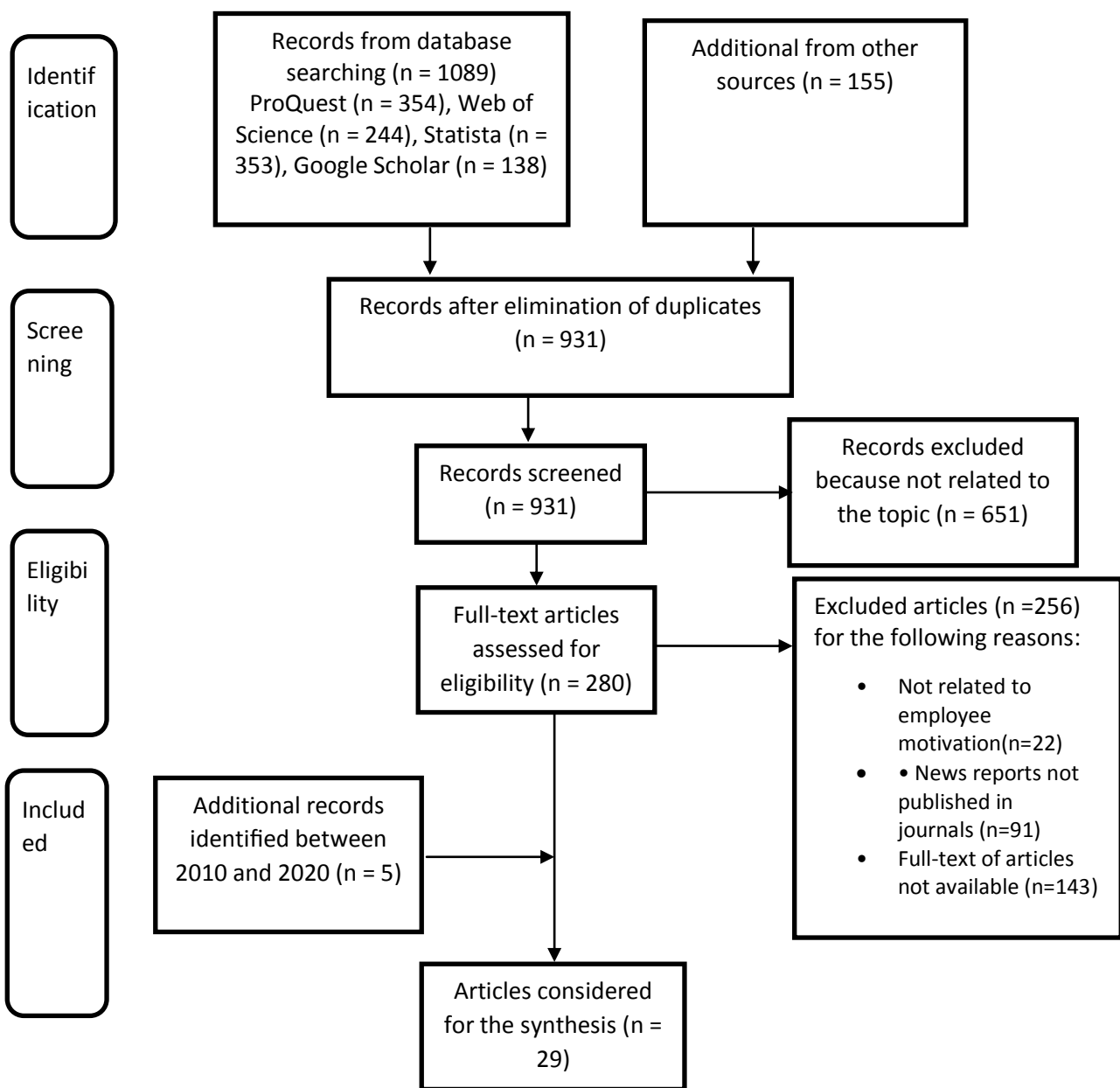


Figure 2: Flow chart for the entire data selection process for the scoping review.

The general information extracted from the different studies included in this scoping review was well presented in chart and tabular form to give a clear description of the research trend about the employee motivation and its influence on organizational performance. The scoping review confirmed that several studies have been conducted on motivation and how it influences job productivity, employee's productivity and organizational performance. Most of the studies or

articles about motivation and organizational performance included in this scoping review were mostly from Greece and other developed and developing countries as presented in figure 2.

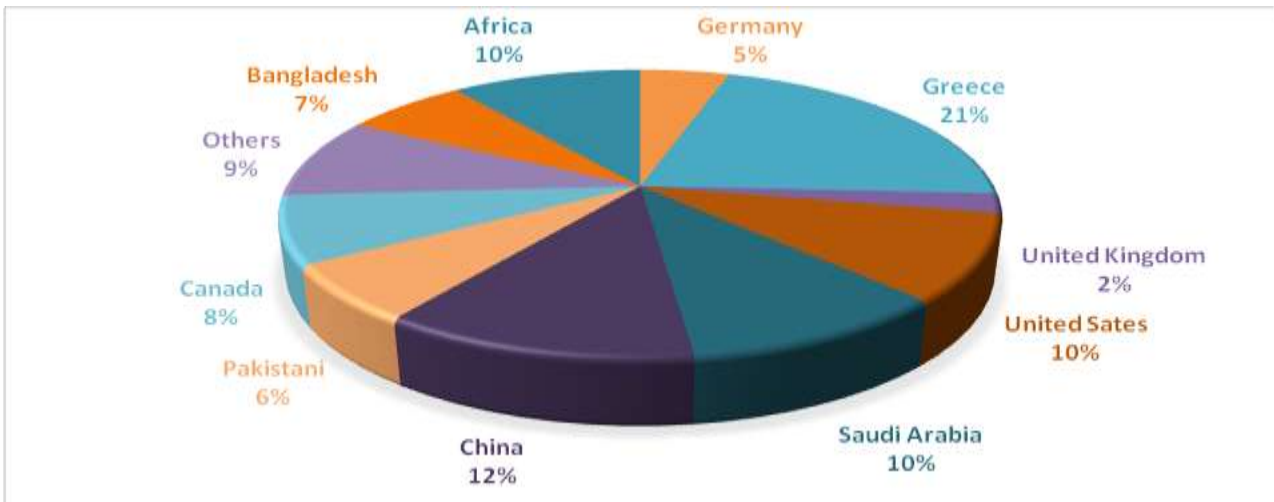


Figure 3: Country or region of origin for studies included in the review

Source: Researcher's compilation (2020)

Among the seven qualitative studies included in this scoping review ([9][3][1][10][11][12][13]), three of them were from India while the rest were from United Kingdom. The rest of the studies included in the study were majorly quantitative. One of the qualitative studies focused on obtaining opinions of relatively younger reproductive age using an interview guide concerning their opinions and knowledge about employee motivation's relevance to organizational performance. The other qualitative studies majorly used a more of focus group discussions and structured interviews and key informants. These studies revolved on assessing managers or employees' opinions concerning the importance of motivation in an organisation.

Considering the different country-based studies considered for this review, the highest number of studies were descriptive (29.2%) and focused on establishing the significance of the relationship between motivational approaches and organizational performance. Other studies included in the review were majorly cross-sectional studies (21.3%), analytical studies (15.5%), basic research studies (14.2%) and case studies (10.4%), among others as presented in figure 4.

The key characteristics and types of studies included in this review are presented in figure 4

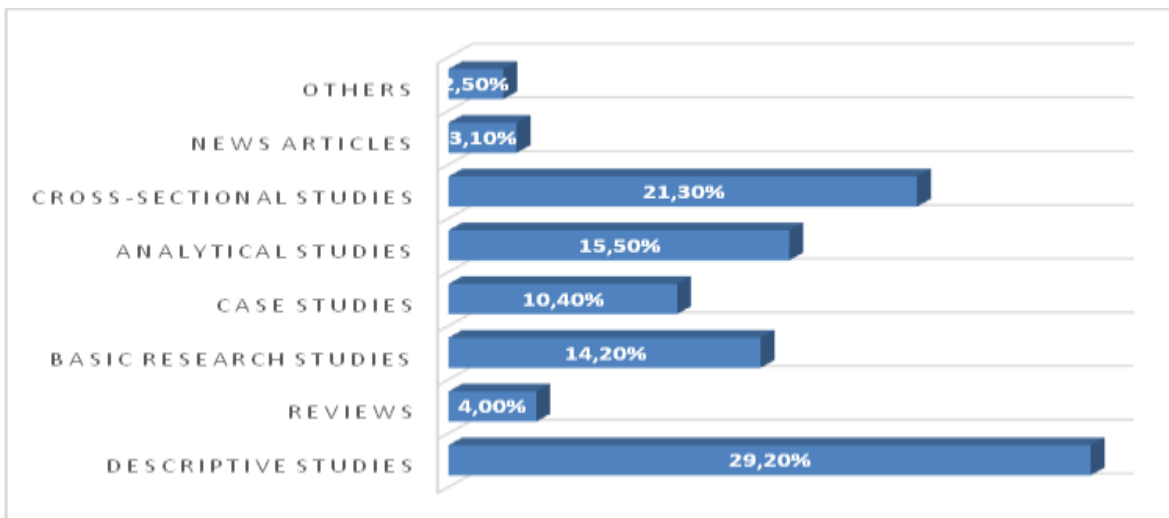


Figure 4: Types/ characteristics of articles/studies

Source: Researcher's compilation (2020)

The mapping of the reviewed studies' key topics alongside their categories in terms of key characteristics or types is presented in table 2.

Table 2: Mapping of article/study types and topics, 2010–2020 (n = 29)

Topic	Descriptive studies (n)	Reviews (n)	Basic research studies (n)	Analytical (n)	Cross-sectional (n)	Case studies (n)	News Articles (n)	Others (n)
Relationship between employee motivation and organizational performance	8	0	4	2	0	0	0	0
Employee motivation on job performance	0	0	1	3	0	1	0	0
Forms of employee motivation on organizational performance	1	1	4		0	0	0	1
Rationale of employee motivation on productivity	0	1	0	1	0	2	0	0
Reasons for employee motivation in an organization	0	3	0	0	2	0	0	1
Other ^d	0	1	0	0	0	0	0	1

Source: Researcher's compilation (2020)

Among the 22 quantitative studies included in this scoping review ([14], [15],[7], [14], [16], [17], [15]–[17],[18]–[20],[23],[6],[4],[24],[25],[26], [27],[28],[29][30]) the highest percentage of the studies focused on cross-sectional organizational-based data whereas other studies were much reliant on other forms of data. This data's variable use was a limitation concerning making comparisons across all the studies that were considered in this review. Five of the quantitative studies focused on differentiating the overall outcome variable in the study. Three studies differentiated the outcome variable into the

importance of practicing morale boosting through motivation in an organisation. Of the different quantitative studies published in or after 2015, 10 studies based all their estimates of employee motivation's impact on the forms of motivational used by an employer or organisation. These studies further based their estimates on the different reasons that influence job satisfaction among employees which later leads to improved organizational performance. The most dominant types of motivation in the different studies are presented in Table 3.

Table 3: Most typical types of motivation from quantitative and qualitative studies

Common forms or types of motivation	Definition and influence on performance	Study/Article
Achievement motivation	It is a struggle to achieve and achieve goals. An employee desires to achieve goals and to advance to a successful stage. The positive desire to achieve positive results helps to enhance organizational performance	[3], [20], [23]
Affiliation based motivation	It is associated with communicating with people socially. People who have a reason to work together do better when they are commended for their attitude and good cooperation. This incentive is so great that money cannot be used to promote, especially low-wage employees and different self-help professionals. Money alone cannot boost motivation but collaboration may also lead to improved performance	[1], [11], [12]
Competence motivation	It is a struggle to get something done which enables an employee to produce high quality work. Motivated employees seek employment and consequently take pride in developing and applying their different problem-solving skills to improve performance of an organization.	[16], [20]
Power motivation	It is associated with the zeal to inspire people in different changing circumstances. Employees who are strongly motivated make an impact on their organization and are willing to take risks to do so.	[2], [29],[33]
Attitude based motivation	A positive attitude is associated with the way employees think and feel. This applies to self-esteem, beliefs and perceptions towards a job. A positive attitude helps to improve organizational performance	[6], [11], [12], [16]
Incentive motivation	This is where a person or group reaps rewards from work and gets motivated to enhance organizational performance	[18], [24], [27]
Fear motivation	Fear of motivation to force a person to act against the will. It happens quickly and makes the job done faster. It helps over time though it may negatively affect organizational performance in the short run.	[4], [13][33]

Source: Researcher’s compilation (2020)

The different studies reviewed were also associated with different factors that influence employee motivation in an organization as presented in figure 5.

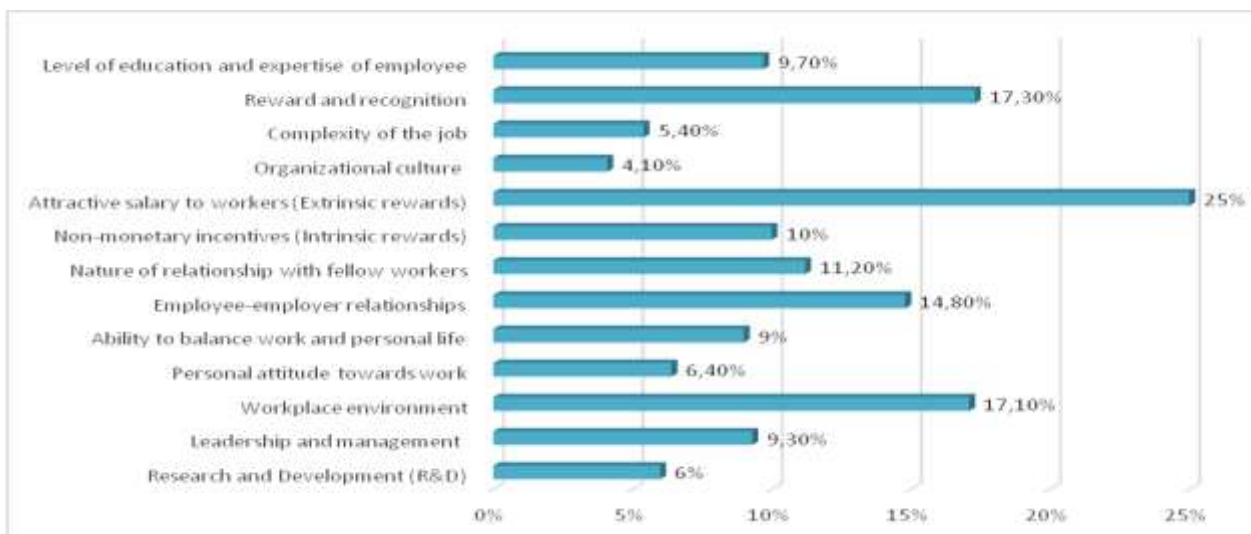


Figure 5: Common factors influencing motivation

Source: Researcher’s compilation (2020)

The most common factor was the employer (25%) which falls under the different monetary based rewards or the extrinsic rewards that influence employee motivation. Most studies confirmed that employee motivation depends on extrinsic rewards such as promotions, salary increment, and other incentives, which has a significant impact on employee performance. Other common employee motivation factors identified in the reviewed studies; reward and recognition, Research and Development (R&D), Leadership, Workplace environment, Personal attitude towards work, Ability to balance work and personal life, level of education and expertise of employee, non-monetary incentives (Intrinsic rewards), and organizational culture, among others.

Discussion

Most of the reviewed studies confirmed a positive and significant relationship between employee motivation and improved organizational performance. The scoping review revealed that equitable wages and promotions are among the most core practices that help boost the morale of employees. Maintaining an equitable salary rate across the organisation or awarding salary based on an employee's position helps to encourage more commitment and loyalty among workers towards attaining a higher salary or promotion at the workplace. This in the longrun has a positive impact on the overall performance of the organisation. The scoping review also confirms that job satisfaction obtained from different motivational factors improves an employee's productivity at the workplace which consequently enhances organizational performance and growth. For example a quantitative study conducted by Gyur & Cag [18] about the relationship between motivation and job satisfaction revealed that motivation has a positive and significant effect on an employee's level of job satisfaction which later enhances organizational performance.

Most of the studies reviewed indicate that employees' motivation is also much related to the organization's reward system, which greatly

enhances the general performance of an organization. Most of the studies confirm that the reward system in any organization ([1], [12], [13], [16]). Reward systems is co considered as a very important tool that can be utilized by different administrators to effectively channel the general motivation of employees in several preferred methods or approaches towards enhancing both employee and organizational performance([3], [28]).

The reviewed studies revealed that positive rewards may encompass autonomy, increased compensation, increased allowances, power, and salary increase, among others. On the contrary the negative rewards cut across general interferences in the employment attributes such as a decrease in the salary, scraping off allowances, zero pay increase and limited or no chance for promotions[30]. The negative rewards are normally regarded as punishments and these come up when the employee is performing below the required standards as set by the company. On the contrary, positive rewards are an indication that the employee is exhibiting a high level of competence and works towards enhancing the general performance of an organization[4], [12], [18].

A study by Robescu [20] on how motivation through the reward system affects organizational performance found out that most banks offer both extrinsic and intrinsic rewards to boost the morale of employees towards enhancing organizational performance. Studies indicate that the extrinsic rewards include; employee allowances, compensation, bonuses and salary advancements[34]. On the other hand the intrinsic based rewards include; employee acknowledgement by the employer, praises, high level recognition and real gratefulness. All these forms of rewards greatly motivate employees to perform better, thereby enhancing an organization's general performance [14]. However, most workers are much motivated by extrinsic rewards as compared to the different intrinsic rewards. In this case, most intrinsic rewards such as

recognition and praises by the employer are not normally satisfactory. This majorly because the intrinsic rewards carry no monetary value than extrinsic ones such as promotions and salary increment. However over 25% of the studies revealed that motivation may not necessarily elevate organizational performance. A study by Trivellas [22] about the impact of formal coaching on employees' motivation levels, commitment on the job, and job performance in the United Kingdom found out that some motivation forms may not necessarily improve organizational performance. The study confirmed that mentoring or coaching as a form of motivation helps change the mindsets or attitudes of employees but may not necessarily elevate their levels of job performance which negatively affects organizational performance.

The different results obtained through this scoping review indicate that employee motivation is a very complex and highly dynamic aspect concerning the general management of employees or organizations. The results further revealed that employee motivation is very essential concerning the general growth and sustainability of an organisation. Employee's motivation cut across several disciplines such as organizational management, human resource management, sociology, and economics, among others, and this explains why it tends to be very complex and broad in analyzing most especially concerning its impact on organizational performance [2], [12], [19]. The different practitioners in the field of management must focus on understanding the broader range of the different motivational determinants and how they influence workers' morale towards improving worker's productivity and organizational performance.

Based on the scoping review results, it is prudent for every country and organisation in particular to always analyze the different aspects of the organization such as the structure, culture, and management system, to ensure that it supports the wellbeing of employees. Employee motivation in

any workplace is considered as a personal and highly transactional process. In this case different scholars tend to showcase differing opinions on the determinants of motivation and its impact on organizational performance and growth. Therefore, it is important for organizations to always undertake a critical review of the different motivational approaches used by their managers and their level of effectiveness in improving commitment and productivity among employees and organizational performance in the longrun.

CONCLUSION AND RECOMMENDATIONS

The scoping review study was conducted to establish the impact of employee motivation on organizational performance. In achieving the main objective, the involved review and analysis render a big contribution to management both in theory and practice. Through the analysis of the different quantitative and qualitative studies, the study establishes the commonly used strategies in enhancing employee motivations, the different forms of motivation and the general impact of employee motivating factors on organizational performance. Generally, the motivation of employees is very essential for organizational growth or development and sustainability. This justifies the importance of managers and employers establishing the ways to motive employees towards improving their job performance and consequently enhancing 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 organisation. Effective and efficient applicability of the different forms of motivation enables managers to register steady and desirable progress in an organisation. Managers utilize both monetary and non-monetary motivational factors to ensure that maximum employee productivity is attained leading to improved organizational performance.

This scoping review offers a comprehensive review of the entire field of employee motivation. However, the review associated with a major

limitation of main phrases applied in searching for the different databases, the time constraints, and the databases accessed. The review was further based on a relatively broader scope of employee motivation for various job sectors rather than focusing on a specific job sector. This therefore indicates that the framework employed in the study may not apply to all job sectors.

The scoping review has clearly shown that employee motivation renders a significant impact on organizational performance. Organizations

should establish the best employee motivation strategies to ensure or maintain a sustainable competitive corporate environment.

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