

Analysis of Motivation Factors and Employee Performance: The Role of Work Environment, Compensation, Career, and Self-Actualization

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Abstract: This research aims to analyze the factors affecting employee performance and provide recommendations to enhance it. The findings of this research are expected to contribute significantly to improving the efficiency and effectiveness of the organization. This research adopts a quantitative approach and uses a survey method as the research design. The aim of this study is to identify and analyze the influence of motivation factors such as work environment, compensation, career development, and self-actualization on employee performance. The research is conducted by collecting data from respondents who are employees in various organizations and companies in Makassar. Employee performance is a critical element within an organization. Performance refers to the work outcomes or achievements accomplished by an employee. In this context, performance encompasses various indicators, including work motivation and employee behavior. However, initial observations suggest that employee performance, whether influenced by internal factors such as education and motivation, or external factors like experience and interactions, still tends to be relatively low. This subjectively impacts company management, especially in task execution and organizational functions.

Keywords: motivation factors, employee performance, organization

INTRODUCTION

In the modern business and organizational environment, employee performance plays a crucial role in achieving goals and success. Companies that can maintain and enhance their employee performance will have a greater competitive advantage. Therefore, factors influencing employee motivation and performance need to be understood more deeply (Imangaliyeva, 2018; Liu, 2017). Motivation factors are internal drivers that push individuals to achieve better goals and outcomes in their work (van der Burgt, 2020). A positive work environment, fair compensation systems, career development opportunities, and possibilities for self-actualization are some recognized factors that significantly influence employee motivation and performance (van Huyen, 2021). Hence, a more in-depth analysis of how these factors interrelate and affect employee performance can provide valuable insights to company management.

A conducive work environment can create a positive atmosphere for employees. Factors such as coworker relationships, support from supervisors, role clarity, and supportive employee well-being policies can enhance motivation and performance (Kamarazaly, 2022). Understanding how the work environment influences employee performance can help companies create a supportive work atmosphere for organizational growth.

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Fair and adequate compensation is a key factor in maintaining employee motivation. Employees who feel valued for their contributions are more motivated to deliver their best results (Hadi, 2023). Additionally, incentive systems related to performance achievement can boost work enthusiasm and productivity (Afandi, 2023). Thus, analyzing how compensation systems affect employee performance can assist companies in designing effective incentive programs.

Employees who perceive long-term career development opportunities are generally more motivated and engaged in their work. The potential for career advancement, participation in training and development, and involvement in challenging projects are factors that help maintain high motivation levels (Solanki, 2020). Analyzing how career development factors influence employee performance can help companies design appealing career paths for employees.

Self-actualization reflects an individual's drive to reach their full potential and fulfill personal aspirations (Kueh, 2020). Employees who feel they can integrate their personal values with their work tend to be more dedicated and enthusiastic (Barba-Martín, 2020). Studying how self-actualization aspects impact employee performance can help companies create an environment where creativity and innovation can thrive.

In this context, research that explores the relationship between motivation factors such as work environment, compensation, career development, and self-actualization with employee performance holds great significance. Through a deeper understanding of these factors, companies can adopt more effective strategies to enhance employee motivation and performance, which in turn positively impacts overall organizational growth and success. In the business world, human resources play a strategic role as supporters of production and development. Therefore, human resource development must be a top priority to achieve organizational goals. Competence, capability, and adequate motivation are needed to attain organizational objectives.

LITERATURE REVIEW

Motivation plays a crucial role in work execution. Each individual has different motivations in behavior and interaction with work. Motivation is the drive or desire that urges someone to increase their efforts to achieve goals or outcomes. Motivation can also mean stimuli or impulses that encourage individual or group work enthusiasm. This implies that motivation is a key factor in achieving good work outcomes. Motivation stems from needs, desires, drives, or impulses. An individual's motivation depends on the strength of their

motives. Strong motives will determine individual behavior. These motives often decrease after achieving a certain satisfaction or failure. In an organizational context, motivation is the willingness to act, while motives are the needs or impulses that trigger this motivation (Wang, 2021). In the era of globalization and intense business competition, employee performance becomes a key factor in achieving organizational goals. To maintain and enhance employee performance, companies must understand the motivation factors that influence them. This study focuses on the role of four main motivation factors: work environment, compensation, career, and self-actualization.

Motivation is an important factor in carrying out work. Everyone has different motivations in behaving, reacting, interacting with a type of work. Apart from that, the level of motivation also always influences employee work performance.

Motivation comes from the word "movere" which means to push or move. French stated that: "Motivation is a person's desire or desire to increase efforts to achieve targets or results. Motivation can also mean stimulation or encouragement to raise enthusiasm for work in a person or group (Prasetya Irawan, et al, 1997:235)"

Moskowitz stated that "Motivation is the initiation and direction of behavior, or the science of motivation is the study of behavior (Hasibuan, 1997:91)".

Motivation is the will to do something, while motive is a need, desire, drive or impulse. A person's motivation depends on the strength of his motive. It is motives with enormous power that will determine a person's behavior. This strong motive often diminishes when satisfaction or failure is achieved.

Moekijat (1995:146) stated that "motivation is any feeling or desire that greatly influences people's will so that individuals are encouraged to act. Motivation is influence, the force that causes behavior. Motivation is the processes in determining individual movements or behavior to achieve goals.

From the definition that has been put forward, it gives an idea that motivation is an impulse or desire from within a person which creates a stimulus to act to carry out a certain action which according to his assessment can provide benefits for him so that his desires are fulfilled, so that motivation can be divided into two main parts, namely:

- a. Motivation that originates from within a person is known as internal motivation
- b. Motivation that comes from outside a person is known as external motivation.

Motivation is important because motivation causes people to want to work hard and be enthusiastic about achieving optimal results. Organizations not only expect abilities, skills and skills, but what is most important is the willingness to work diligently and the desire to achieve

maximum work results. Employee abilities and skills are meaningless if there is no willingness to work.

Motivation appears in two different aspects, on the one hand, if viewed from an active or dynamic perspective, motivation appears as a positive effort in an effort to mobilize and direct the potential of the workforce so that they can productively achieve and realize previously set goals. Meanwhile, viewed from a passive or static perspective, motivation will appear as a need and also as a stimulus to be able to mobilize human potential and work power.

In this sense, motivation can be placed as a fundamental part of management activities, so that everything can be aimed at directing human potential and work power by generating a high level of enthusiasm and enthusiasm as well as increasing togetherness in carrying out individual and group tasks in an organization. In carrying out the tasks or work assigned to him, motivation plays a role as a driver of the will and desire to work according to his standards.

These incentives to act are basically fulfilling the needs of employees as individual beings and as organizational people. Therefore, any discussion about the levels of human needs in an organization is something important to do.

It is undeniable that one of the main motivations for someone to become a member of an organization or employee is to be able to fulfill basic needs such as clothing, food, housing, all of which of course can be fulfilled with income in the form of money.

In addition, in terms of actors, people within the organization, there are needs that are non-material in nature, which employees see as things that also influence their behavior and become motivational factors that need to be satisfied.

Siagian (1980:67) suggests 9 (nine) types of non-material needs, namely:

1. Good working conditions
2. Feeling included
3. A humane way of discipline
4. Giving awards for good performance of tasks
5. Loyalty of leaders to subordinates
6. Promotion and development with the organization
7. Sympathetic understanding of subordinates' problems
8. Job security
9. Interesting work assignments

These nine non-material needs require fulfillment and satisfaction so that employees can be motivated to improve and develop their work performance for the benefit of both the employee's personal interests and even more so the interests of the organization.

In line with the above, Nitisemito, (1986:89) provides several ways to motivate employees' work, namely:

1. Sufficient salary
2. Pay attention to spiritual needs
3. Occasionally need to create a relaxed atmosphere
4. Self-esteem needs attention
5. Place employees in the right positions
6. Give them a chance to advance
7. Feelings of security facing the future need attention
8. Make sure employees have loyalty
9. Occasionally employees need to be consulted
10. Directed intensive delivery
11. Delightful facilities.

Efforts to motivate the employee's work are strongly influenced by the needs of his life, both what is desired and to what extent these desires can be fulfilled. This greatly influences attitudes and behavior within the organization.

Basically, there are quite a number of motivational theories based on human needs, among which the most well-known are Maslow's hierarchy of needs theory, David McClelland's need for achievement theory and Frederick Herzberg's two-factor theory.

Maslow is known for his theory of satisfying diverse needs (satisfaction needs) which shows that humans have diverse needs which are then grouped into five levels known as a hierarchy of needs as written by Gibson, et al (1996: 123) as follows :

1. *Physiological, the need for food, drink, shelter, and freedom from pain*
2. *Safety and security (safety and security) the need for freedom from threats, namely safe from environmental threats and events*
3. *Sense of belonging (belonging needs), social and love, the need for friends, affiliation, affectionate interactions*
4. *Self-esteem (eseems), the need for self-esteem and the respect of others*
5. *Self-actualization, the need to fulfill oneself by maximizing one's abilities, skills and potential.*

Maslow reminded that these needs have extraordinary power, to pull individuals back into a pattern of physiological needs by fulfilling behavior.

Understanding Performance

August w Smith in Sedarmayanti (2001: 50) states that performance or performance "drives output from process, human or otherwise". So he said that performance is the result or output of a process.

Thus according to conscious mayanti, performance has a close relationship with productivity problems because it is an indicator in determining how efforts to achieve high levels of productivity in an organization. In connection with this, efforts to assess performance in an organization are important.

According to Mitchell in Sedarmayanti (2001:51) states that performance includes several aspects, namely:

- a. Quality of work
- b. Promptness
- c. initiative
- d. capabilities
- e. Communications

These five aspects can be used as a measure in conducting an assessment of a person's performance level. Besides that, it is also said that to carry out measurements of performance, it is determined. "Performance = ability X motivation" from this statement, it is clear that in order to get an idea of a person's performance, a special study of abilities and motivation is needed.

Basically, according to Gibson, et al (1996:74) there are six problems in work performance, namely:

- a. Do workers have the skills and ability to work?
- b. Do workers have enough resources to work?
- c. Whether basic workers will performance problems
- d. When do performance problems arise?
- e. How do co-workers react to performance issues
- f. What can I do as a manager to raise performance issues.

Efforts to measure agency performance are a substantial factor in assessing whether an agency or organization has been able to carry out its duties in accordance with established plans and programs.

This means that performance measurement plays an important role as a management tool for:

- a) Ensuring the implementers' understanding of the measures used to achieve performance
- b) Ensure the achievement of agreed performance plans
- c) Monitor and evaluate the implementation of performance, compare it with the work plan and take action to improve performance
- d) Provide objective rewards and punishments for implementer achievements that have been measured in accordance with the agreed performance measurement system
- e) Become a communication tool between subordinates and leadership in an effort to improve organizational performance
- f) Identify whether customer satisfaction has been met
- g) Help understand the process of government instanti activities
- h) Ensuring that decision making is carried out objectively

Demonstrates adequate improvement

Work Environment and Employee Motivation: A conducive work environment significantly impacts employee motivation and performance. Factors like social support, coworker relationships, role clarity, and supportive leadership create a positive atmosphere in the workplace. According to Herzberg's motivation theory, environmental factors like good interpersonal relationships and pleasant working conditions can provide intrinsic satisfaction, thereby enhancing employee motivation (Badsar, 2022).

Compensation and Employee Motivation: Fair and adequate compensation has a major influence on employee motivation. Vroom's Expectancy Theory suggests that employees are more motivated if they believe their efforts will lead to good performance and that good performance will be followed by desired rewards. Hence, compensation related to performance achievement can stimulate intrinsic and extrinsic motivation (Buyle, 2022).

Career Development and Employee Motivation: Clear and sustainable career development opportunities are key factors in maintaining employee motivation. The Expectancy Theory is also relevant here, where employees are more motivated to achieve if they believe their efforts will lead to better career development. Management support in terms of training, development, and career progression boosts employee motivation to improve performance (Amalia, 2019).

Self-Actualization and Employee Motivation: Self-actualization refers to an individual's desire to reach their full potential and fulfill personal aspirations. In a work context, employees who feel they can integrate personal values and aspirations into their work tend to

be more motivated (Saini, 2020). Maslow's Self-Actualization Theory states that humans have a hierarchy of needs that evolve from basic needs to self-actualization. If the need for self-actualization is fulfilled through work, employee motivation and performance can improve (Cortés, 2021).

Interplay of Motivation Factors and Employee Performance: At times, these motivation factors interact and influence each other. For instance, a positive work environment can influence perceptions of compensation and career opportunities. Similarly, attractive career development opportunities can act as a form of professional self-actualization (Gunawan, 2019). Therefore, it's important to analyze how these factors interrelate and contribute to holistic employee performance.

Through this research, it is hoped that a deeper insight can be gained into how motivation factors like work environment, compensation, career, and self-actualization interact and impact employee performance. With a better understanding of these relationships, companies can take strategic steps to enhance employee motivation and performance, ultimately leading to the achievement of organizational goals.

RESEARCH METHODOLOGY

This research adopts a quantitative approach and uses a survey method as the research design. The aim of this study is to identify and analyze the influence of motivation factors such as work environment, compensation, career development, and self-actualization on employee performance. The research is conducted by collecting data from respondents who are employees in various organizations and companies in Makassar.

The research population consists of all employees in various organizations and companies in Makassar. The sample is selected using simple random sampling, with a total of 200 respondents from different industry sectors. The sample selection considers variations in job types, educational backgrounds, and work experience levels.

A questionnaire is used as the data collection instrument. The questionnaire includes sections covering information about work motivation, perceptions of the work environment, compensation, career development needs, and aspirations for self-actualization. A Likert scale is used for measurement, ranging from strongly disagree (1) to strongly agree (5).

Data collection occurs in several stages. First, the questionnaire is developed and validated by experts in the field. The questionnaire is then distributed to respondents selected in the sample. The collected data is analyzed using statistical software to identify the relationship between motivation factors and employee performance.

Data obtained from the questionnaire will be analyzed using regression analysis to measure the influence of independent variables (motivation factors) on the dependent variable (employee performance). Additionally, descriptive statistical analysis will provide an overview of respondent characteristics and research variables (Huang, 2020; Sobitan, 2020).

The results of data analysis will be used to identify whether motivation factors like work environment, compensation, career development, and self-actualization significantly influence employee performance. These findings will be explained with reference to regression analysis and descriptive statistics.

This research will yield conclusions outlining the influence of motivation factors on employee performance. The findings will provide a better understanding of the factors that need attention in optimizing employee performance in various organizations and companies.

RESULTS AND DISCUSSION

The results of this study reveal a significant relationship between motivation factors and employee performance in several companies in Makassar. Here are some key findings:

Influence of Work Environment on Employee Performance: The analysis results indicate that a conducive and supportive work environment positively impacts employee performance. Employees who feel comfortable in their work environment tend to have higher intrinsic motivation, which in turn affects better performance. The work environment plays a vital role in enhancing performance (Amirullah & Natsir, 2022). Physical conditions and coworker interactions within the work environment affect enthusiasm and productivity. Factors like office layout and coworker interactions can have a positive impact on performance. The quality of the work environment can influence employee efficiency and creativity in task execution.

Influence of Compensation on Employee Performance: Findings show that fair and performance-related compensation contributes to extrinsic employee motivation. Employees who believe their efforts will be rewarded with appropriate compensation tend to be motivated to achieve higher performance. Adequate compensation, whether financial or non-financial, has a significant impact on employee performance (Khaeriyah et al., 2022). Humans work to fulfill their livelihood needs, including physiological and psychological needs. Adequate income and other benefits can enhance employee motivation to achieve optimal performance. Incentives, allowances, and facilities can also boost work enthusiasm and cost-effectiveness.

Influence of Career Development on Employee Performance: This study reveals that clear and sustainable career development opportunities are related to better performance.

Employees who perceive clear career paths within the organization tend to be more motivated to develop their skills and competencies. Career development is an essential effort in enhancing employee performance. It involves creating opportunities for employees to advance themselves. By offering more responsibility and opportunities for skill development, employees feel valued and motivated to achieve better outcomes.

Influence of Self-Actualization on Employee Performance: Findings suggest that employees who feel their jobs allow them to self-actualize and achieve personal potential tend to have higher motivation and performance. Self-actualization through work can be a strong intrinsic motivator. Self-actualization is the highest need in Maslow's hierarchy. It reflects the individual's desire to gain recognition for their abilities in tasks performed. Recognition of job performance, leadership, capabilities, and employee initiatives are forms of self-actualization. Job performance is a manifestation of self-actualization, reflecting individual achievements within the organization.

CONCLUSION

The results of this research underscore the importance of motivation factors like work environment, compensation, career, and self-actualization in influencing employee performance. Companies can use these findings to design better strategies to enhance employee motivation and, consequently, overall organizational performance. Efforts to create a positive work environment, offer fair compensation, provide career development opportunities, and encourage self-actualization can be crucial steps toward long-term success. Employee performance is the result of a combination of ability and work motivation. Motivation factors, including a conducive work environment, adequate compensation, career development, and self-actualization, play roles in enhancing employee performance. Strong motivation drives employees to achieve optimal achievements, while other factors help support and facilitate this process. By understanding and optimizing these motivation factors, organizations can achieve better performance levels and cultivate a productive work environment.

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