

## Employee Motivation and Organizational Commitment: A Systematic Literature Review

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### ABSTRACT

Motivation is often associated with employee performance to be an indicator of how well their work activities are. Employee attachment to the organization or organizational commitment is an important behavioral aspect to be an indicator of how well employees survive and perform tasks and are responsible. The purpose of this study was to conduct a systematic literature review on the relationship between Employee Motivation and Organizational Commitment. Using a qualitative method through Systematic Literature Review (SLR), based on a systematic literature review of 35 research articles and literature reviews from 2021 to 2024, the method applied involves collecting and assessing previous research results from various sources obtained through Google Scholar, Scispace, and Scopus. The results of the study show that the variables of work motivation, organizational commitment, and employee performance are interrelated and significant in the context of HR management, with support that can increase enthusiasm, responsibility, and be consistent in achieving the goals that have been set. Therefore, it can be concluded that companies and leaders pay more attention and provide motivation in order to improve employee performance and make employees more committed to completing their responsibilities.

**Keywords:** Motivation, employee motivation, organizational commitment, work engagement.

## 1. INTRODUCTION

Human resources act as an important backbone and also as a driving force for the Company in achieving the vision, mission, and goals that have been set. The function of human resources is to manage every input in the Company in the most efficient way possible so that the desired results can be achieved. When the employees in the Company do not show good performance, the achievement of the Company's goals will be difficult. If employee performance improves, it will be easier for the Company to achieve its goals. Conversely, if employee performance declines, the Company will find it difficult to achieve its goals (Sembiring & Marble, 2021).

Performance is typically used to assess the results of an employee's work, as well as all activities related to their work. From start to finish, employee performance appraisals are designed to achieve organizational goals and provide benefits, but also for the employees themselves, since the expected work outcomes of the company must be in accordance with existing performance appraisal standards (Alqudah et al., 2022).

The relationship between employee motivation and performance is often used to measure work activities. They understand but don't realize that motivation has many benefits as a performance supporter. Researchers have different views on motivation because the motivation of individual employees can increase or decrease performance. Several previous studies have shown that there is a positive and significant influence between motivation and employee performance, that intrinsic motivation can increase career creativity in contributing to their performance Employee attachment to the organization is a behavioral aspect that can be used to assess and measure how strongly employees survive and carry out their duties and responsibilities within the organization (K & Ranjit, 2022).

## 2. LITERATURE REVIEW

### 2.1. Organizational Commitment

Commitment to the organization has to do with the recognition of the role of individuals in the work. It concerns dedication to carrying out duties, professional commitment, the importance of career, as well as the difference between local aspects and the practice of professionalism. The term organizational commitment focuses more on the work aspect than on the organization or individual career. A person who is committed to his or her work

demonstrates a deep sense of responsibility and gives intrinsic value to work as a major part of his or her life (Afshari et al., 2021).

An organization's commitment can be seen in a more general context of loyalty. A committed attitude reflects the employee's loyalty to the organization and is an ongoing process in which the organization's members show concern for the organization itself, its success, and its long-term well-being (Kazemi & Elfstrand Corlin, 2022).

## 2.2. Employee Motivation

Work motivation refers to internal forces that are able to arouse, direct, and influence individuals to show intensity and perseverance in carrying out work voluntarily. One of the important aspects that must be considered by companies is how to maintain and manage employee work motivation to stay focused on the company's goals. Maintaining employee motivation is crucial, as motivation is the basis for every individual to act and do something. With a high level of work motivation, employees tend to be more enthusiastic in carrying out their duties. "Motivation is a process that creates an individual's intensity, direction, and perseverance to reach the pinnacle of achievement." Employee motivation in achieving maximum work results plays a very important role in achieving sales targets and exceeding the goals set by the company (Ardianto & Nurjanah, 2023).

## 3. RESEARCH METHOD

This study uses the systematic literature review method based on the results of previous research through the collection of various information or scientific papers that are relevant. The main source of this research is scientific papers relevant to the concept of self-efficacy and organizational commitment. These sources are in the form of journal articles, books, and other related writings. These sources are obtained through Google Scholar, Scispace, and Scopus. Systematic Literature is defined as a series of steps to find, evaluate, and interpret all existing research evidence, with the aim of providing answers to specific research questions.

## 4. RESULTS

To identify and analyze literature that discusses the relationship between employee motivation and organizational commitment in a variety of work contexts (Pardana & Buntuang et al., 2025). This table contains articles that are listed and first identified by a 35-study, and that 35 study was interpreted into 30 articles more, and are made into this table onward.

**Table 1.** Distribution of articles.

Journal	Number of Articles	Journal	Number of Articles
Scientific Journal of Management and Business (JIMBI)	1	SHIELD: Journal of Science Education and Research	1
Journal of Managerial and Entrepreneurship	1	Journal of Applied Management Science	3
Journal of Scientific Community Thought with an Agribusiness Perspective	1	Journal of Educational and Social Sciences Management	7
PARADOX: Journal of Economics	1	Journal of Humanities and Political Science.	1
Movere Journal	1	Greenomika	1
European Research on Management and Business Economics	1	Personnel Review	1
Jurnal Syntax Transformation	1	Employee Relations: The International Journal	1
EVOKASI: Journal of Applied Administrative and Social Studies	1	Journal of Economics	1
Journal of Multidisciplinary Sciences	3	Journal Of Strategy and Management	1
Journal of Information Systems Management Economics	1	Journal of Business Economics and Social Sciences	1

**Table 2.** Classification based on research methodology and focus.

No	Authors	Method	Focus
1	(Sembiring & Marbun, 2021)	Quantitative	Focus on the influence of leadership style on employee performance and also the influence of work discipline on employee performance.
2	(Kevin & Edalmen, 2023)	Quantitative	Examine the influence of job characteristics, job satisfaction, and organizational culture on organizational commitment. Job satisfaction has a positive and significant effect on organizational commitment; Work characteristics and organizational culture have a positive but not significant effect.
3	(Ningsih et al., 2022)	Qualitative	Examine how skills, motivation, and work environment affect work productivity as a determinant of productivity.
4	(Mirawati et al., 2022)	Qualitative	The effect of discipline and job satisfaction on work motivation.
5	(Sari et al., 2021)	Qualitative	examine how human resource empowerment, work motivation, and organizational change affect the performance of Bank Syariah Indonesia
6	(Elizabeth et al., 2024)	Qualitative	Identifying, analyzing, and exploring the influence of organizational support, creativity, and work motivation on organizational commitment in culinary SMEs (Bogor context)
7	(Rezky Iskandar & Wira Bhakti Makassar, 2024)	Qualitative	Examine how organizational culture relates to work motivation in the digital era, and how digitalization changes work culture and motivation.

No	Authors	Method	Focus
8	(Putri & Selvi, 2023)	Qualitative	Analyze the variables of work motivation and compensation and how they affect job satisfaction based on theoretical studies and previous research.
9	(Pittaloka et al., 2024)	Qualitative	Review the influence of motivation, work discipline, and work environment on employee performance, with organizational commitment as an intervening variable based on theoretical studies and previous research
10	(Alqudah et al., 2022b)	Quantitative	Analyzes the relationship between high-quality MSDM practices, effective commitment, and readiness for organizational change, also exploring the role of hierarchical culture as a moderation variable.
11	(Silalahi et al., 2022)	Qualitative	Building a hypothesis of the influence of human resource quality, compensation, and work environment on
12	(Rizqi & Nabila, 2022)	Qualitative	Examine the relationship between human resources, commitment and work motivation and employee performance.
13	(Suprapto, 2022)	Qualitative	Examine the extent to which motivation, compensation, and work environment play a role in increasing employee job satisfaction.
14	(Nuruzzaman et al., 2021)	Qualitative	Analyze the influence of motivation, and compensation on employee performance.
15	(Astuti & Muhammad Richo Rianto, 2023)	Quantitative	Knowing whether and how the variables of the work environment, salary, and motivation affect employee performance.

No	Authors	Method	Focus
16	(Jessy Angelliza Chantica et al., 2022)	Qualitative	Analyze how employee commitment, planning, and ability variables affect oversight management in the organization
17	(Ali et al., 2022)	Qualitative	Develop an Organizational Citizenship Behavior (OCB) measurement model with trigger variables: workload, work culture, and motivation.
18	(Fitriani et al., 2022)	Qualitative	Analyze how organizational competence, motivation, and culture affect employee performance, with job satisfaction as a mediator
19	(Dems de Haan et al., 2022)	Qualitative	Focus on the influence of leadership style, motivation, and organizational culture on employee performance, with job satisfaction as an intervening variable
20	(Manafe et al., 2023)	Qualitative	Examine the influence of emotional intelligence, organizational commitment,
21	(Sukesi & Ida Rindaningsih, 2023)	Quantitative	Exploring how HR and competency planning affects employee performance.
22	(Ardian et al., 2021)	Qualitative	Examine the influence of compensation and work motivation on employee performance.
23	(Giovanni & Ali, 2024)	Qualitative	Build a hypothesis of the relationship between training, motivation, and competence with employee performance.
24	(Kurniawan, 2021)	Quantitative	Analyze the influence of compensation, motivation, and job satisfaction on employee performance.
25	(Fu et al., 2023)	Qualitative	Self-efficacy, organizational commitment, employee performance; the relationship

No	Authors	Method	Focus
			between these variables
26	(Afshari et al., 2021)	Mixed Methods	Investigate how the process of employee identity to the organization relates to organizational commitment.
27	(Kazemi & Elfstrand Corlin, 2022)	Quantitative	Examine the relationship between employees and staff's perception of "socio-emotional resources" in care work.
28	(Ardianto & Nurjanah, 2023)	Quantitative	Analyze the influence of work motivation, work discipline, and work environment on employee performance.
29	(K & Ranjit, 2022).	Quantitative	explain how intrinsic motivation can improve employee performance,
30	(Zaqiyah et al., 2023)	Qualitative	Analyze and summarize previous research findings on how compensation and motivation affect employee performance

The results of the analysis of 30 studies show that work motivation, compensation, and organizational commitment are the most dominant variables in influencing employee performance. The majority of studies have found that motivation has a positive influence on performance improvement, either directly or through other variables such as job satisfaction and commitment. In addition to motivation, compensation and work environment have also been proven to play an important role in improving employee satisfaction and performance. Other factors that also affect performance include leadership style, organizational culture, work discipline, and human resource competence and planning.

Some studies also add supporting variables such as organizational civic behavior (OCB), self-efficacy, creativity, organizational identity, and emotional intelligence, which strengthens the relationship between motivation, commitment, and performance. Overall, all of the articles analyzed showed that employee performance is influenced by a combination of psychological, structural, and organizational cultural factors, with motivation and compensation being the two key factors that consistently exert significant influence.

## **5. DISCUSSION**

The results of the synthesis of 30 studies in the table show that employee performance is a phenomenon that is influenced by various factors that interact with each other in the context of the organization. The most prominent factor is work motivation, both intrinsic and extrinsic, which has been shown to play a key role in improving employee morale, productivity, and work quality. Motivation not only impacts work output but also affects psychological components such as satisfaction and commitment, which in turn strengthen the reciprocal relationship between individuals and organizations. In addition to motivation, compensation appears as a key factor that affects job satisfaction, perception of fairness, and employees' willingness to maintain optimal performance. When employees feel valued through appropriate rewards, they are more likely to have commitment and loyalty to the organization.

The research also confirms that the work environment, organizational culture, and leadership style play an important role in creating a conducive work atmosphere. A safe and comfortable work environment helps employees work more effectively, while a strong organizational culture provides direction and values that guide work behavior. Good leadership also has a significant influence because leaders have a strategic role in providing direction, motivation, and building positive interpersonal relationships. In addition, additional variables such as work discipline, HR planning, competence, creativity, OCB, self-efficacy, and emotional intelligence also enrich the understanding of factors that affect performance. These variables act as mediators or reinforcers that bridge or strengthen the influence of motivation and commitment on employee work behavior, suggesting that individual internal factors also play an important role in achieving maximum performance.

Overall, this discussion emphasizes that improving employee performance requires a holistic approach, covering the psychological, structural, and cultural aspects of the organization. It is not enough to just manage one aspect, such as motivation or compensation, but rather organizations must build an environment that supports competency growth, creates a positive work culture, strengthens the reward system, and ensures effective leadership. With this holistic approach, organizations can create human resources that are productive, highly committed, and able to make sustainable contributions to the success of the organization.

## **6. CONCLUSION**

Based on the results of research that has been conducted on more than twenty research articles and literature reviews in the period 2021 to 2024, it has been found that work motivation, organizational commitment, job satisfaction, and employee performance are interrelated and have an important meaning in the field of human resource management (HRM). In particular, most studies show that work motivation has a positive influence on employee performance and organizational commitment. In addition to motivation, other factors such as perceived organizational support (POS) and creativity also showed a significant positive impact on organizational commitment with strong beta coefficient values. Furthermore, the organization's commitment is mentioned to improve employee performance, both directly and through intermediaries. In terms of performance, research shows that motivation, rewards, and work environment have a significant positive influence on employee performance, both individually and simultaneously. Therefore, it can be concluded that these factors are important elements that the company must strategically manage to achieve organizational goals effectively.

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