
MOTIVATION: FROM CONCEPT TO APPLICATIONS : A BIBLIOMETRIC ANALYSIS

By

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Abstract: *Employee motivation in the company must be the main indicator that is considered in managing human resources. With the attention of superiors to subordinates, it will maintain and be able to manage the motivation of subordinates in doing work, in achieving organizational goals. The application of job characteristics will have a good impact on employees in improving the quality of optimal performance. The use of motivation: from concept to applications has not been investigated using bibliometrics in providing good references by further researchers. The purpose of this study is to provide an extensive bibliometric literature study on motivation. Articles were quoted from the publish or perish database, from 150 articles found from 2017 to 2021, there were 38 articles analyzed in the study. After managing the database, the researchers performed classification and visualization using VOSviewer software to be able to analyze co-authorship, co-occurrence, and citations. Overall, this literature study provides an appropriate reference for further research on the topic of motivation: from concept to applications*

PENDAHULUAN

The rapid development of the digital era is one of the most obvious things in today's modern environmental changes, especially changes in organizations. Uncertainty regarding economic challenges is also a material for evaluation of reforms that must be prepared to deal with them. The success of this change depends on the attitude of employees in taking responsibility and anticipating the rapid changes that may occur (Romes et al., 2019).

Motivated employees have an orientation towards more freedom to motivate themselves when doing work compared to less motivated employees, which will have an impact on developing to benefit themselves (Demircioglu & Chen, 2019) . Employee motivation has categories of intrinsic motivation and extrinsic motivation (PAAIS and PATTIRUHU 2020).

If employees have both categories of motivation, this will have an effect on employee satisfaction, if employees are satisfied with the treatment in which they work, the support of their superiors and co-workers will have a major impact on organizational growth (PAAIS and PATTIRUHU 2020). While extrinsic motivation arises from employees such as: security,

comfort, and policies decided by the organization can affect an employee's motivation (Mitchell et al., 2020) .

If the company can provide both intrinsic and extrinsic motivation to employees, that the role of a person's profession and career provides extraordinary inspiration in him (Vo-Thanh et al., 2021) . Another opinion also gives the opinion that giving awards is also a means to determine motivation when someone works, but it is not the main thing for an employee to live in the organization (SALEH et al., 2020) .

Workers have difficulty regarding the status of work in carrying out their work, then in dealing with problems in the workplace, they certainly need advice from both superiors and coworkers (Abraham & Amaya, 2018) . Then the workers need a work characteristic model that will have a good impact on employees, if employees have a work characteristic model that is in accordance with the field and run with pleasure, then from there arises a balance between themselves and their work environment. Organizational planning that is carried out optimally can involve the role of subordinates in providing short, medium or long term planning and being able to comply with company regulations will have an impact on the personal pleasure of employees. Job characteristics can be an explanation of symbolic differences in carrying out duties and responsibilities (Simonet & Castille, 2020) .

In general, an employee expects recognition for his presence in the organization, both recognition from his superiors and recognition within the organization, especially from the contribution made to the organization. Apart from the awards for contributions and ideas that have been given to the organization, the rewards given to the organization for their contributions must be balanced. Employees also need confidence that the superiors provide support for their involvement in the organization (Brommage et al., 2009) . Employee career development also has implications for employees' feelings about the efforts they make for organizational development such as the existence of employee skills that do have a contribution to the development of an organization (Garofano & Salas, 2005) .

The results of this study are important for academics, as well as professionals in the field of management science, especially at the level of employees who have multiple roles. This is so that they can make the right decisions for the use of *motivation: from concept to application*. Researchers can find a basis for reference in further research. In order to achieve this research, it is possible to use analysis using bibliometric analysis with the help of waterview software to present a visualization of the results of data analysis from related articles found in the prose literature (van Eck & Waltman, 2010)

LITERATUR REVIEW

Measurement of employee work motivation can determine company goals, employee behavior, and the intensity of the organization's work (Virgiawan, Riyanto, and Endri 2021). Situations can be personal preferences, and interactions to be able to motivate someone in achieving the desired goal. The resulting trend can make collaboration an incentive for self-evaluation Barbutto & Stories, 2011). Equitable balance will result in equal contributions between the organization and workers (Giauque, Anderfuhren-Biget, and Varone 2019). Work-life balance will be responsible for the formation of employee characteristics in their personality. Motivation can be divided into two parts (Baz-Valle et al. 2019) namely positive motivation and negative motivation. Motivation is the process of influencing individuals or

groups of people by giving gifts, while negative motivation is the process of influencing someone with anxiety and so on. Furthermore, in the concept of job characteristics, the more important job in starting something is work design.

Of the various factors that can affect workers in the workplace is work life balance. Someone who has an equal career and has a balanced life will produce optimal performance. One way is to achieve a balance between personal, family and work life. (Fiernaningsih et al. 2019) argue that a person's role conflict and the provision of workloads can have a direct effect on work-life balance. This shows that the highest level of intensity is a person's role conflict and the workload experienced by workers will lead to a lack of work life balance (Omar et al. 2020).

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Of the various factors that affect workers in the work environment is work life balance (Theuri et al. 2020). Someone who has an equal career and has a balanced life will produce optimal performance. (Fiernaningsih et al. 2019) argue that a person's role conflict and the provision of workloads can have a direct effect on work-life balance. This shows that the highest level of intensity is a person's role conflict and the workload experienced by workers will lead to a lack of work life balance (Omar et al. 2020).

Put forward by (Steyn & Vawda, 2014) work design is the way work will be completed that is needed in the workplace. Job design is the basis in the formation of job characteristics which will later be formed into job characteristics. If the employee has fulfilled the job characteristics, it will also have a good impact on the employee. Because basically if someone is able to complete his job well it will affect self-satisfaction.

Job characteristics can also have an influence on employee behavior both individually and within the organization. Work arrangements will involve employee hours when completing their work (Kossek and Ollier-Malaterre 2020) Namely by providing a reduction in excessive workloads. Because with the reduction in working hours, it will reduce the workload problems faced by employees, in order to optimize a job and be able to produce good performance (Kossek, Valcour, and Lirio 2014). This kind of career can increase in the long term in the future (De Vos, Van der Heijden, and Akkermans 2020) Reducing one's workload is an alternative in providing support for sustainable career advancement and promoting welfare for employees (Kossek et al., 2014), subjective career success (Akkermans & Tims, 2017), and continuous career advancement (Kossek & Perrigino, 2016)

METHODS

This study uses data from 2017 to 2021, data obtained through Google Scholar. There is a research conducted by (Chen et al. 2017). This study uses a literature review using bibliometrics. The existence of bibliometric analysis provides support using publish or perish and VOSviewer. In this bibliometric analysis, it can display the latest topics on the variables studied and have updates. Specifically, this study resulted in a co-authorship consisting of the

name of the researcher, co-occurrence consisting of research keywords that appeared on the topic of organizational diversity as well as the development of keywords for five years and the last one about co-citation was about ten documents that received most quotes. Co-citation can be done using the publish or perish application and in Ms-Excel.

The use of Ms-Excel is a reliable software for the results of bibliometric findings. Bibliometric analysis provides a point of knowledge regarding the variables to be studied, and has a pattern of relevance regarding the research to be taken, and has structured elements that have been selected by VOSviewer. Then the focus of this research can be presented with various kinds of knowledge that have been described by the article referred to by the researcher. In this study, a five-stage method was used which the researchers adopted from the findings (Embaby et al. 2018), as shown in Figure 1 below.

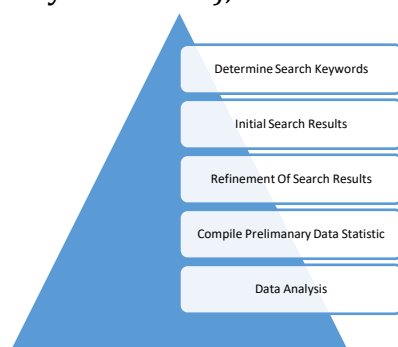


Figure 1. Five Stages of Bibliometric Literature Study Method

1. Define Search Keywords

The keywords that will be used are "Motivation" OR "application concept". Searches can be carried out in 2017 to 2021 on the Google Scholar database published or available for valid reference sources in the research area (Romes et al. 2019). The topic taken is already classified in the network or cluster touched which has a relationship between variables. This is done to track the research topic in the time span of the occurrence of keywords (Firdaus et al. 2019).

2. Initial Search Results

The article search at this stage uses a search on Google Scholar with a total of 200 articles and is arranged in the keywords "*motivation: from concept to applications*"

3. Search Results Improvements

Next do the selection of articles that match the keywords. Articles are set aside in the PoP application by putting a check mark on the unused section. At this stage there were 200 articles that were screened, only 40 articles were taken as the basic subject.

4. Compile Initial Data Statistics

The selected data is then corrected and then stored by Zotero in the form of a RIS format to collect articles such as author's name, keywords, title, abstract, journal publication, year of publication, volume, and references then used as material to be analyzed

5. Data analysis

The purpose of the literature study is to analyze and visualize the bibliometric network using VOS viewer software. VOSViewer is used because of its efficient work with large data sets and is able to provide a variety of relevant visuals, analysis, and investigations (van Eck

RESULT AND DISCUSSION

The research was conducted with the aim of analyzing various literature sources with the keywords "motivation" OR "application concept". Literature sources are obtained through publications in Google Scholar journals and managed in Publish or Perish in the period 2017-2021. Presented in three presentations, co-authorship, co-occurrence, and citation using bibliometric study literature analysis using VOSviewer software can obtain results with the following points. In the meta data of co-authorship, co-occurrence, and citation, the researcher uses a minimum limitation of 1, due to the minimal data sources in the research area of work stress, work balance and workplace welfare variables. For the use of VOSviewer software assistance with the aim of having a classification and visualization of the data that has been found (van Eck and Waltman 2010)

a. Co-Authorship

Figure 2. Network Visualization 2 For Co-Authorship (Author Name)

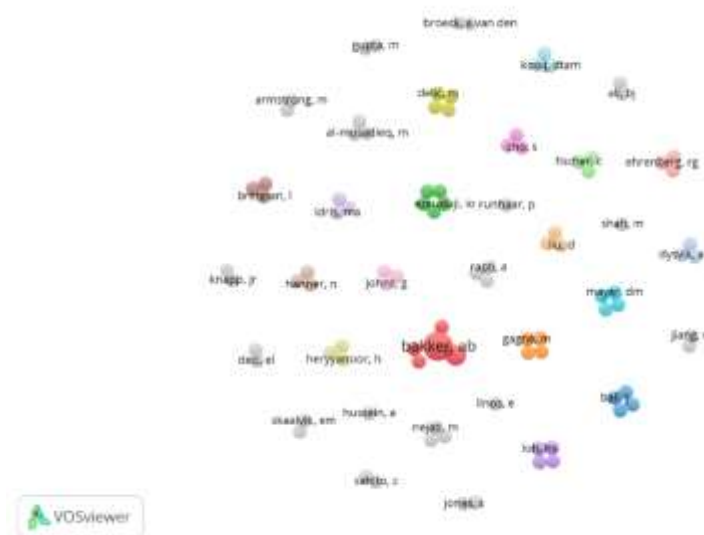


Figure 3. Network Visualization of Co-Authorship (Author) Metadata

Based on Figure 2 and 3, referring to the image above, it can be seen if the author's name network is not connected to each other, which means that every researcher who conducts research on the topic of diversity in organizations does not have a relationship with each other, then automatically the cluster of authors displayed by VOSviewer is one with strongest network. In the VOSviewer analysis, if the author's name is not connected with one another, it means that when the researcher conducts research between motivational topics that are not related to one another, then the grouping will automatically display the strongest network. From Figure 2.2, it can be seen that the strong co-authorship network is in the red network consisting of two names of researchers who have a strong network.

b. Co-Accurrence

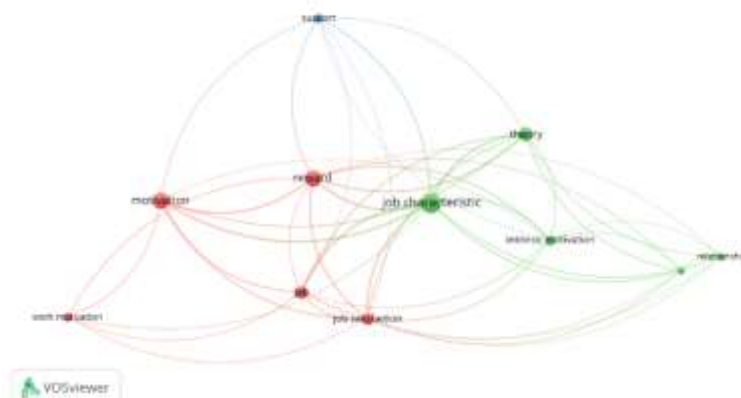


Figure 4. Network Visualization of Co-Occurrence Metadata (Keywords)

The picture above shows that there are four color networks in keywords with the research theme motivation to concept application. This is in accordance with the definition of motivation which has a broad meaning in the workplace. In this analysis, there are also various types of clusters that can be further developed, meaning that researchers can use motivational variables in more detail so that they can produce variables that influence them.

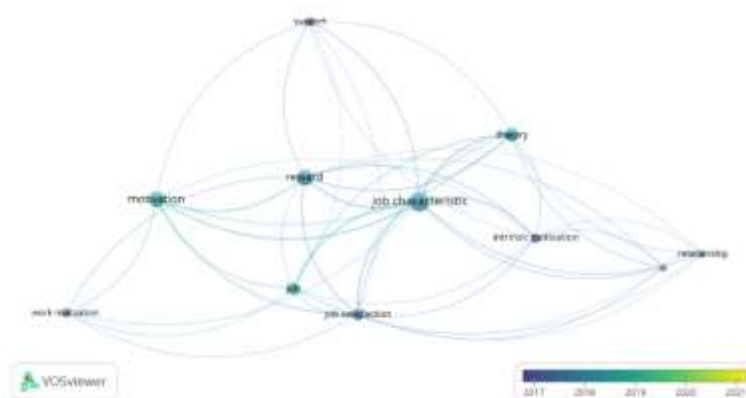


Figure 5. Overlay Visualization of Co-Occurrence Metadata (Keyword year)

In Figure 4 it can be seen that the motivational keyword from 2017-2021 does not have a good development. This can be seen from the color of the network contained in the image above. The color of the tissue that has had many previous studies is dark blue. The darker the keyword cluster, the more yellow it means that there is less research on the topic.

c. Citation

This co-citation analysis uses a PoP software application. From the results of the analysis, it can be found the articles and names of researchers who contributed the most to the research. From the names that can be seen to be classified or taken as the most popular in the first 10 lines, the research is still minimal, especially in Indonesia. This should be used as a whip for researchers from Indonesia so that in the future researchers and academics can produce articles on the topic of diversity in organizations that have the opportunity to contribute to the development of knowledge. An explanation of the top 10 cited can be seen in Table 1 below:

Table 5. List of most citations

No.	Publication Year	Author	Journal	Cities
1	2021	Ali, BJ & Anwar	Of Employees' Motivation and its Influence Job	74
2	2021	Heryanoor <i>et al</i>	Journal of International	0
3	2020	Veldhoven <i>et al</i>	Applied	15
4	2020	Ryan <i>et al</i>	Contemporary educational psychology	932
5	2020	Dall'Ora <i>et al</i>	Human resources for health	165
6	2019	Fischer <i>et al</i>	Frontiers in psychology	169
7	2019	Lee Zhang <i>et al</i>	Human resource development	109
8	2019	Shah	Business Strategy and the Environment	75
9	2018	Hussein	International Journal of Academic Research	12
10	2018	Yuen <i>et al</i>	International Journal of Environmental Research and Public Health	149

Figure 5. Source Publish or Perish (Pop), April 2022

In table 5 it can be seen that there are names with the most dominant clusters that have the ability in the field of *motivation: from concept to applications* from the table above there are 10 articles that have the top position (Ali, BJ & Anwar, 2021), in that article received 75 citations, which discusses employee motivation affects employee satisfaction. In addition, this article supports to add references to the theory of employee work motivation. In the second position, the article has 0 citations in the research conducted by (Heryanoor, H. Et al., 2021). This article discusses the impact of leadership style on the organization's culture in improving employee performance optimally. According to this article, if the leader has a soul in supporting employees, this will have implications for employees. Then the third position was followed by (Veldhoven, W., 2020) which had 50 citations.

In the fourth study followed by (Ryan, RM & Deci, EL, 2020) 932 citations. This article discusses intrinsic motivation and extrinsic motivation and for the future of employees. In

addition, this study also discusses various kinds of motivation that can improve the quality of performance both from individuals and from within the organization. In the fifth study followed by (Dall'Ora, C, 2020) with a total of 165 citations. This article discusses work fatigue that occurs to nurses. In addition, the researchers also discussed topics related to work fatigue caused by giving work hours that were less flexible, causing fatigue. The sixth one was followed by (Fischer, C. 2019) with 169 citations. This article discusses intrinsic and extrinsic motivation in determining an employee's creativity and innovation. Furthermore, the seventh was followed by (Lee Zhang, B, MCC, 2019) with 109 citations. This study discusses the topic of feedback between employees and the organization, what kind of feedback will the organization give when employees have good performance. In addition, this article describes leadership styles, employee work involvement in an organization, both in terms of participating in providing input to superiors when implementing new policies in the organization.

Then followed by researchers at number eight (Shah, 2019) with 75 citations. This article discusses related to scale development in human resources. In addition, this article also discusses the development model of work patterns that can maximize optimal performance. Then the researchers ranked ninth (Hussein, 2018) with 12 citations. This article discusses the job characteristics model. In addition, this article also discusses the work model that will be provided by the organization to employees whether it has implications according to the level of position and type of work. Then the researcher in order of ten (Yuen, KF, 2018) citations of 149. This article discusses the determination of job satisfaction in employees. Employee job satisfaction will determine whether the feedback given by employees is commensurate with employee expectations.

DISCUSSION

Employee motivation in the company must be the main indicator that is considered in managing human resources (Manalo and Apat 2021) With the attention of superiors to subordinates, it will maintain and be able to manage the motivation of subordinates in doing work, so that they can focus on achieving organizational goals. Maintaining employee motivation is very important because motivation is an individual driving force that can be the basis for employees to act in carrying out their duties and responsibilities. Employees will not do something optimally if they do not have the quality of motivation in themselves and by the surrounding environment, especially support from superiors and coworkers. Motivation can be divided into two parts (Baz-Valle et al. 2019) namely positive motivation and negative motivation. Motivation is the process of influencing individuals or groups of people by giving gifts, while negative motivation is the process of influencing someone with anxiety and so on. Furthermore, in the concept of job characteristics, the more important job in starting something is work design. Put forward by (Steyn and Vawda 2014) work design is the way work will be completed that is needed in the workplace. Tasks can be combined to form a more complete job (Robbins & Coulter, 2010). Job design is the basis in the formation of job characteristics which will later be formed into job characteristics. If the employee has fulfilled the job characteristics, it will also have a good impact on the employee. Because basically if someone is able to complete his job well it will affect self-satisfaction.

Employees also need recognition from superiors or organizations and expect rewards

from organizations such as providing them with security in completing their duties, fair salaries, which place employees in positions according to their expertise. It is hoped that when employees are placed in accordance with their expertise, they will feel free to carry out their responsibilities and will end up optimally. It was stated by (Rai et al. 2017) that if employees have good support from superiors, and have high work involvement, it will affect employee perceptions.

Job characteristics can also have an influence on employee behavior both individually and within the organization. Work arrangements will involve employee hours when completing their work (Kossek and Ollier-Malaterre 2020) Namely by providing a reduction in excessive workloads. Because with the reduction in working hours, it will reduce the workload problems faced by employees, in order to optimize a job and be able to produce good performance (Kossek, Valcour, and Lirio 2014). This kind of career can increase in the long term in the future (De Vos, Van der Heijden, and Akkermans 2020) Reducing one's workload is an alternative in providing support for sustainable career advancement and promoting welfare for employees (Kossek, Valcour, and Lirio 2014), subjective career success (Akkermans and Tims 2017), and continuous career advancement (Kossek and Perrigino 2016)

CONCLUSIONS

Research that uses bibliometric analysis that has been published as many as 200 in Google Scholar journals or published or published in the duration of 2017-2021 regarding the development of research on employees with motivational topics provided by the organization will be the main factor for workers in supporting the achievement of organizational goals. From the provisions using keywords and other restrictions, 38 articles were obtained. From this study, it can be seen that the development of research related to motivation: from concept to applications is still relatively small, so it can be concluded that further research can take topics related to the above themes to deepen the influence and impact related to motivation: from concept to applications.

SUGGESTIONS

This research has a time limit of the last five years from 2017 to 2021. In 2021 the covid-19 pandemic will be a transition period for employees with various pressures both internal and external which will then affect employee motivation. Along with these events indicate that employees psychologically need support from within the organization. For further research, it is hoped that it will provide alternative solutions for employees who have stress and balance in their lives to support findings related to problems related to these topics. So collaboration between countries is needed to be able to produce broader research on findings related to workers from the industrial sector, companies, education, government and so on.

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