

**REFLECTION OF MOTIVATION ON WORK PRODUCTIVITY  
IN INDONESIA  
(LITERATURE STUDY)**

**Sifra Aditha Mileniari<sup>1\*</sup>, Khairul Ikhwan<sup>2</sup>**

<sup>1,2</sup>Program Studi Manajemen, Fakultas Ekonomi, Universitas Tidar

E-mail: <sup>1)</sup> [sifraadita@gmail.com](mailto:sifraadita@gmail.com)

**Abstract**

*The goal of this study is to determine the evolution of work productivity research in Indonesia. This study sample consists of publications published in 15 reputable national journals between 2008 - 2019. The sample consists of 20 publications discussing work productivity. The technique employed is the field mapping technique proposed by (Hesford et al., 2007). This study categorizes papers according to their subjects, research methodologies, and research sectors. The findings suggest that the dependent variable with the most research is the work productivity variable, whereas the independent variable with the most research is the work motivation variable. Quantitative research methods are the most popular, and the majority of research is undertaken in the private sector.*

**Keywords:** *Work Productivity, Motivation, Research Method*

## **1. INTRODUCTION**

As we enter the current era of globalization, competition in the workplace is intensifying. Training, experience, or even Intelligence level are insufficient to maintain employee productivity in an organization. According to Sutrisno (2016), there are a number of indicators associated with job productivity, including expertise, growing results that have become targets, work passion (Muardi et al., 2022), self-development, weight, and precision. Although motivation is not the only factor that impacts work productivity, it is one of the most essential variables in boosting productivity (Siregar, 2021). Motivation is not only vital for the individuals, but also for the organization as a whole.

Human Resources (HR) is inextricably linked to the critical function that a company plays in order to attain productivity. In order to achieve their major objectives, companies must pay close attention to the development of each person, which can serve as a benchmark for the success of a firm in accomplishing its primary objectives from both the company's and employees' perspectives. According to Hasibuan (2010), work productivity is defined as the difference between input and output, and it is a method of optimizing from multiple sources in order to generate the goods and services that are required. Using the aforementioned information, it is possible to demonstrate that the driving force in enhancing quality so that it is more developed requires components of individual consciousness such as perspectives, mentality, expertise, and ethics. Employee training may be measured by about six variables, including application, methods employed, results obtained, identification, motivation provided, and learning environment (Kaswan, 2011).

One of the arguments put up by Hasibuan (2010) in regards to elements that can affect productivity is that of the motivation that is provided. The motivation provided to employees

is critical to the existence of the organization since it is anticipated to foster passion and a desire to work effectively and efficiently in order to generate high productivity as a result of motivation. According to the foregoing description, the research was carried out with the goal of determining the relationship between employee motivation and organizational work productivity. This research focuses on current research on employee motivation and productivity based on conceptual and theoretical frameworks.

## **2. THEORETICAL REVIEW**

### **2.1. Motivation**

S. Sutrisno et al. (2016) believes that motivation is defined as an individual who engages in a particular activity because they are encouraged to do so by external forces. Furthermore, Mangkunegara (2015) highlight that motivation is a scenario that might cause corporate workers to move in the direction of fulfilling company aims as a result of their motives for doing so. Meanwhile, Priansa & Suwatno (2011) note that the word motivation has its origins in Latin, specifically *movere*, which may be translated as “encouragement, driving force, and energy that results in an act or activity”.

Hasibuan (2010) reveals that there are several factors to be achieved in motivating employees, namely:

- 1) Stimulates the passion and energy of employees
- 2) Increase employee morale and happiness
- 3) Increase employee productivity
- 4) Maintain employee commitment and employee stability
- 5) Increase compliance and reduce employee absenteeism
- 6) Effectiveness in providing employees
- 7) Have a peaceful working situation and conditions
- 8) Increase employee inspiration and fighting spirit
- 9) Make employees respect responsibility in carrying out their duties
- 10) Increase effectiveness in using raw materials and equipment.

### **2.2. Employee Productivity**

Hasibuan (2010) defines productivity, namely the consideration of the results or outputs produced by the input or input received. When productivity increases, this can happen because of an efficiency drive that includes employee, materials used, and time, as well as parts in production techniques, performance patterns, and the additional capability of the employee workforce. Moreover, Hartatik (2014) argues that productivity is a factor of production that can provide goods and services needed to increase yields and maximum quality in the company.

According to Mulyadi (2010), the level of employee education, the capabilities of working greetings, skills possessed, attitudes at work, encouragement given, physical and spiritual guarantees from the company, a comfortable and safe working environment, facilities that can support performance, good order and coordination, discipline in completing tasks, and compensation can all have an impact on employee productivity.

### 3. RESEARCH METHOD

This study uses a literature study method and uses the method developed by Hesford et al. (2006), namely the "charting the field" method. Researchers obtained research articles on motivation or motivation as well as employee productivity or work productivity or the like which were sourced from articles that have been published in 15 different types of journals and accredited or have ISSN permission by DIKTI, while several related articles include 1 journal in SINTA 6 as many as 4 articles, 5 journals at SINTA 5 with 5 articles, 7 journals at SINTA 4 with 9 articles and 2 journals at SINTA 3 with 2 articles. Furthermore, the keywords used by the researchers on SINTA were "motivation" or "motivation" and also "employee productivity" or "work productivity".

In the selection of these journals according to the criteria: first, accredited journals in 2008 – 2019. Second, articles selected by researchers that can be accessed online. Third, the researcher only chose articles that discussed motivation and also employee productivity or work productivity. The criteria for selecting the sample in this study are: First, the researcher looks for data on what journals are accredited or have ISSN permits by DIKTI on the website <https://sinta.ristekbrin.go.id/> with the keywords management, economics and, business. Second, for a long time, SINTA researchers opened accredited journal portals from SINTA 6, SINTA 5, SINTA 4 and SINTA 3. In the third stage of each journal, researchers typed keywords in the search column, namely "motivation" or "motivation" and also "employee productivity" or "work productivity". The fourth stage is removing samples that are not related to the topic, so as many as 20 articles are obtained. In the fifth stage, articles related to the topic of "motivation" or "motivation" as well as "employee productivity" or "work productivity" were downloaded by the researcher.

**Table 1 List of Journal**

| No                                        | Initial              | Journal Name                                                 | Amount    |
|-------------------------------------------|----------------------|--------------------------------------------------------------|-----------|
| 1                                         | ISOQUANT             | Jurnal Ekonomi, Manajemen dan Akuntansi                      | 1         |
| 2                                         | MANAGERIAL           | Jurnal Manajemen dan Sistem Informasi                        | 2         |
| 3                                         | JMBI                 | Jurnal Manajemen dan Bisnis Indonesia                        | 1         |
| 4                                         | GENIUS               | Jurnal Ilmiah Manajemen Sumber Daya Manusia                  | 1         |
| 5                                         | JWM                  | Jurnal Wawasan Manajemen                                     | 1         |
| 6                                         | PROCURATIO           | Jurnal Ilmiah Manajemen                                      | 1         |
| 7                                         | STRATEGIC            | Jurnal Pendidikan Manajemen Bisnis                           | 2         |
| 8                                         | MANAGEMENT E-JOURNAL | E-Jurnal Manajemen                                           | 1         |
| 9                                         | JMM UNRAM            | Jurnal Magister Manajemen Universitas Mataram                | 1         |
| 10                                        | PERSPECTIVE          | Jurnal Ekonomi dan Manajemen Akademi Bina Sarana Informatika | 1         |
| 11                                        | INNOVATOR            | Jurnal Manajemen                                             | 1         |
| 12                                        | BBM                  | Buletin Bisnis & Manajemen                                   | 1         |
| 13                                        | EMBA JOURNAL         | Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi        | 4         |
| 14                                        | JAEMB                | Jurnal Akuntansi, Ekonomi dan Manajemen Bisnis               | 1         |
| 15                                        | JMK                  | Jurnal Manajemen dan Keuangan                                | 1         |
| <b>Total of Articles Related to Topic</b> |                      |                                                              | <b>20</b> |

Source: Processed Data 2021

**4. RESULT AND DISCUSSION****4.1. Research Results**

In this study, the authors used 20 articles obtained from 15 journals that have been nationally accredited and have met the criteria. The following are the list of journal names, article titles and researchers' names which are presented in Table 2

**Table 2** List of Sample Article

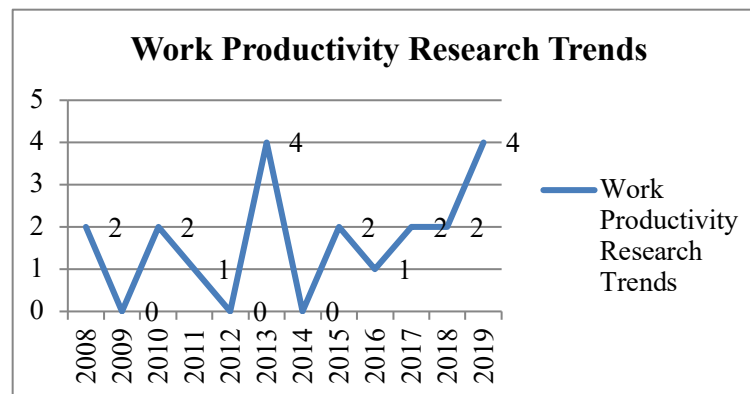
| No | Journal    | Article Title                                                                                                                                               | Authors                  | Citation |
|----|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|----------|
| 1  | ISOQUANT   | Pengaruh Kompetensi, Motivasi Kerja, Beban Kerja, Dan Pelatihan Terhadap Produktivitas Kerja Sumber Daya Manusia Koperasi Serba Usaha Anak Mandiri Ponorogo | (Jumantoro et al., 2019) | 4        |
| 2  | MANAGERIAL | Pengaruh Motivasi dan Kompetensi Kerja Terhadap Produktivitas Kerja Karyawan pada PT. Galamedia Bandung Perkasa                                             | (Mulyadi, 2010)          | 32       |
| 3  | MANAGERIAL | Pengaruh Pemotivasian Kerja Dan Perilaku Keorganisasian Terhadap Produktivitas Kerja Pegawai Pada Koperasi Pegawai Pemerintah Kota Bandung                  | (Saputra & Sambas, 2011) | 1        |
| 4  | JMBI       | Pengaruh Reward, Punishment Dan Motivasi Kerja Terhadap Produktivitas Kerja Karyawan Pada Ptpn Xii (Persero) Kebun Jatirono Kalibaru Banyuwangi             | (Solikah et al., 2016)   | 11       |
| 5  | GENIUS     | Pengaruh Motivasi dan Disiplin Terhadap Produktivitas Kerja Karyawan Pada PT. Agra Energi Indonesia                                                         | (Paeno, 2018)            | 2        |
| 6  | JWM        | Pengaruh motivasi terhadap produktivitas kerja karyawan pt permodalan nasional madani Banjarmasin                                                           | (Rahmawati, 2016)        | 15       |
| 7  | PROCURATIO | Analisis Pengaruh Motivasi Kerja dan Kompensasi Kerja terhadap Produktivitas Kerja Karyawan PT. SINarmas Rendranusa Pekanbaru                               | (Oh & Angelica, 2018)    | 1        |
| 8  | STRATEGIC  | Pengaruh motivasi kerja terhadap produktivitas kerja karyawan pada bagian produksi CV. Epsilon Bandung                                                      | (Purnama, 2008)          | 69       |

**JOURNAL OF MANAGEMENT, ACCOUNTING, GENERAL  
FINANCE AND INTERNATIONAL ECONOMIC ISSUES  
(MARGINAL)  
VOLUME 1 ISSUE 3 (2022)**

---

|    |                      |                                                                                                                                                                              |                                                          |    |
|----|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|----|
| 9  | STRATEGIC            | Pengaruh motivasi kerja dan kemampuan kerja karyawan terhadap produktivitas kerja karyawan pada PT. Safilindo Permata                                                        | (Senen, 2008)                                            | 39 |
| 10 | MANAGEMENT E-JOURNAL | Pengaruh Pelatihan Kerja, Lingkungan Kerja Fisik Serta Motivasi Terhadap Produktivitas Kerja Pegawai Pada PT. TASPEN (PERSERO) Kantor Cabang Denpasar                        | (P. A. Lestari & Sriathi, 2013)                          | 25 |
| 11 | JMM UNRAM            | Pengaruh Gaya Kepemimpinan Situasional, Lingkungan Kerja dan Motivasi Berprestasi terhadap Produktivitas Kerja Guru SMP Negeri di Sub Rayon 16 Terara Kabupaten Lombok Timur | (Lalu Alwan Wijaya, Siti Nurmayanti, L. M. Furkan, 2017) | 1  |
| 12 | PERSPECTIVE          | Hubungan Antara Motivasi Kerja terhadap Produktivitas Kerja Karyawan Pada BPJS Ketenagakerjaan Kota Depok                                                                    | (Lestari, 2019)                                          | 0  |
| 13 | INNOVATOR            | Kecerdasan Emosional Dan Motivasi Terhadap Produktivitas Kerja Karyawan                                                                                                      | (Cahya et al., 2019)                                     | 2  |
| 14 | BBM                  | Pengaruh Motivasi, Kompensasi dan Lingkungan Kerja terhadap Produktivitas Kerja Karyawan                                                                                     | (Purwanto, 2016)                                         | 8  |
| 15 | EMBA JOURNAL         | Pengaruh Disiplin, motivasi dan semangat kerja terhadap produktivitas kerja pegawai dinas pendapatan daerah kota manado                                                      | (Assagaf & Dotulong, 2015)                               | 39 |
| 16 | EMBA JOURNAL         | Motivasi, Disiplin Kerja, Dan Kepemimpinan Terhadap Produktivitas Kerja Pada Badan Kepegawaian Dan Diklat Daerah Minahasa Selatan                                            | (Rumondor, 2013)                                         | 38 |
| 17 | JURNAL EMBA          | Kepuasan dan motivasi kerja pengaruhnya terhadap produktivitas kerja karyawan pt. matahari megamall manado                                                                   | (Malonda, 2013)                                          | 18 |
| 18 | JURNAL EMBA          | Kepemimpinan dan motivasi kerja pengaruhnya terhadap produktivitas kerja pegawai di kantor Camat Sario Kota Manado                                                           | (Harimisa, 2013)                                         | 18 |
| 19 | JAEMB                | Pengaruh Stres Dan Motivasi Terhadap Produktivitas Kerja Karyawan Pada Pt Epson Batam                                                                                        | (Kartikasari & Cherny, 2017)                             | 8  |
| 20 | JMK                  | Pengaruh gaya kepemimpinan dan motivasi terhadap produktivitas kerja karyawan pada afdeling Prapen I Kebun Unit 1 PT Mopoli Raya Kabupaten Langkat                           | (Latief, 2015)                                           | 13 |

---



**Figure 1.** Trends in Work Productivity Research in Indonesia

Authors chose the research as of 2008 - 2019 because research on work productivity in Indonesia experiences fluctuations or instability every year and begins to develop in the selection process to produce 20 articles. In the period of 2008 was the first year that researchers made observations in accredited journals marked by the ISSN permit which provided an opportunity for research space related to work productivity in the STRATEGIC Journal (Journal of Business Management Education) with a total of 2 articles. Meanwhile, the last year of observation, the authors chose the period of 2019 and obtaining as many as 4 articles in the ISOQUANT Journal (Journal of Economics, Management and Accounting), the PRESPECTIVE journal (Journal of Economics and Management at the Academy of Bina Sarana Informatika), INOVATOR journal (Management Journal) and BBM journal (Business & Management Bulletin). The findings can be seen in Figure 1, and can be conclude that 2013 and 2019 were the years where the most research on work productivity was carried out with 4 articles each, while in 2009, 2012 and 2014 were the years where there was no research on work productivity.

**Table 3** Sample Description

| No | JOURNAL            | 2008 - 2019 | %   | 2008 - 2013 | %   | 2014 - 2019 | %  |
|----|--------------------|-------------|-----|-------------|-----|-------------|----|
| 1  | ISOQUANT           | 1           | 5%  | 0           | 0%  | 1           | 5% |
| 2  | MANAJERIAL         | 2           | 10% | 2           | 10% | 0           | 0% |
| 3  | JMBI               | 1           | 5%  | 0           | 0%  | 1           | 5% |
| 4  | JENIUS             | 1           | 5%  | 0           | 0%  | 1           | 5% |
| 5  | JWM                | 1           | 5%  | 1           | 5%  | 0           | 0% |
| 6  | PROCURATIO         | 1           | 5%  | 0           | 0%  | 1           | 5% |
| 7  | STRATEGIC          | 2           | 10% | 2           | 10% | 0           | 0% |
| 8  | E-JURNAL MANAJEMEN | 1           | 5%  | 1           | 5%  | 0           | 0% |
| 9  | JMM UNRAM          | 1           | 5%  | 0           | 0%  | 1           | 5% |
| 10 | PRESPEKTIF         | 1           | 5%  | 0           | 0%  | 1           | 5% |
| 11 | INOVATOR           | 1           | 5%  | 0           | 0%  | 1           | 5% |
| 12 | BBM                | 1           | 5%  | 0           | 0%  | 1           | 5% |
| 13 | JURNAL EMBA        | 4           | 20% | 3           | 15% | 1           | 5% |
| 14 | JAEMB              | 1           | 5%  | 0           | 0%  | 1           | 5% |

**JOURNAL OF MANAGEMENT, ACCOUNTING, GENERAL  
FINANCE AND INTERNATIONAL ECONOMIC ISSUES  
(MARGINAL)  
VOLUME 1 ISSUE 3 (2022)**

|    |              |           |             |          |            |           |            |
|----|--------------|-----------|-------------|----------|------------|-----------|------------|
| 15 | JMK          | 1         | 5%          | 0        | 0%         | 1         | 5%         |
|    | <b>Total</b> | <b>20</b> | <b>100%</b> | <b>9</b> | <b>45%</b> | <b>11</b> | <b>55%</b> |

Source: Data processed 2021

As shown in Table 3, the sample used in the research from the period 2008 to the 2019 period, while the most dominating was the publications from EMBA JOURNAL regarding research on work productivity is 20%, the MANAJERIAL & STRATEGIC journals are in second place which dominate at 10%, and other journals such as ISOQUANT, JMBI, JENIUS, JWM, PROCURATIO, E-JURNAL MANAJEMEN, JMM UNRAM, PERSPEKTIF, INOVATOR, BBM, JAEMB and JMK journals as much as 5%. Based on Table 3, the comparison in the division of two periods, namely between the period 2008 – 2013 and the period in 2014 – 2019 shows that there was an increase in the number of articles on work productivity published in the first period of 9 articles to 11 articles in the following period or an increase of 10% from previous period.

#### 4.2. Discussion

In current study, the authors use the method as revealed by Dewi et al (2018) by grouping these articles into 3 (three) classifications, namely based on research methods, topics, and the research sector that refers to the research.

Meanwhile, in classifying articles on work productivity based on research topics, which divided into 2 (two) namely the dependent variable and the independent variable.

Furthermore, there is only 1 (one) dependent variable, namely the work productivity variable contained in the entire article that is the reference in this study.

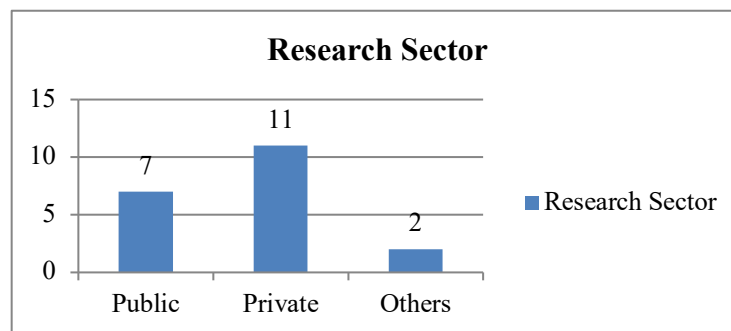
**Table 4. Independent Variable Classification**

| No | Independent Variable         | Amount | %   | Influence |   | No effect |
|----|------------------------------|--------|-----|-----------|---|-----------|
|    |                              |        |     | +         | - |           |
| 1  | Competence                   | 4      | 9%  | 4         | - | -         |
| 2  | Work motivation              | 19     | 41% | 18        | 1 | -         |
| 3  | Workload                     | 1      | 2%  | 1         | - | -         |
| 4  | Training                     | 2      | 4%  | 2         | - | -         |
| 5  | Organizational behavior      | 1      | 2%  | 1         | - | -         |
| 6  | Rewards                      | 1      | 2%  | 1         | - | -         |
| 7  | Punishment                   | 1      | 2%  | 1         | - | -         |
| 8  | Discipline                   | 3      | 7%  | 3         | - | -         |
| 9  | Compensation                 | 1      | 2%  | -         | - | 1         |
| 10 | Work ability                 | 1      | 2%  | 1         | - | -         |
| 11 | Physical Work Environment    | 1      | 2%  | 1         | - | -         |
| 12 | Situational Leadership Style | 1      | 2%  | 1         | - | -         |
| 13 | Work environment             | 2      | 4%  | 2         | - | -         |
| 14 | Achievement motivation       | 1      | 2%  | 1         | - | -         |
| 15 | Emotional Intelligence       | 1      | 2%  | 1         | - | -         |

|              |                              |           |    |           |          |          |
|--------------|------------------------------|-----------|----|-----------|----------|----------|
| 16           | Spirit at work               | 1         | 2% | 1         | -        | -        |
| 17           | Leadership                   | 2         | 4% | 2         | -        | -        |
| 18           | Satisfaction                 | 1         | 2% | 1         | -        | -        |
| 19           | Stress                       | 1         | 2% | 1         | -        | -        |
| 20           | Situational Leadership Style | 1         | 2% | 1         | -        | -        |
| <b>Total</b> |                              | <b>46</b> |    | <b>44</b> | <b>1</b> | <b>1</b> |

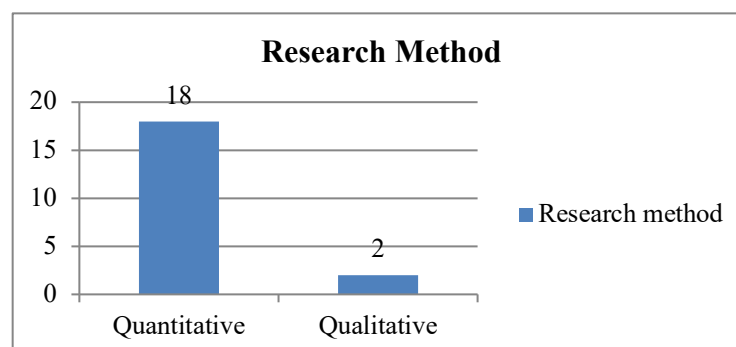
Source: Processed data (2021)

According to Table 4, the detail kinds of independent variables discussed by the authors. Overall, work motivation dominates most of the other variables by 41%, then the competence variable is 9%, the discipline variable is 7%, followed by the training style, work environment and leadership variables which are 4% each, while the remaining variables are 2% of each variable.



**Figure 2.** Work Productivity Research Sector in Indonesia

As shown in Figure 2, the research sector of 20 articles dominated by the private sector, namely 11 articles, the public sector as many as 7 articles and in other sectors, it shows that Cooperatives are the object of research in the journal MANAJERIAL and ISOQUANT as many as 2 articles.



**Figure 3.** Research Methods of Work Productivity

According to Figure 3, it shows that the research method used. Of the 20 articles, the most widely used research method is the quantitative method as many as 18 articles, and the qualitative method as many as 2 articles, namely in the journal MANAJERIAL and JEAMB,

in this study only used 2 research methods, namely qualitative and quantitative and did not use research with other methods.

**Table 5.** Classification of Journals Based on Research Methods

| No           | Journal                 | Quantitative | %   | Qualitative | %   | Mix Method | %  |
|--------------|-------------------------|--------------|-----|-------------|-----|------------|----|
| 1            | ISOQUANT                | 1            | 6%  | 0           | 0%  | 0          | 0% |
| 2            | MANAGERIAL              | 1            | 6%  | 1           | 50% | 0          | 0% |
| 3            | JMBI                    | 1            | 6%  | 0           | 0%  | 0          | 0% |
| 4            | GENIUS                  | 1            | 6%  | 0           | 0%  | 0          | 0% |
| 5            | JWM                     | 1            | 6%  | 0           | 0%  | 0          | 0% |
| 6            | PROCURATIO              | 1            | 6%  | 0           | 0%  | 0          | 0% |
| 7            | STRATEGIC               | 2            | 11% | 0           | 0%  | 0          | 0% |
| 8            | MANAGEMENT<br>E-JOURNAL | 1            | 6%  | 0           | 0%  | 0          | 0% |
| 9            | JMM UNRAM               | 1            | 6%  | 0           | 0%  | 0          | 0% |
| 10           | PERSPECTIVE             | 1            | 6%  | 0           | 0%  | 0          | 0% |
| 11           | INNOVATOR               | 1            | 6%  | 0           | 0%  | 0          | 0% |
| 12           | BBM                     | 1            | 6%  | 0           | 0%  | 0          | 0% |
| 13           | EMBA JOURNAL            | 4            | 22% | 0           | 0%  | 0          | 0% |
| 14           | JAEMB                   | 0            | 0%  | 1           | 50% | 0          | 0% |
| 15           | JMK                     | 1            | 6%  | 0           | 0%  | 0          | 0% |
| <b>Total</b> |                         | <b>18</b>    |     | <b>2</b>    |     | <b>0</b>   |    |

Source: Processed data (2021)

According to Table 5, it can be seen that the characteristics of journals are based on the research methods used by researchers in Indonesia. The first is the quantitative research method, in this method almost all reference journals in this study use quantitative research except the JAEMB journal, as for the journals that use research with quantitative methods, including the EMBA JOURNAL of 22% which contains 4 research articles, the STRATEGIC journal 11% or there are 2 research articles and ISOQUANT, MANAJERIAL, JMBI, JENIUS, JWM, PROCURATIO, E-JURNAL MANAJEMEN, JMM UNRAM, PRESPEKTIF, INOVATOR, BMM and JMK by 6% in each journal or there is 1 article from each journal.

#### 4.2.1. Citation of Research Articles on Motivation in Indonesia

As shown in Table 2, the classification of the research sample used, consisting of number, journal name, article title, researcher year of publication and citations of 20 articles. From the table it is known that the most citations or references come from STRATEGIC journals written by (Purnama, 2008) as many as 69 times, STRATEGIC journals by (Senen, 2008) and EMBA journals by (Assagaf & Dotulong, 2015) 39 times for each journal. Moreover, EMBA journal written by (Rumondor, 2013) 38 times, MANAGERIAL journal by (Mulyadi, 2010) 32 times, MANAGEMENT E-JOURNAL by (P. A. Lestari & Sriathi, 2013) 25 times. EMBA journals by (Malonda, 2013) and (Harimisa, 2013) 18 times for each journal. Meanwhile, JWM journal by (Rahmawati, 2016) 15 times, JMK journal by (Latief,

2015) 13 times, JMBI journal by (Solikah et al., 2016) 11 times. BBM journal by (Purwanto, 2016) and JAEMB journal by (Kartikasari & Cherny, 2017) 8 times for each journal. ISOQUANT journal by (Jumantoro et al., 2019) 4 times, JENIUS journal by (Paeno, 2018) and INOVATOR journal by (Cahya et al., 2019) 2 times for each journal. In the MANAGERIAL journal by (Saputra & Sambas, 2011) and the JWM journal by (Oh & Angelica, 2018) and the JMM UNRAM journal by (Wijaya, 2017) as much as 1 time for each journal. As for the rest is the PRESPEKTIF journal by (Nurlaela Eva Puji Lestari, 2019) with 0 times cited.

#### **4.2.2. Distribution of Job Description Research Questionnaires in Indonesia.**

Research conducted by researchers in Indonesia has not included much of the time needed for research, from 20 articles there are only 5 researchers with 3 different types of journals that include the time of their research, namely from the STRATEGIC journal (Journal of Business Management Education) which mentions the time for research to be carried out for less from one year to 5 months, starting from the March 2007 to July 2007 and research by (Purwanto, 2016) from the BBM journal (Buletin Business & Management) distributing questionnaires by meeting directly with employees within one month, namely September 2015. Research conducted by (Assagaf & Dotulong, 2015) from Emba Journal (Journal of Research on Economics, Management, Business and Accounting) requires a research period of two months, starting from April 2015 to May 2015, and from the same journal conducted by (Rumondor, 2013) who wrote his research in the period a period of approximately 2 months, namely from May 2013 to July 2013, as well as the same research by (Harimisa, 2013) which is mention the period of time in conducting the research for four months starting from September 2012 to December 2012.

Nevertheless, none of the articles that became the author's reference explained the discussion about the number of questionnaires sent and the number of questionnaires received.

**Table 6** Total of Published Articles

| No | Journal Name          | Number of Articles<br>Work Productivity | Total Articles<br>Published 2008 to<br>2019 | %   |
|----|-----------------------|-----------------------------------------|---------------------------------------------|-----|
| 1  | ISOQUANT              | 1                                       | 40                                          | 1%  |
| 2  | MANAJERIAL            | 2                                       | 269                                         | 4%  |
| 3  | JMBI                  | 1                                       | 56                                          | 1%  |
| 4  | JENIUS                | 1                                       | 58                                          | 1%  |
| 5  | JWM                   | 1                                       | 1658                                        | 27% |
| 6  | PROCURATIO            | 1                                       | 180                                         | 3%  |
| 7  | STRATEGIC             | 2                                       | 80                                          | 1%  |
| 8  | E-JURNAL<br>MANAJEMEN | 1                                       | 940                                         | 15% |
| 9  | JMM UNRAM             | 1                                       | 103                                         | 2%  |
| 10 | PRESPEKTIF            | 1                                       | 94                                          | 2%  |
| 11 | INOVATOR              | 1                                       | 468                                         | 8%  |
| 12 | BBM                   | 1                                       | 80                                          | 1%  |

**JOURNAL OF MANAGEMENT, ACCOUNTING, GENERAL  
FINANCE AND INTERNATIONAL ECONOMIC ISSUES  
(MARGINAL)  
VOLUME 1 ISSUE 3 (2022)**

---

|              |             |           |             |           |
|--------------|-------------|-----------|-------------|-----------|
| 13           | JURNAL EMBA | 4         | 1851        | 30%       |
| 14           | JAEMB       | 1         | 200         | 3%        |
| 15           | JMK         | 1         | 131         | 2%        |
| <b>Total</b> |             | <b>20</b> | <b>6208</b> | <b>0%</b> |

Source: Processed data (2021)

The number of articles published in 15 journals during the period 2008 to 2019 was 6208 articles and the percentage of articles related to work productivity was still very low with an average of below 4%.

Based on Table 6, the percentage of work productivity articles from each journal to the total number of published articles. The highest percentages are in EMBA journals as much as 30%, JWM 27%, E-JURNAL MANAJEMEN 15%, INOVATOR 8%, MANAJERIAL 4%, PROCURATIO & JAEMB 3%, JMM UNRAM, PRESPEKTIF, & JMK 2%, and for ISOQUANT journals, JMBI, JENIUS, STRATEGIC & BBM only 1%.

## 5. CONCLUSION

According to the findings between the dependent and independent variables, the relationship between work motivation and work productivity has the greatest positive influence. As a result of encouraging or motivating employees, it has been demonstrated that organizations can increase the productivity of their employees. A well-designed motivation will be able to generate enthusiasm for employees or the energy to carry out their responsibilities as planned by the organization; on the contrary, when motivation is not done well, it can have negative consequences for employees. Due to the lack of encouragement provided by an organization to its employees, this may result in a drop in the degree of work productivity of employees at work, as well as a loss of enthusiasm in carrying out their obligations as a result of the absence of such encouragement. Because of this, motivation is critical and must be pursued by all companies and organizations in order to reach organizational objectives and objectives. All companies are expected to provide effective means of motivating employees to achieve high-quality and productive work from their workforce.

## REFERENCES

- Assagaf, S. C. Y., & Dotulong, L. O. H. (2015). Pengaruh Disiplin, motivasi dan semangat kerja terhadap produktivitas kerja pegawai dinas pendapatan daerah kota manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 3(2).
- Cahya, D. T., Firdaus, M. A., & Rinda, R. T. K. (2019). Kecerdasan Emosional Dan Motivasi Terhadap Produktivitas Kerja Karyawan. *Manager : Jurnal Ilmu Manajemen*, 2(1). <https://doi.org/10.32832/manager.v2i1.1865>
- Harimisa, M. E. (2013). Kepemimpinan dan motivasi kerja pengaruhnya terhadap produktivitas kerja pegawai di kantor Camat Sario Kota Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 1(4).
- Hartatik, I. P. (2014). *Buku Praktis Mengembangkan SDM*. Laksana.

- Hasibuan, S. P. (2010). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- Hesford, J. W., Lee, S. H. (Sam), van der Stede, W. A., & Young, S. M. (2006). Management Accounting: A Bibliographic Study. In *Handbooks of Management Accounting Research* (Vol. 1). [https://doi.org/10.1016/S1751-3243\(06\)01001-7](https://doi.org/10.1016/S1751-3243(06)01001-7)
- Jumantoro, R., Farida, U., & Santoso, A. (2019). Pengaruh Kompetensi, Motivasi Kerja, Beban Kerja, Dan Pelatihan Terhadap Produktivitas Kerja Sumber Daya Manusia Koperasi Serba Usaha Anak Mandiri Ponorogo. *ISOQUANT: Jurnal Ekonomi, Manajemen Dan Akuntansi*, 3(1). <https://doi.org/10.24269/iso.v3i1.244>
- Kartikasari, D., & Cherny, K. B. (2017). Pengaruh Stres Dan Motivasi Terhadap Produktivitas Kerja Karyawan Pada Pt Epson Batam. *Jurnal Akuntansi, Ekonomi Dan Manajemen Bisnis*, 5(1). <https://doi.org/10.30871/jaemb.v5i1.306>
- Kaswan. (2011). *Pelatihan dan Pengembangan* (Vol. 1). Alfabeta.
- Latief, A. (2015). Pengaruh gaya kepemimpinan dan motivasi terhadap produktivitas kerja karyawan pada afdeling Prapen I Kebun Unit 1 PT Mopoli Raya Kabupaten Langkat. *Jurnal Manajemen Dan Keuangan*, 4(1).
- Lestari, N. E. P. (2019). Hubungan Antara Motivasi Kerja terhadap Produktivitas Kerja Karyawan Pada BPJS Ketenagakerjaan Kota Depok. *Jurnal Perspektif*, 17(1). <https://doi.org/10.31294/jp.v17i1.5232>
- Lestari, P. A., & Sriathi, A. A. A. (2013). Pengaruh Pelatihan Kerja. *Lingkungan Kerja Fisik Serta Motivasi Terhadap Produktivitas Kerja Pegawai Pada PT TASPEN (PERSERO) Kantor Cabang Denpasar*.
- Malonda, V. (2013). Kepuasan dan motivasi kerja pengaruhnya terhadap produktivitas kerja karyawan pt. matahari megamall manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 1(3).
- Mangkunegara, A. (2015). *Manajemen Sumber Daya Manusia* (Vol. 12). PT. Remaja Rosdakarya.
- Muardi, J., Rohmawan, K., & Nurminingsih. (2022). The Effect Of Discipline And Training On Performance Of Employees At The Fire And Rescue Service In City Administration Of Central Jakarta. *MARGINAL: Journal Of Management, Accounting, General Finance And International Economic Issues*, 1(2), 83–92. <https://doi.org/https://doi.org/10.55047/marginal.v1i2.137>
- Mulyadi, H. (2010). Pengaruh Motivasi dan Kompetensi Kerja Terhadap Produktivitas Kerja Karyawan pada PT. Galamedia Bandung Perkasa. *Manajerial: Jurnal Manajemen Dan Sistem Informasi*, 9(2), 97–111.
- Oh, A., & Angelica, M. (2018). Analisis Pengaruh Motivasi Kerja Dan Kompensasi Kerja Terhadap Produktivitas Kerja Karyawan Pt. Sinarmas Rendranusa Pekanbaru. *Procuratio: Jurnal Ilmiah Manajemen*, 6(4), 498–508.
- Paeno, P. (2018). Pengaruh Motivasi dan Disiplin Terhadap Produktivitas Kerja Karyawan Pada PT. Agra Energi Indonesia. *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 1(3).
- Priansa, D. J., & Suwatno, D. H. (2011). *Manajemen SDM dalam organisasi Publik dan Bisnis*. Alfabeta.
- Purnama, R. (2008). Pengaruh motivasi kerja terhadap produktivitas kerja karyawan pada bagian produksi CV. Epsilon Bandung. *Strategic: Jurnal Pendidikan Manajemen Bisnis*, 8(2), 58–72.

- Purwanto, A. B. (2016). Pengaruh Motivasi, Kompensasi dan Lingkungan Kerja Terhadap Produktivitas Kerja Karyawan. *BBM (Buletin Bisnis & Manajemen)*, 2(1).
- Rahmawati, R. (2016). Pengaruh motivasi terhadap produktivitas kerja karyawan pt permodalan nasional madani banjarmasin. *Jurnal Manajemen Dan Akuntansi*, 11(1).
- Rumondor, V. W. (2013). Motivasi, Disiplin Kerja, Dan Kepemimpinan Terhadap Produktivitas Kerja Pada Badan Kepegawaian Dan Diklat Daerah Minahasa Selatan. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 1(4).
- Saputra, H., & Sambas, A. M. (2011). Pengaruh Pemotivasian Kerja Dan Perilaku Keorganisasian Terhadap Produktivitas Kerja Pegawai Pada Koperasi Pegawai Pemerintah Kota Bandung. *Manajerial: Jurnal Manajemen Dan Sistem Informasi*, 10(1), 102–116.
- Senen, S. H. (2008). Pengaruh motivasi kerja dan kemampuan kerja karyawan terhadap produktivitas kerja karyawan pada PT. Safilindo Permata. *Strategic: Jurnal Pendidikan Manajemen Bisnis*, 8(2), 1–15.
- Siregar, R. E. (2021). Pengaruh Kecerdasan Intelektual Terhadap Efektifitas Kerja Pegawai. *Transekonomika: Akuntansi, Bisnis Dan Keuangan*, 1(2), 141–151. <https://doi.org/https://doi.org/10.55047/transekonomika.v1i2.29>
- Solikhah, I., Setyowati, T., & Sanosra, A. (2016). Pengaruh Reward, Punishment Dan Motivasi Kerja Terhadap Produktivitas Kerja Karyawan Pada Ptpn Xii (Persero) Kebun Jatirono Kalibaru Banyuwangi. *Jurnal Manajemen Dan Bisnis Indonesia*, 2(1).
- Sutrisno, E. (2016). Manajemen Sumber Daya Manusia. In *Kencana Prenada Media Group, Jakarta*.
- Sutrisno, S., Fathoni, A., & Minarsih, M. M. (2016). Pengaruh motivasi dan disiplin kerja terhadap kinerja pegawai di kantor satuan polisi pamong praja kota Semarang. *Journal of Management*, 2(2).
- Wijaya, L. A. (2017). Pengaruh gaya kepemimpinan situasional, lingkungan kerja dan motivasi berprestasi terhadap produktivitas kerja guru SMP Negeri di Sub Rayon 16 Terara Kabupaten Lombok Timur. *JMM UNRAM-MASTER OF MANAGEMENT JOURNAL*, 6(1).

