

## **Systematic Literature Review on Motivation Theories and Their Application in Modern Organizational Contexts**

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### **ABSTRACT**

Motivation is an ever-changing and complex process that serves to determine a person's strength, direction, and perseverance in achieving certain goals. The purpose of this research is to study how motivation affects performance, satisfaction and productivity in organizations and individuals. This research was conducted using the Systematic Literature Review (SLR) Method, literature searches were carried out on scientific databases such as Google Scholar, Scopus, and Semantic Scholar which were limited to the vulnerable years 2020-2025 so that 30 articles were obtained. The results of the literature review show that motivation is identified as an important component that has a significant influence on how effective human resource management is to optimize employee potential, a deep understanding of the theories and intrinsic and extrinsic motivational factors is essential. This study shows that HR managers and practitioners must understand motivation thoroughly so that they can develop innovative approaches to improve organizational performance in the long run. This is because a high level of motivation is essential for increasing employee engagement, creating a pleasant work environment, and creating a culture of continuous improvement that supports the company's success.

**Keywords:** Motivation theory, motivation, modern organization, employee performance.

## 1. INTRODUCTION

Understanding motivation is essential in areas such as labor, education, and daily life (Yunardi & Ie, 2023a) In the context of the workplace, understanding motivation can improve employee performance, job satisfaction and overall organizational productivity (Tonnisen & Ie, 2020) By understanding the various motivational factors that drive individuals, managers can devise strategies to increase employee engagement, create a positive work environment, and effectively achieve business goals (Anggraini, 2022)

In general, a comprehensive understanding of motivation is crucial in various disciplines, because motivation acts as a foundation for achievement both individually and collectively, spurs increased performance and productivity, and influences personal and professional development through an in-depth exploration of motivational dynamics, individuals, educators, and organizational entities are able to optimize this potential to increase success and satisfaction levels in various dimensions of life (Anderman, 2020)

Motivation is a key element in organizational dynamics, where a deep understanding of its theories can increase productivity, employee satisfaction, and overall business success (Waruwu, 2024) In the context of modern organizations characterized by technological change, globalization, and the challenges of a complex work environment, motivational theories such as those developed by Abraham Maslow, Fredrick Herzberg, and Victor Vroom have become the foundation for human resource management practices (Meira & Hancer, 2021) However, with the times, the application of these theories needs to be reviewed to ensure their relevance in the digital era and remote work (Fajriyah, 2024).

In the modern organizational environment, motivation plays an important role in increasing operational effectiveness, encouraging innovation, and strengthening competitiveness. A high level of motivation makes employees more proactive, adaptable, and focused on achieving targets, thus having an impact on increasing productivity and service quality (Kornelius et al., 2025). Organizations that pay attention to the motivation aspect generally build a work culture that is collaborative, innovative, and responsive to the dynamics of the business environment. In addition, motivation also contributes to retaining employees, minimizing conflicts, and strengthening commitment to the organization's vision and goals. Thus, motivation not only supports the improvement of individual performance, but also strengthens the structure, culture, and overall sustainability of the organization.

The work motivation of human resources in the workplace is an important component in achieving the goals of an organization or agency (Lecturer of Postgraduate, Mercu Buana University, Jakarta Indonesia. et al., 2017) This motivation comes from a person's internal drives, which affect the intensity, quality, direction, and duration of work behavior (Mukharomah, 2025) However, according to Handoko, job satisfaction is a pleasant or unpleasant emotional condition experienced by an employee when looking at his work (Chauhan et al., 2019) Job satisfaction also reflects a person's feelings towards the work they do (Clara Vidhia, 2022; “[No Title Found],” n.d.). Therefore, motivation can be interpreted as the strength or energy in a person that motivates them to continue doing tasks. This can come from internal factors (intrinsic motivation) or external (Yunita, 2021). The fulfillment of the needs of motivated individuals is closely related to motivation. When

Someone's needs are met; they are more motivated to work as hard as they can to achieve the company's goals. The two main sources of employee motivation are internal (e.g., autonomy and recognition) and external (e.g., workplace conditions and fair improvement). Research shows that strong work motivation can significantly improve employee performance (Sitorus, 2021). To improve employee performance, managers and human resources professionals must understand the influence of these internal and external factors. A supportive work environment with adequate facilities can help employees achieve the company's goals (Dahrani & Sohiron, 2024) Organizations can achieve long-term success by applying the right motivational principles to achieve various goals, such as increasing employee engagement, reducing dissatisfaction, and creating sustainable cultural improvements (Arie Hendra Saputro & Ridlwan Muttaqin, 2023) Therefore, managers and HR professionals need to pay attention to this motivation component if they want to improve employee performance and create a productive work environment (Sitorus, 2021).

## **2. LITERATURE REVIEW**

### **2.1. Motivation and Motivation Theory**

Motivation is an ever-changing and complex process that serves to determine a person's strength, direction, and perseverance in achieving certain goals. These elements are very important for how much effort a person makes, how precise the actions are taken, and how long a person persists in his or her efforts (Gusdianadi & Arifin, n.d.). Various theories of motivation, such as Adams's theory of justice, Herzberg's two-factor theory, McClelland's theory of needs,

Vroom's theory of expectation, Maslow's hierarchy theory of needs, and Alderfer's ERG theory, provide an understanding of the various elements that influence motivation. These theories emphasize that there is a relationship between factors from within the self (intrinsic) and factors from outside the self (extrinsic), which collectively encourage people to act. They also show that internal drives and external influences both play a role in shaping a person's motivation (Clara Vidhia, 2022). The two main sources of employee motivation are internal (e.g., autonomy and recognition) and external (e.g., workplace conditions and fair compensation).

Motivation is an important concept in organizational behavior and human resource management. Classical theories, such as Maslow's Hierarchy of Needs, the two Herzberg factors, and Vroom's theory of expectation, assert that individual needs, perceived factors, and perceptions of value and output influence motivation. These theories explain that motivation is formed through a combination of internal impulses and external conditions that affect work behavior (Fajriyah, 2024). Modern research shows that work motivation has a strong relationship with increased employee performance, engagement, and productivity. Jufrizen (2021) emphasizes that high motivation can increase work effectiveness, while the study of Piantara et al (2021) shows that a supportive work environment and adequate facilities also strengthen employee motivation. In the digital age, new challenges, such as remote work, the use of technology, and work flexibility, demand adaptation to the application of classical motivational theory to remain relevant (Pratama & Putri, 2025).

Strong work motivation can change worker performance (Jufrizen, 2021). In order for them to improve work efficiency, managers and HR professionals must understand the many internal and external factors that affect employee performance (Hustia, 2020). Because of the comfortable work environment and adequate facilities, employees will try harder to achieve the company's goals (Arie Hendra Saputro & Ridlwan Muttaqin, 2023). Organizations can achieve various goals, such as increasing employee engagement, reducing dissatisfaction, and creating a culture of continuous improvement, if they apply the right motivational principles (Khairul Tri Anjani & Arief Hidayat, 2024). Ultimately, this can lead to long-term success for the organization. Therefore, it is important for managers and HR professionals to consider these motivational reasons if they want to improve employee performance and create a productive work environment (Jufrizen, 2021).

## 2.2. Employee Performance

The work results achieved by individuals in carrying out tasks in accordance with the responsibilities that have been given are called work performance or work achievement (Umi Fajriyah et al., 2025). An employee is said to have good performance if he is able to perform tasks according to the company's expectations and complete them effectively with optimal results (Asmini et al., 2022). In addition, "performance" is a general term that encompasses all or part of the activities and actions performed by an organization over a period of time. It is measured based on the level of efficiency and refers to various criteria, such as accountability, management accountability, projected costs, and historical data on costs (Fina Berliana Azkiya et al., 2025).

Organizational performance improvement should cover all levels-upper, middle, and lower levels. If only top managers excel, the quality of community service will still be low because the main implementers in the field are employees at the lower level (Yunardi & Ie, 2023b). Therefore, the performance of an organization in this case, like the performance of a government agency, is largely determined by the contributions and individual performance of its employees. The overall performance of the agency will improve if all employees perform optimally. Conversely, if many employees perform poorly, the execution of tasks will be hampered, work will not be completed on time, and ultimately the overall performance of the organization will decline {Citation}. To face increasingly complex competition in the current era of globalization, people with the ability to think ahead, be intelligent, creative, and passionate are needed (Adisaporo, 2020; Mukhtar & Yasir, 2024). The organization strives to ensure its survival by improving the performance of each component. Human resources work as employees in the organization according to their ability to achieve the organization's goals. Safety and comfort in the workplace can encourage employees to adjust their work so that they can achieve better results (Abigail et al., 2015). Human resources are an essential part of an organization, and they actively participate in various initiatives and organizational plans. They cannot be treated like machines or passive materials because of their diverse thoughts, feelings, desires, status, and education. They are very helpful in achieving organizational goals (Septiana & Widjaja, 2020). Effective leadership can increase work motivation and significantly affect the quality of employee performance. This will have an impact on the company in the end.

Employee performance, which is measured through quality, quantity, and timeliness, is proven to be greatly influenced by the level of motivation and support of the organization.

Effective leadership, a fair reward system, and a conducive work environment are factors that strengthen motivation and strengthen performance. Overall, the literature confirms that motivation is the main driver of organizational success, so adaptive and sustainable motivational strategies are important in dealing with modern organizational dynamics.

### **2.3. Modern Organization**

An organization is a formal system consisting of two or more people who work together to achieve a certain goal (Hustia, 2020). The formation of an organization aims to make it easier to manage and control its activities (Meira & Hancer, 2021). Vision, mission, and goals are the main pillars of the direction and structure of the organization. Formation is a difficult process as it requires thorough planning, including expertise in terms of funding and optimal HR management. The principle of proper placement of human resources, such as the idea of the right person in the right place, is expected to ensure that the performance of the organization runs well in achieving the goals that have been set.

In contemporary organizations, performance management involves a holistic approach to ensuring that employees have goals that align with the company's strategy. They believe that performance management not only looks at how well employees are performing but also offers ongoing support that allows them to grow personally and professionally (Sulistiarini & Iriani Ismail, 2025). The goal of performance management is to increase employee engagement and commitment by providing a structure that allows for skill improvement, fair evaluation, and opportunities to contribute to organizational goals (Muhammad Inshany Renhoran et al., 2024).

## **3. RESEARCH METHOD**

Using the Systematic Literature Review (SLR), this study aims to analyze motivational theory and its application in contemporary organizations as a whole. This research was conducted using the Systematic Literature Review (SLR) Method. Literature searches were carried out on scientific databases such as Google Scholar, Scopus, and Semantic Scholar, which were limited to the years 2020-2025, resulting in 30 articles being obtained. The study concentrated on identifying trends, strengths, and differences found in previous research. This review is expected to provide practical insights through a systematic approach that includes searching academic databases, selecting inclusion criteria, and synthesizing results. This study is important because of its ability to bridge classical theory with contemporary issues to support the motivation of more effective and sustainable development strategies. Examples of

contemporary challenges include the application of advanced technology in work processes or motivation during the pandemic crisis.

The research began with a search for various references related to motivational theory in contemporary organizations. Furthermore, the references are selected based on the relevance and correctness of the information presented. Furthermore, the process of analyzing the collected information is carried out to identify methods, ideas, and best practices in the development of motivational theories in the context of contemporary organizations. Literature analysis is carried out systematically and researched to understand the impact of various theories, ideas, and practices discussed in the literature. This analysis allows researchers to gain a better understanding of the factors that influence the development of motivational theories.

#### 4. RESULTS AND DISCUSSIONS

**Table 1.** Distribution of articles.

<b>Journal</b>	<b>Number of Articles</b>	<b>Journal</b>	<b>Number of Articles</b>
ECOTAL: Journal of Economics and Business	1	Journal of Technology & Management Systems	1
Journal of Islamic Management and Education	1	Journal of Economics and Management	1
Journal of Management Science of the archipelago	1	Journal of Accounting Scholars	1
Journal of Business and Economics	1	Journal of Economics	1
Journal of Management, Technology & Science	1	Zenodo (repository), not journal	1
Public Management & Organization	1	Journal of Management and Economics	2
Research in Management & Economics	1	Journal of Educational Management	1

Journal	Number of Articles	Journal	Number of Articles
Journal of Social and Economic Sciences	1	Saudi Journal of Humanities and Social Sciences	1
Scientific Journal of Master of Management	1	Dinasti International Journal of Education, Management & Social Science	1
Scientific Journal of Batanghari University Jambi	1	Leadership in Health Services	1
International Journal of Pshycosocial Rehabilitation	2	International Journal of Contemporary Hospitality Management	1
Saudi Journal of Business and Management Studies	1	Journal of Islamic and Contemporary Psychology	1

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

No	Authors	Method	Focus
1	(Rahmah, 2023)	Qualitative	Work motivation based on the Human Motivation Model
2	(Iskandar, 2024)	Systematic Literature Review	Organizational Culture & Employee Motivation in the Digital Era
3	(Rahmawati & Sultoni, 2024)	Systematic Literature Review	Intrinsic-extrinsic motivation & employee performance
4	(Risman, 2023)	Systematic Literature Review	Factors that affect employee job satisfaction

No	Authors	Method	Focus
5	(Wangidjaja & Edalmen, 2024)	Qualitative	The effect of motivation, compensation, and training on employee job satisfaction at PT XYZ
6	(Yusuf & Suhda, 2024)	Studi Literature Review	Motivation in the organization and its relation to performance (Motivation theory and its application)
7	(Hustia, 2020)	Qualitative	The influence of work motivation, work environment, and work discipline on the performance of WFO employees during the pandemic
8	(Dahrani & Sohiron, 2024)	Qualitative	Application of Victor Vroom's Hope Theory in Increasing Employee Work Motivation
9	(Fisal & Mayansara, 2024)	Qualitative	The influence of transformational leadership on employee motivation
10	(Worabay, 2021)	Qualitative	The Influence of Research on Work Performance, Communication, and Leadership Style on the Performance of BPN Employees
11	(Setiawan, 2021)	Qualitative	The influence of total quality management and leadership style on work motivation and employee performance
12	(Iswandi, 2021)	Qualitative	HR management through reward system in improving employee motivation and performance
13	(Anjani & Hidayat, 2024)	Studi Literature Review	Strategies to strengthen human resource and organizational management to be adaptive to technological and market developments
14	(Azkiya et al., 2025)	Studi Literature Review	The relevance of open systems theory in today's organizational dynamics

No	Authors	Method	Focus
15	(Saragi Sitio, 2025)	Qualitative	The role of compensation mediation in organizational culture relations and work motivation on PT Telkom Indonesia's employee loyalty
16	(Asmini et al., 2022)	Qualitative	The Effect of Competency on Employee Performance at PT Telkom Access Area Soppeng
17	(Djaya, 2021)	Qualitative	The effect of work motivation and competitiveness on employee performance with compensation as a moderation variable
18	(Zulkifli, 2022)	Studi Literatur	Factors that affect employee performance: Leadership, motivation, and job satisfaction
19	(Wardani & Kasmari, 2023)	Qualitative	Pengaruh lingkungan kerja, stres kerja, dan disiplin kerja terhadap kinerja karyawan pada PT Nuclear Coating Fabric
20	(Yunardi, 2023)	Qualitative	The effect of motivation, work stress, and OCB on job satisfaction
21	(Tonnisen & le, 2023)	Qualitative	The effect of compensation and resilience on job satisfaction
22	(Nasfi, 2020)	Qualitative	The influence of leadership training and career development on employee performance
23	(Suryanto, 2019)	Qualitative	The influence of motivation, ability, and work environment on the performance of civil servants
24	(Wahyudi & Tupti, 2019)	Qualitative	The influence of organizational culture, motivation and job satisfaction on employee performance
25	(Bastari & Ali, 2020)	Qualitative	The influence of motivation and transformational leadership on service

No	Authors	Method	Focus
			performance
26	(Anwar et al., 2020)	Qualitative	The influence of leadership on employee discipline/performance
27	(Elmi et al., 2016)	Qualitative	The influence of transformational leadership style & organizational learning on organizational performance
28	(Widodo et al., 2017)	SLR	The relationship between motivation, skills and work environment and productivity
29	(Curado & Santos, 2022)	Qualitative	The role of job satisfaction as a mediator between transformational leaderships and adaptive performance
30	(Meira & Hancer, 2021)	SLR	Employee-organization relationship model based on Social Exchange Theory (focus of the hospitality industry)

The results of the analysis of all articles show that these studies generally focus on the relationship between various organizational factors including motivation, leadership, work environment, and organizational culture with efforts to improve performance and employee satisfaction. Through the use of quantitative methods and qualitative approaches based on literature studies and systematic literature review, the researchers emphasized the urgency of in-depth conceptual understanding and the application of appropriate managerial strategies to face the complexity of modern organizations. These various studies in the realm of management, education, and economics also emphasize that human resource development is a priority that must be prioritized, especially in work that is undergoing rapid changes due to digitalization and organizational dynamics. A review of three articles on the theme of work motivation shows the consistency of the findings that intrinsic, extrinsic, and motivation influenced by organizational culture play an important role in increasing productivity and building a responsive and adaptive work environment. Overall, the collection of articles makes a meaningful conceptual contribution and offers practical recommendations for policy strengthening, organizational management, and human resource development in various sectors.

## 5. CONCLUSION

Literature review shows that motivation is an important component in improving performance, satisfaction, and productivity both individually and organizationally. Effective human resource management relies on a deep understanding of the theories and motivational factors of intrinsic and extrinsic motivations. Classical motivation theory must be adapted to remain relevant to modern challenges, such as the implementation of remote work and the digitalization of work processes. This needs to be done because modern organizations are influenced by the dynamics of globalization, technological advancements, and changes in work patterns.

It is proven that high motivation is essential for increasing employee engagement, creating a positive work environment, and creating a culture of continuous improvement that supports the organization's long-term success. In addition to individual factors, employee performance is influenced by organizational support through good leadership, a proportionate payment system, and a productive work environment. As a result, HR managers and practitioners must implement flexible and sustainable motivational strategies to maximize employee potential, increase commitment to the organization, and ensure the efficient achievement of strategic goals. Therefore, understanding motivation in contemporary organizations not only helps improve performance and job satisfaction but is also essential for the success of organizations in the face of the complexity and dynamics of today's changing global business environment.

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