

The Role of Motivation and Job Satisfaction in Improving the Performance of Teachers and Employees in Educational Institutions

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ABSTRACT

Objective: This study aims to identify the key components influencing teacher performance and employee satisfaction in educational environments. **Method:** A systematic literature review was conducted to analyze the relationship between work motivation, Human Resource (HR) strategies, and workplace conditions with teacher performance and job satisfaction. **Results:** The study reveals that work motivation significantly enhances teacher performance, leading to increased job satisfaction and productivity. Strategic HR planning contributes to optimal employee performance, while a supportive work environment improves work ethic and motivation, albeit with inconsistent effects on job satisfaction. Furthermore, a fair and performance-based compensation system, along with non-financial rewards, is essential for maintaining motivation and improving performance. **Novelty:** This research provides actionable strategic recommendations for educational institutions, emphasizing the importance of enhancing work motivation, implementing effective HR planning, and fostering a conducive work environment to boost teacher performance and satisfaction.

INTRODUCTION

The role of teachers and staff is very important in the world of education [1]. Educational institutions not only have high-quality facilities, but they also have high-quality human resources to manage those facilities. Therefore, job satisfaction and work motivation are very important to improve the performance of educators and staff in the educational environment. Student learning outcomes and the quality of education are greatly influenced by the performance of good teachers [2], [3]. People are motivated to achieve certain goals by motivation driven by internal and external factors. It is hoped that this research will provide a better understanding of ways to enhance the motivation of educators and employees in educational institutions, as well as creative ideas to improve job satisfaction [4]. Employees can perform better at their workplace if they have a pleasant and safe work environment, which positively impacts overall performance and productivity [5], [6].

Although there have been many previous studies showing a relationship between motivation and job satisfaction variables, there is still a lack of in-depth understanding of how human resource planning and competencies specifically affect employee performance [7]. According to Hasibuan, the compensation given to teachers and employees also affects job satisfaction, work motivation, and work performance [8]. According to Ariyanto and Sulistyorini, the proper distribution of motivation will make workers strive their best to complete their tasks [4].

Strong motivation is necessary to achieve high performance, which in turn will enhance job satisfaction. Teachers do not only work formally, but they also need to feel and enjoy their work so that they do not feel bored and are more diligent in their work [9]. According to Hasibuan in Nurullita, teacher work motivation is also very important to achieve performance improvement, thereby creating job satisfaction to advance and enhance the quality of education [10]. According to Silfiati et al, a teacher will strive their best if they feel satisfied with their job [11].

Job satisfaction is an element that is highly anticipated by teachers, because if teachers feel satisfied, they are likely to provide benefits to the school where they work [12]. Through a systematic literature review, this research aims to identify the extent to which motivation and job satisfaction play a role in improving the performance of teachers and staff.

RESEARCH METHOD

The author uses the Systematic Literature Review (SLR) method in this research. Here are the steps taken in this methodology:

1. **Source Identification:** The authors conducted a systematic search for scientific articles relevant to the research subject.
2. **Inclusion and Exclusion Criteria:** The authors established criteria for selecting articles to be included in the review. Articles that are not relevant or do not meet certain quality standards are excluded from the analysis.
3. **Analysis and Evaluation:** After collecting relevant articles, the authors analyze and evaluate the findings from each study.
4. **Synthesis of Findings:** The author compiles findings from various articles to provide a more comprehensive picture of the role of motivation and job satisfaction in improving performance.
5. **Recommendations:** Based on the analysis, the author provides recommendations for educational institutions and organizations regarding several factors that can enhance motivation and job satisfaction for teachers and employees.

The researcher used 15 articles when collecting data on motivation and job satisfaction for teachers and employees in educational institutions. This article is based on 15 national journal articles published from 2021 to 2024 by Google Scholar.

RESULTS AND DISCUSSION

A. Descriptive Analysis of Literature Study Research Results (SLR)

Below are several articles about the motivation and job satisfaction of teachers and employees in various institutions. This research found that the level of comfort for teachers and employees can motivate them to work better, thereby supporting the quality of education.

Table 1. Descriptive analysis of literature.

No	Journal	Title	Authors
1	ELSE (Elementary School Education)	Factors Influencing Teacher Performance: A Literature Review	Nur Fazria Masfufa and Ida Rindaningsih [13]
2	PERISAI (Journal of Education and Scientific Research)	Human Resource Planning and Competence on Employee Performance	Dewi Sukesu and Ida Rindaningsih [7]
3	ACJOURS: Academic Journal Research	Systematic Literature Review (SLR): Work Environment Analysis on Teacher and Staff Performance	Chusnul Chotimah and Ida Rindaningsih [5]
4	ACJOURS: Academic Journal Research	Current Trends in Motivation for Enhancing HR Management in Educational Institutions	Wildan Rizki Ramadan and Ida Rindaningsih [4]
5	MAMEN (Journal of Management)	Implementation of Compensation and Reward Systems on Teacher Performance in Muhammadiyah Elementary Schools in Sidoarjo	Raden Soebartika and Ida Rindaningsih [14]
6	Jurnal Ilmiah Mahasiswa Merdeka (EMBA)	Influence of Physical Environment, Compensation, and Motivation on Teacher Job Satisfaction at MA Nurul Iman Mahato Rekan Hulu	Lena Safriani Alum Kusumah and Rian Rahmat Ramadhan [8]
7	PIONIR: Journal of Education	Influence of Work Motivation and Job Satisfaction on Teacher Performance in Banda Aceh Public Elementary Schools	Zahara Mustika and Nuralam Syamsudin [2]
8	Jurnal Sustainable	Influence of Motivation and Job Satisfaction on Teacher Performance at MTs Muslimin Bojongpicung, Cianjur	Ali Mursyid, Agnes Yusra, Tianti, Nadia Ayuna, Wafiq Fadhilah Anwar [15]
9	ALIGNMENT: Journal of Administration and Educational Management	Relationship Between Work Climate, Work Motivation, and Work Commitment with Job Satisfaction of Accredited A Public Elementary School Teachers in Banjar District	Riki Anggara Putra, Suriansyah, and Metroyardi [11]

10	Journal of Scientific Education, Culture, and Religion	Influence of Motivation and Compensation on Job Satisfaction and Teacher Productivity at SMK Negeri Dander Bojonegoro	Edy Suroto [12]
11	JIIP (Journal of Educational Science)	Influence of School Principal Supervision and Teacher Work Motivation on Teacher Job Satisfaction at SMKN in Pekalongan District	Yeni Puspasari, Noor Miyono, and Ghufron Abdullah [10]
12	EMJM (Ekasakti Matua Journal of Management)	Influence of Work Environment, Work Discipline, and Work Motivation Mediated by Teacher Competence on Job Satisfaction at Prof. Dr. Hamka II Padang Integrated Modern Islamic Boarding School	Agung Malik'aiman and Novi Yanti [6]
13	COSTING: Journal of Economics, Business, and Accounting	Influence of Work Motivation and Job Satisfaction on Performance (Study on SMK Yaspim Teachers)	Bonse Aris Mandala Putra and Sulaeman Rochmana [3]
14	POACE: Journal of Educational Administration	Influence of Work Motivation and Teacher Performance on Job Satisfaction of Vocational High School Teachers in Lampung Timur	Sahri, Marzuki Noor, and Muhfahroyin [9]
15	Maker: Journal of Management	Influence of School Culture on Teacher Motivation and Job Satisfaction at SMA Tamansiswa Pematangsiantar	Darwin Lie, Nana Triapnita Nainggolan, and Siti Harini [16]

B. Topic Analysis

The topic discussed in this research includes motivation and job satisfaction for teachers in educational institutions.

Table 2. Literature analysis.

No	Authors	Title	Research Method	Findings
1	Nur Fazria Masfufa and Ida Rindaningsih	Factors Influencing Teacher Performance: A	Literature review	Work motivation positively and significantly affects teacher performance.

		Literature Review		Higher work motivation leads to better educational task performance.
2	Dewi Sukesi and Ida Rindaningsih	Human Resource Planning and Competence on Employee Performance	Qualitative approach using Systematic Literature Review (SLR)	Significant correlation exists between HR planning and employee performance; effective planning correlates with higher employee performance.
3	Chusnul Chotimah and Ida Rindaningsih	Systematic Literature Review (SLR): Work Environment Analysis on Teacher and Staff Performance	Systematic Literature Review (SLR)	A positive work environment significantly impacts teacher and staff performance, promoting better work ethos and employee drive.
4	Wildan Rizki Ramadan and Ida Rindaningsih	Current Trends in Motivation for Enhancing HR Management in Educational Institutions	Library research	Findings include: Work flexibility; Continuous career development; Work-life balance.
5	Raden Soebartika and Ida Rindaningsih	Implementation of Compensation and Reward Systems on Teacher Performance in Muhammadiyah Elementary Schools	Systematic Literature Review (SLR)	Findings include: 1. Positive effects on performance; 2. Satisfaction with compensation; 3. Role of non-financial rewards; 4. Recommendations for improvement.
6	Lena Safriani Alum Kusumah and Rian Rahmat	Influence of Physical Environment, Compensation,	Quantitative approach	Physical environment, compensation, and motivation collectively have a positive and

	Ramadhan	and Motivation on Teacher Job Satisfaction		significant impact on teacher job satisfaction.
7	Zahara Mustika and Nuralam Syamsudin	Influence of Work Motivation and Job Satisfaction on Teacher Performance in Banda Aceh Public Elementary Schools	Quantitative approach with a correlational design	Work motivation and job satisfaction positively and significantly impact teacher performance.
8	Ali Mursyid, Agnes Yusra, Tianti, Nadia Ayuna, Wafiq Fadhilah Anwar	Influence of Motivation and Job Satisfaction on Teacher Performance at MTs Muslimin Bojongpicung, Cianjur	Quantitative approach	Regression analysis shows motivation (X1) and job satisfaction (X2) significantly affect teacher performance (Y), with an F-value of 37.226 and significance < 0.05.
9	Riki Anggara Putra, Suriansyah, and Metroyardi	Relationship Between Work Climate, Work Motivation, and Work Commitment with Job Satisfaction of Accredited A Public Elementary School Teachers	Descriptive-quantitative correlational approach	Job satisfaction is influenced by work climate, motivation, and commitment. A positive atmosphere and high motivation boost work commitment.
10	Edy Suroto	Influence of Motivation and Compensation on Job Satisfaction and Teacher Productivity at	Quantitative approach	Teacher job satisfaction is significantly affected by motivation and compensation, subsequently influencing their

		SMK Negeri Dander Bojonegoro		productivity.
11	Yeni Puspasari, Noor Miyono, and Ghufron Abdullah	Influence of School Principal Supervision and Teacher Work Motivation on Teacher Job Satisfaction at SMKN in Pekalongan District	Quantitative approach with a correlational survey design	School principal supervision and teacher motivation have positive and significant effects on teacher satisfaction levels.
12	Agung Malik'aiman and Novi Yanti	Influence of Work Environment, Work Discipline, and Work Motivation Mediated by Teacher Competence on Job Satisfaction at SMP Prof. Dr. Hamka II	Quantitative approach	Teacher job satisfaction is significantly influenced by discipline and motivation, while the work environment has a positive but non-significant effect.
13	Bonse Aris Mandala Putra and Sulaeman Rochmana	Influence of Work Motivation and Job Satisfaction on Teacher Performance (Study on SMK Yaspim Teachers)	Causal-associative research with a quantitative approach	Work motivation and job satisfaction have positive and significant impacts on teacher performance.
14	Sahri, Marzuki Noor, and Muhfahroyin	Influence of Work Motivation and Teacher Performance on Job Satisfaction	Quantitative approach with an ex-post facto design	Motivation and teacher performance significantly affect job satisfaction, as evidenced by significance levels

	of Vocational High School Teachers in Lampung Timur		below 0.05.
15	Darwin Lie, Nana Triapnita Nainggolan, and Siti Harini	Influence of Library and field research with a mixed-methods approach on Teacher Motivation and Job Satisfaction at SMA Tamansiswa Pematangsiantar	Teachers are satisfied with their work (average score 3.82). Highest score: performance-based salary (4.32). Lowest score: leadership guidance (3.15).

The reviewed research table shows that work motivation has a positive and significant impact on teacher performance; a high level of motivation enhances teachers' ability to complete tasks well, and overall job satisfaction significantly contributes to teacher performance (sig F value = 0.000).

Success in human resource planning tends to produce productive employees. According to several studies, a safe, comfortable, and supportive work environment can enhance employee motivation and performance. However, some studies have found that, although not significant, the work environment also improves employee satisfaction. A good compensation system has a positive impact on performance and job satisfaction. Non-financial rewards also play a role in building motivation. Job satisfaction is significantly influenced by work motivation, compensation, and work discipline. Job satisfaction can be measured through the dimensions of salary, supervision, and work environment. Example: Teachers at SMA Swasta Tamansiswa Pematangsiantar show an average job satisfaction score of 3.82 (satisfied category), with the salary and wage dimension having the highest score (4.32), while supervision has the lowest score (3.15). Additionally, school principal supervision and work motivation have a positive influence on teachers' job satisfaction.

According to Lie et al., leaders need to improve communication and provide more frequent recognition to teachers to encourage motivation and work enthusiasm, as well as create a more supportive work environment [16]. Schools need to develop programs that can enhance teachers' work motivation, such as training, workshops, and seminars focused on professional and personal development. This can help teachers feel more appreciated and motivated in carrying out their duties [9]. Overall, these studies emphasize the importance of a combination of motivation, work environment, and HR management to improve the performance and job satisfaction of both teachers and staff.

CONCLUSION

Fundamental Finding : The research findings emphasize that job satisfaction and overall performance of teachers and employees are significantly influenced by various factors, including work motivation and strategic human resource planning. Higher work motivation correlates with improved teacher performance in fulfilling educational tasks, while effective HR planning enhances employee performance. A supportive and safe work environment plays a crucial role in boosting work ethic and satisfaction, though its impact on job satisfaction is not always significant. Additionally, fair and performance-based compensation systems, along with non-financial rewards, are essential for maintaining motivation and productivity. **Implication :** The findings highlight the importance of organizational strategies to improve job satisfaction and performance. Implementing financial and non-financial rewards as appreciation for teachers' and employees' contributions can boost motivation. Organizations should also invest in creating safe and comfortable work environments, enhancing workplace facilities, and ensuring strategic HR planning, including training and career management. Performance-based compensation and recognition systems are crucial for sustaining employee motivation and driving organizational success. **Limitation :** This study primarily relies on a systematic literature review (SLR) methodology, which may limit the generalizability of the findings. The reviewed articles might not fully capture all contextual variations across different educational institutions. Additionally, the focus on secondary data restricts direct observation of workplace dynamics, potentially overlooking nuances in employee behavior and organizational practices. **Future Research :** Future studies should explore empirical investigations to validate the theoretical findings of this research. Longitudinal studies examining the direct impact of motivation, HR practices, and work environment on performance over time would provide deeper insights. Further, expanding research to include diverse organizational contexts and cultural settings could enhance the applicability and robustness of the findings.

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