



FIRES OF MOTIVATION: A JOURNEY THROUGH INFLUENCING FACTORS - A NARRATIVE REVIEW

Siti Fatimah Sa'at¹ , Nur Ain Mahat¹ , Mazlinda Musa² , Rohani Mamat² , Zulkhairul Naim Sidek³ & Mohamad Firdaus Mohamad Ismail⁴

¹Kulliyyah of Nursing, International Islamic University Malaysia, Malaysia, ²Nursing Department, Universiti Malaysia Sabah, Malaysia, ³Faculty of Medicine and Health Sciences, Universiti Malaysia Sabah, Malaysia & ⁴PhD Candidate, Universiti Islam Pahang Sultan Ahmad Shah, Malaysia

Abstract

Introduction: Employee motivation is a critical aspect of organizational success, characterized by an employee's passion, energy levels, dedication, and innovative contributions on a daily basis. Rooted in the Latin word "movere," which signifies "moving," motivation is recognized as a behavior that must be directed towards achieving specific goals and outcomes. Employee motivation revolves around an employee's sense of engagement and empowerment within the organization's objectives. **Objective:** This research aims to explore the multifaceted nature of employee motivation, specifically investigating the interplay between intrinsic and extrinsic motivation and the internal and external factors that influence it. Through the analysis of ten pertinent articles, this study seeks to identify key determinants that enhance working motivation across diverse fields. **Method:** The research involved a comprehensive review and analysis of ten selected articles that delved into the intricacies of employee motivation. These articles were chosen to provide a comprehensive understanding of the subject, encompassing both intrinsic and extrinsic motivational factors, as well as internal and external determinants. Thematic analysis was employed to extract and categorize relevant data. **Results:** The findings of this study shed light on the pivotal role of both internal and external factors in shaping an individual's working motivation. Internally, factors such as fatigue, personal interests, and self-attitude emerge as significant influencers of motivation levels. Externally, factors like leadership style, the work environment, and human dynamics were identified as potent drivers of working motivation. These results underscore the intricate interplay between an employee's internal disposition and the external context in which they operate, emphasizing the need for a holistic approach to motivation within organizations. **Conclusion:** This research emphasizes the need to consider various factors that affect employee motivation. Intrinsic and extrinsic motivation are not enough. Internal and external elements also matter.

Perkembangan Artikel

Diterima: 16 Oktober 2023

Disemak: 13 Oktober 2023

Diterbitkan: 31 Oktober 2023

*Corresponding Author:

Dr Siti Fatimah Sa'at, Kulliyyah of Nursing, International Islamic University of Malaysia, Jalan Sultan Ahmad Shah, 25200 Kuantan, Pahang, Malaysia
Email: sitifateemah@iiu.edu.my

Organizations must act on these findings to boost productivity and success.

Keywords: *Employee Motivation, Intrinsic Motivation, Extrinsic Motivation, Internal Factors, External Factors*

INTRODUCTION

In the context of work, an understanding of motivation can be applied to improve employee productivity and satisfaction, to help set individual and organizational goals, to put stress in perspective, and to structure jobs so that they offer optimal levels of challenge, control, variety, and collaboration.

The Two-Factor Theory of Motivation, often known as dual-factor theory or motivation-hygiene theory, was developed by Frederick Herzberg (Deri et al., 2021). Employee motivation and job satisfaction are influenced by two major factors, according to Herzberg. Motivator factors can motivate employees to work harder and lead to on-the-job satisfaction, which includes experiences of greater engagement and enjoyment of the work, feelings of recognition, and a sense of career progression. Other aspects, like suitable remuneration, effective corporate regulations, comprehensive benefits, or excellent connections with managers and co-workers, can also lead to unhappiness and a lack of motivation if they are absent.

Employees are driven along a continuum of needs fulfilment, from basic physiological requirements to higher-level psychological needs for growth and self-actualization, according to Abraham Maslow's Hierarchy of Needs theory (Altymurat, 2021). Originally, the structure was divided into five levels. Food, water, and shelter are examples of physiological demands that must be supplied in order for a person to survive. Personal and financial security, as well as health and wellness, are all important aspects of safety. Friendships, relationships, and family all require a sense of belonging. Self-esteem necessitates feelings of self-assurance and respect from others. Needs for self-actualization are defined as a desire to attain whatever one is capable of.

In every field of employment, apart from the salary, there are also various factors that affect staff productivity. Many companies have had to bear losses as a result of poor production from various influences on staff performance. In their study, Schadenhofer et al.,(2018) revealed that gender had a different effect on perceived occupational stress, highlighting the need for gender-tailored preventive methods. Age, working field, education, voluntary occupational training during vacations, and duration of stay on the job all influenced burnout vulnerability among mental hospital employees. The most popular factors influencing employment are external factors and internal factors, some of these factors will affect the working motivation among staff.

Understanding how intrinsic and extrinsic motivation interact with internal and external factors in the workplace is crucial. To optimize employee productivity and satisfaction, organizations need to conduct research to explore these relationships and provide actionable insights.

METHODOLOGY

The research involved a comprehensive review and analysis of ten selected articles that delved into the intricacies of employee motivation. These articles were chosen to provide a comprehensive understanding of the subject, encompassing both intrinsic and extrinsic motivational factors, as well

as internal and external determinants. Thematic analysis was employed to extract and categorize relevant data. There were five article analysis on the internal factor and also five article for external factor.

Some interesting research questions arise from research related to factors that influence working motivation. Ten research articles published between the years 2019 to 2020 were analysed. All of the articles were analysed and concluded in order to determine the most common aspects that influenced internal and external working motivation. Thorstensson, (2020) conducted a study to discover the factors influencing employees who work from home, whether these factors are positive or negative, and whether there are changes since 2019 and 2020. Employee productivity is affected by working from home, according to these study results. Some of the components are influenced by the employer's qualities and attitude.

Alternatively, Dill et al., (2016) conducted a study among nurses in the United States to determine the association between three motivational variables and worker outcomes, including job burnout, negative physical symptoms, and desire to leave. Nurses with high intrinsic and extrinsic motivation had better perceived health and employment outcomes than those with high prosocial motivation, who are more likely to experience job burnout, according to the findings of this study.

RESULT AND DISCUSSION

a) Internal factors

Over the world there is an increasing work burden of healthcare workers due to pandemic covid-19, most of the country facing shortage of healthcare workers due to increasing demand of patient admission. Nowadays people are worried about working as a healthcare provider because the workload of this work is seen as fatigue. With a growing shortage of nurses, it's more important than ever to understand how and why fatigue can shorten a nurse's career. Austin et al., (2020) investigated the motivating factors that influence new nurses' affective (work engagement), attitudinal (intention to leave the profession), and behavioural (sickness absence) job outcomes. These findings shed light on the motivational mechanisms or factors that influence nurse performance early in their careers, indicating that different types of motivation explain how fatigue affects job outcomes. The researcher suggested that an organizational initiative to increase autonomous motivation over controlled motivation is a viable technique for improving new nurse well-being and retention (Austin et al. ,2020).

Personality and behaviour of particular employee give some impact on their performance and also their working motivation (Ling & Ho, 2020). Though Yalcinkaya et al., (2021) conducted a study on the impact of school principals' leadership styles and initiative behaviours on teacher working motivation, with the goal to determining the impact of school administrators' personal initiative behaviours and leadership styles on teacher motivation. The findings of the study revealed that an internal component, such as the behaviour of the teachers, indicated that the teachers' general motivation levels were high. It was found in the studies that there was a link between school administrators' personal initiative-taking behaviors and instructors' motivation.

The key to success is to improve job satisfaction by implementing solutions that increase organizational commitment and, as a result, job performance is increased (Loan, 2020). Therefore, to compare the Herzberg's Two Factor Theory of Satisfaction in the hospitality business setting with the internal major actions that managers do to maintain a good working climate in Spanish hotels

related with working motivation Zamenik & Kozisek, (2021) conducted a study to explore the issue. Their research reveals that motivation is a factor that can impact an individual employee's commitment in order to promote internal happiness, performance, and reduce staff volatility in the hospitality industry. Only motivated employees showed a higher efficacy, loyalty, and individual performance in the three aspects of strategy, communication, and common feedback as a result of the collected results and comparison.

The majority of hospitality firms rely on informal processes to generate knowledge, employee-driven innovation, particularly that generated by frontline employees' suggestions, is becoming increasingly important in the industry. The work investigated creativity, knowledge, and motivation as internal aspects of frontline hospitality employees for making innovative suggestions. After discussing the potential influence of six specific factors on the generation of innovative suggestions, the study of these three broad aspects leads to the presentation of six research hypotheses. Internal factors that influence their work motivation include creativity, work experience, and formal education (knowledge), as well as internal factors. (Gonzalez-Gonzalez & Garcia-Almeida, 2021).

The goal of this study is to look into job happiness among auditors, as well as the connections between internal and external factors and job satisfaction. Internal and external factors of motivation are also examined in the study; internal factors include achievements, advancement, work itself, recognition, and growth, whereas external factors include company policy, peer relationships, work security, supervisory relationships, money, and working conditions. Both internal and external factors of motivation have strong positive connections with job satisfaction, according to the findings. The internal factors of motivation are 'Achievement' and 'Growth (Mohamed Saat et al., 2021).

b) External factors

Motivation is a major concern for healthcare workforce management since it is linked to a variety of essential characteristics such as performance, employee retention, and satisfaction. A study was conducted in one major tertiary hospital in Riyadh, Kingdom of Saudi Arabia, to assess nurses' motivation level, sources of motivation, and identify differences in motivation level in relation to nurses' characteristics. The goal was to find a correlation between nurses' motivation and their demographic characteristics, also known as external factors. The high rate of internal self-concept motivation among nurses indicated that they required more than just a pleasant work environment, social recognition, and high pay (Abu Yahya et al., 2019).

Thorstensson, (2020) conducted a study to discover that working from home has an impact on employee productivity to see whether this external factor can improve working motivation among staff. More governmental and private organizations are allowing employees to work from home as a flexible option but these studies revealed that this option didn't enhance working motivation among the workers. Working from home (WFH) provides both benefits and disadvantages for employees when compared to conventional office jobs. While some of the researchers, such as Shafizadeh et al. (2000) claim that working from home increases the productivity of the employees, other researchers, such as Monteiro et al. (2019) claim the opposite.

An empirical study was conducted with the goal of determining the impacts of a hazardous workplace environment on working motivation. A total of 300 questionnaires were distributed at

random among the employees of seven private universities in Pakistan. Job burnout was found to be a statistically significant mediator between the dimensions of a toxic workplace environment and job productivity, according to researchers. Ostracism, incivility, harassment, and bullying have direct negative significant effects on job productivity and working motivation, according to researchers. Finally, the study found that in order to assure their prosperity and success, employers must eliminate the variables that contribute to hazardous workplace environments towards employees (Anjum et al., 2018).

Discipline is the most crucial role of operational human resource management because the better the working discipline of employees, the better the performance. Factors affecting work discipline, such as working nurses' drive to boost productivity, the qualities of the personnel assigned to each nurse, and the availability of compensation programs, are all beneficial to nurses' welfare. The goal of the research was to see if there was a link between external influences and working motivation in this cohort. The test results revealed a substantial association between the bivariate variables work motivation, compensation, and personal characteristics (Permana, 2019).

The study examined the motivation of nurses working in three highly regarded tertiary-level government hospitals in India, as well as the factors that influence motivation. The attributes of motivation were then divided into two categories: external and internal. Participants were chosen and interviewed for the qualitative component based on their quantitative responses. Personal concerns, timeliness, and burnout were the most common factors that discouraged research participants. Motivational traits were found to have a substantial association with sociodemographic and occupational profile parameters. The importance of various attribs is highlighted in this study (Pandey et al., 2018).

The crucial role of delivering health care services belongs to the health care providers. Among health care providers, nurses have an important place both in regards to their numbers and the burden they take on. Therefore, the purpose of this study is to understand the relations between their work performances and their burnout level in conjunction with their internal and external motivation. Perceived work performance of nurses, one of the most important factors in delivering health care services, can be elevated by decreasing burnout level and by increasing their internal/external motivation. So, it is important for administrations to take appropriate measures to lower the burnout level and increase the motivation of nurses.

CONCLUSION

This research underscores the multifaceted nature of employee motivation, considering both internal and external factors across various professional domains. From the motivation of new nurses to the impact of working from home and the role of discipline, our findings reveal the diverse influences on motivation. Likewise, we explored the interplay of internal and external factors among auditors and healthcare providers.

To enhance productivity and success, organizations must recognize and address these nuanced motivational drivers, creating tailored strategies that encompass intrinsic and extrinsic, as well as internal and external, factors. According to Borah, M. (2021), there are two types of motivation; intrinsic and extrinsic motivation that will give impact on human motivation as a drivers.

CONFLICT OF INTEREST

The author has no conflicts of interest, whether financial or otherwise, in conducting this research.

ACKNOWLEDGEMENTS

We sincerely thank everyone for their support of this study.

REFERENCES

- Abu Yahya, O., Ismaile, S., Allari, R. S., & Hammoudi, B. M. (2019, January). Correlates of nurses' motivation and their demographic characteristics. In *Nursing forum* (Vol. 54, No. 1, pp. 7-15).
- Altymurat, A. (2021). Human Behavior in Organizations Related to Abraham Maslow's Hierarchy of Needs Theory. *Interdisciplinary Journal Papier Human Review*, 2(1).
- Austin, S., Fernet, C., Trepanier, S. G., & Lavoie-Tremblay, M. (2020). Fatigue in new registered nurses: A 12-month cross-lagged analysis of its association with work motivation, engagement, sickness absence and turnover intention. *Journal of Nursing Management*, September 2019, 606–614.
- Borah, M. (2021). Motivation in learning. *Journal of Critical Reviews*, 8(2), 550-552.
- Deri, M. N., Zaazie, P., & Bazaanah, P. (2021). Turnover Intentions Among Hotel Employees in the Accra Metropolis of Ghana. *African Journal of Hospitality, Tourism and Leisure*, 10(1).
- Dill, J., Erickson, R. J., & Diefendorff, J. M. (2016). Motivation in caring labor: Implications for the well-being and employment outcomes of nurses. *Social Science and Medicine*, 167, 99–106.
- Firmansyah, M. A., & Mahardhika, B. W. (2018). Pengaruh Faktor-Faktor Lingkungan Kerja Internal Dan Pekerjaan Terhadap Motivasi Kerja Karyawan Pada PT. Warnings Cemerlang Gresik. *BALANCE: Economic, Business, Management and Accounting Journal*, 15(02).
- Gonzalez-Gonzalez, T., & Garcia-Almeida, D. J. (2021). Frontline employee-driven innovation through suggestions in hospitality firms: The role of the employee's creativity, knowledge, and motivation. *International Journal of Hospitality Management*, 94.
- Ling, G. H. T., & Ho, C. M. C. (2020). A new decade for social changes. *Technium Social Sciences Journal*, 7, 312–320.
- Loan, L. T. M. (2020). The influence of organizational commitment on employees' job performance: The mediating role of job satisfaction. *Management Science Letters*, 10(14).
- Mohamed Saat, M., Porter, S., & Woodbine, G. (2012). A longitudinal study of accounting students' ethical judgement making ability. *Accounting Education*, 21(3), 215-229.
- Monteiro, V., Mata, L., & Peixoto, F. (2019). Intrinsic motivation inventory: Psychometric properties in the context of first language and mathematics learning. *Psicologia: Reflexão e Crítica*, 28, 434-443.
- Pandey, R., Goel, S., & Koushal, V. (2018). Assessment of motivation levels and associated factors among the nursing staff of tertiary-level government hospitals. *International Journal of Health Planning and Management*, 33(3), e721–e732.
- Permana, D. R. (2019). Hubungan Motivasi Kerja, Karakteristik Individu dan Kompensasi terhadap Disiplin Kerja Perawat Rumah Sakit Cikunir Bekasi Tahun 2018. *Jurnal Ilmiah Universitas*

Batanghari Jambi, 19(1), 174.

- Schadenhofer, P., Kundi, M., Abrahamian, H., Blasche, G., Stummer, H., & Kautzky-Willer, A. (2018). Job-related meaningfulness moderates the association between over-commitment and emotional exhaustion in nurses. *Journal of Nursing Management*, 26(7).
- Shafizadeh, M. (2020). Relationships between goal orientation, motivational climate and perceived ability with intrinsic motivation and performance in physical education university students. *Journal of Applied Sciences*, 7(19), 2866-2870.
- Soyler, S., Gokalp, Y., Sahin, S. K., & Yigit, P. (2019). Effect of internal & external motivation and Burnout levels of nurses on work performances. *International Journal of Business Ecosystem and Strategy* (2687-2293), 1(1), 62–68.
- Thorstensson, C. A., Garellick, G., Rystedt, H., & Dahlberg, L. E. (2019). Better management of patients with osteoarthritis: development and nationwide implementation of an evidence-based supported osteoarthritis self-management programme. *Musculoskeletal care*, 13(2), 67-75.
- Zamenik, S., & Kozisek, R. (2021). Employee retention in selected spanish hotels: Motivation and satisfaction. *Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis*, 69(2), 251–258.

