

## Mapping scientific research on employee motivation

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**Abstract:** This article provides a detailed analysis of publications on employee motivation over the last ten years based on data provided by Scopus. The study examines the distribution of publications by author, identifying prominent researchers and significant international collaborations. It also explores the main areas of research in employee motivation, analyzing dominant fields such as organizational psychology and human resource management. At the same time, the article assesses the contribution of different countries and highlights the most prolific regions. Particular attention is paid to funding sources, highlighting significant sponsors such as government institutions and international research agencies. The results show a trend towards increased institutional funding and greater collaboration between researchers. This analysis provides an overview of developments and trends in employee motivation research, offering valuable insights for future work.

**Keywords:** Employee motivation, International collaboration, Publication analysis, Research funding, Research trends.

### 1. Introduction

Employee satisfaction is critical to organizational success, as it directly influences human performance and individual motivation. A study on employee satisfaction highlights its importance in improving organizational performance and commitment [1]. Employee satisfaction is generally defined as the feeling of satisfaction experienced at work, distinct from personal satisfaction or individual contentment, and serves as a motivator at work [2].

Several factors influence employee satisfaction, such as management style, corporate culture, employee involvement, and workgroups. These elements are often measured by rating scales based on employee feedback [3]. In addition, studies have shown that factors such as employee respect, regular recognition, empowerment, above-industry-average benefits, compensation, and positive management practices contribute significantly to employee satisfaction in the healthcare sector [4].

Employee satisfaction is also linked to customer satisfaction, particularly in customer-oriented organizations. Satisfied employees show increased commitment and provide better quality of service, which positively influences customer loyalty [5]. In addition, providing incentives and rewards for achievement effectively improves employee satisfaction and strengthens their loyalty to the organization [6].

Good employee motivation helps retain talent and improve productivity, leading to the achievement of overall corporate objectives [7]. Well-motivated employees are more productive and creative, highlighting the importance of employee motivation in organizational development.

Indeed, adequate employee motivation can significantly increase work productivity and enable organizations to achieve higher levels of performance [8]. Several

factors at the organizational level, such as appraisal, feedback, involvement, reward systems, workplace culture, and policies, influence employee motivation [9].

It's also important to understand that motivation can be influenced by various elements, such as incentives, rewards, and employee wellness programs [10]. By using intrinsic and extrinsic motivation techniques, companies can support employee development and direct them toward achieving business goals [11].

## 2. Literature Review

Several critical theories can be mobilized to understand employee motivation. Self-determination theory [12] emphasizes the importance of satisfying the basic needs of competence, autonomy, and relatedness for increased intrinsic motivation. Expectancy Theory [13] explains that motivation depends on the perceived value of rewards and the likelihood that efforts will lead to these rewards. Equity Theory [14] emphasizes fairness in work relationships, influencing satisfaction and motivation. Goal Theory [15] emphasizes the effectiveness of clear, challenging goals in improving performance. Hygiene-Motivation Theory [16] distinguishes between factors that increase satisfaction and those that prevent dissatisfaction. Self-efficacy Theory [17] shows that belief in one's ability to succeed affects motivation and perseverance. Finally, Needs Theory [18] hierarchizes human needs, where higher needs become significant once basic needs are satisfied. These theories offer a diverse framework for analyzing and improving organizational employee motivation.

Employee satisfaction is critical to an organization's success, as it directly influences employee performance, loyalty, and productivity. Research highlights factors such as work environment, leadership, and organizational culture as critical drivers of satisfaction. For example, a study conducted in Bhubaneswar's private technical establishments highlights the role of human resource practices, suggesting that better interaction between managers and employees significantly increases satisfaction levels [19]. Similarly, a study by Bank Muamalat Malaysia found that leadership style, rewards, employee well-being, and a solid organizational culture were vital to maintaining high levels of satisfaction among employees [20]. In addition, satisfaction in specialized sectors, such as hospitals and textile mills, shows that focusing on working conditions and relationships with supervisors can significantly impact employee morale and retention [21].

Numerous studies have explored the relationship between employee motivation, commitment, and performance. One critical study [22] highlights the role of Ability, Motivation, and Opportunity (AMO) practices, showing that intrinsic motivation significantly increases engagement. At the same time, extrinsic factors such as skills development and rewards align closely with organizational goals [22]. Other research conducted [23] highlights the impact of motivation, teamwork, and employee development on commitment, demonstrating that these factors contribute positively to performance in the service industry. However, motivation can have a direct negative impact on performance unless it is mediated by commitment. Other authors [24] have explored how job satisfaction mediates the relationship between motivation and performance, finding that motivation leads to better Job satisfaction results when high. Still, that commitment alone is not always enough to improve performance. Furthermore, other authors [25] have identified the role of "green" work environments in strengthening the relationship between employee motivation, commitment, and performance, particularly in the logistics sector. Finally, [26] has shown that employee-friendly HR policies directly influence motivation and dedication, improving employee performance. Collectively, these studies underline employee motivation's complex, multifaceted nature and crucial role in improving engagement and performance.

### 2.1. Critical Factors in Employee Motivation

Employee motivation plays an essential role in improving organizational performance and productivity. Research indicates that motivation is influenced by tangible and intangible factors such as task variation, superior-subordinate relationships, and organizational policies. A study of companies in Chennai found that factors such as monetary remuneration and working conditions are the primary motivators, while appreciation and personal interest in work also contribute significantly [27]. In a Belgian study, motivation was closely linked to intangible aspects such as job variation and alignment with the organization's mission, underlining those non-monetary incentives can be just as effective in boosting motivation [28]. Similarly, research in Belgrade highlighted the importance of tailored incentives that match individual employee needs and the work environment [29]. These findings suggest that organizations should adopt a holistic approach combining financial rewards with personalized, non-material incentives to stimulate employee motivation effectively.

Research into employee motivation shows that monetary and non-monetary factors such as job characteristics, recognition, and interpersonal relationships influence it. Herzberg's two-factor theory remains relevant, with modern studies showing that positive interpersonal relationships between employees and supervisors are critical motivating factors [30]. A survey conducted in the oil and gas industry highlights that while cost-cutting measures are commonplace, human capital, motivated by appropriate incentives, remains essential for the continuity and competitiveness of the organization [31]. In addition, employee motivation in institutions of higher learning, such as The American College, Madurai, shows that the work environment and the nature of the job are crucial to enhancing motivation [32].

[8] examines the relationship between employee motivation and organizational productivity, highlighting how crucial motivation is to improving organizational performance. [33], meanwhile, it highlights the importance of intrinsic motivation, particularly in public organizations, and argues for adopting techniques to foster long-term commitment.

[34] examine the impact of motivation on employee productivity in the context of globalization and increased competition, focusing on stress management and work-life balance. [35] discuss methods of motivating employees, exploring both material and non-material incentives to optimize the effectiveness of corporate management systems. Finally, [36] motivated employees are more engaged, productive, and invested in their work, leading to positive outcomes for companies and their managers.

[37] examine the direct impact of employee motivation on productivity within companies, pointing out that most employees require motivation to achieve optimal performance levels and feel fulfilled in their work. They stress the importance of understanding individual sources of motivation to improve overall performance. [38] examine the influence of intrinsic and extrinsic motivation on employee performance in the banking sector in Pakistan. Their study reveals a positive relationship between motivation and performance, demonstrating that motivated employees are more inclined to work efficiently, boosting overall productivity. Finally, [39] explores work motivation and job satisfaction among nurses in Ranchi, Jharkhand. They find that motivation is crucial to performance and job satisfaction, particularly in nursing, and suggest that boosting motivation can improve the quality of patient care.

## 2.2. The Current State of Research on Employee Motivation

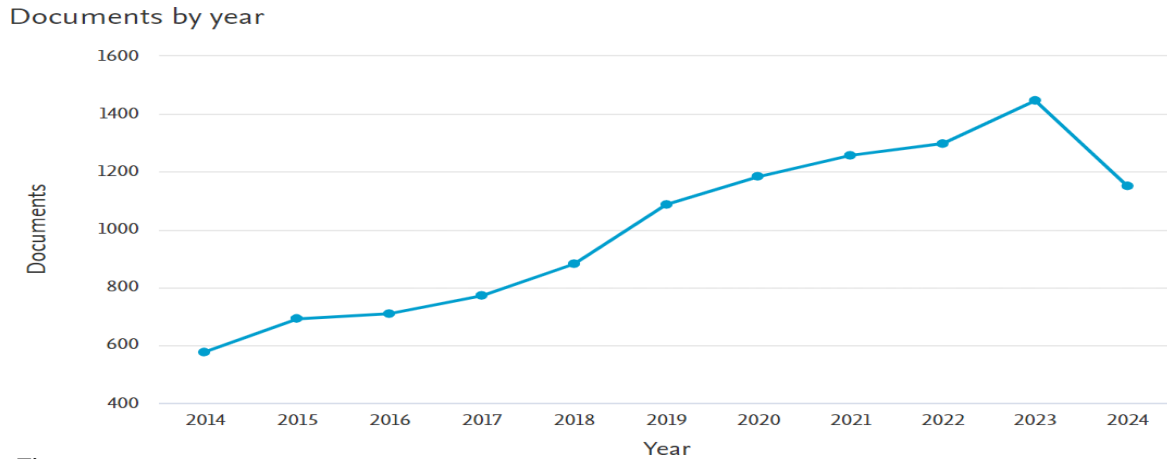
Over the past decade, interest in this subject has grown considerably, as evidenced by the proliferation of scientific publications in academic journals and international conferences. Understanding publication trends in this field provides valuable information on the evolution of research, researchers' priorities, funding sources, and international collaborations.

This article proposes to draw up a comprehensive map of scientific publications on employee motivation based on the statistical data available on Scopus from 2014 to 2024. The aim is to analyze scientific contributions regarding authors' production breakdown by research field, geographical distribution of publications, and the main sponsors and funding sources supporting this work.

The first part of the analysis focuses on identifying the most prolific authors and their influence in the field. At the same time, we examine the associated fields of research, highlighting related disciplines and thematic intersections. The second part of the study explores the geographical distribution of publications, allowing us to identify the leading countries in employee motivation research and to assess international collaborations.

Finally, we analyze the sources of funding that have supported research in this field, examining the roles of the leading public and private sponsors.

Studying these aspects provides insight into current trends in employee motivation research and hints at possible future directions. In addition, it contributes to a better understanding of the global dynamics in employee motivation research and the factors influencing the direction of scientific work in this vital area.



**Figure 1.**  
Number of publications by year between 2014–2024.

The diagram Figure 1 reveals a general upward trend in the volume of publications on employee motivation over the past decade, with a slight fluctuation from year to year. Here are the key points:

There has been a notable increase in publications, from 577 papers in 2014 to 1150 papers in 2024. This trend indicates a growing interest in employee motivation in the academic literature.

The number of publications peaked in 2023 with 1446 papers. This may reflect increased interest in employee motivation, possibly in response to significant changes in the workplace or recent theoretical developments.

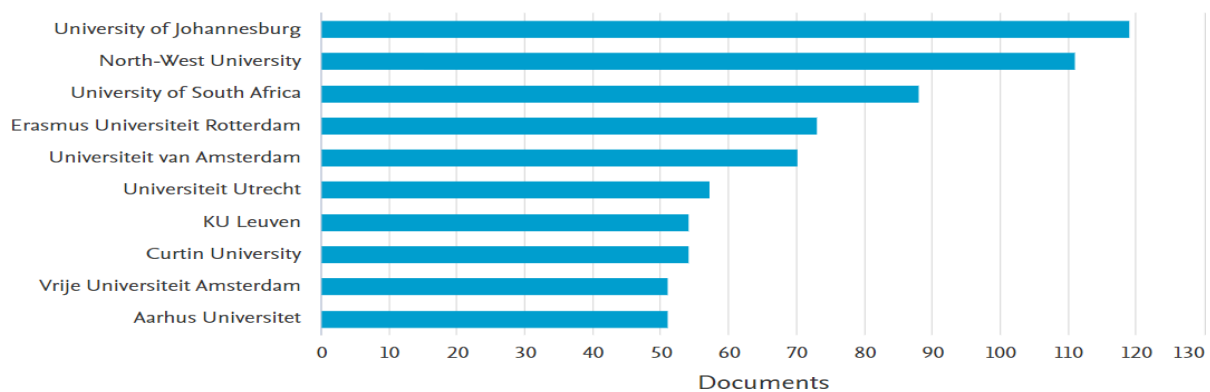
Although the general trend is upward, variations vary from year to year. For example, publications fell in 2022 compared with 2021 but then rose again in 2023. These fluctuations could be influenced by research priorities, economic changes, or global events like the COVID-19 pandemic, which significantly impacted work dynamics and may have stimulated interest in employee motivation studies.

The number of publications rose sharply in 2020, possibly linked to the COVID-19 pandemic and its effects on employee motivation. There is an increased need to explore how new working conditions have affected employees.

A general upward trend could also indicate a growing recognition of the importance of employee motivation in organizations and a response to the increasing demand for best practices and up-to-date theories.

#### Documents by affiliation

Compare the document counts for up to 15 affiliations.



**Figure 2.**  
Number of publications by affiliation.

An analysis of Figure 2, showing the affiliations of authors of publications on employee motivation, reveals marked diversity both geographically and institutionally. This distribution highlights interesting trends regarding concentration and specialization in different regions.

At the top of the list, the University of Johannesburg stands out with 119 publications, underlining a deep specialization in employee motivation within this South African institution. North-West University (111 publications) and the University of South Africa (88 publications) follow close behind, testifying to the significant involvement of these leading South African universities in employee motivation research.

The European presence is also marked, with Dutch institutions such as Erasmus Universiteit Rotterdam (73 publications), Universiteit van Amsterdam (70 publications), and Vrije Universiteit Amsterdam (51 publications) playing a significant role. These figures reflect a sustained interest in research in the Netherlands' management and organizational psychology. In Belgium, KU Leuven (54 publications) and Universiteit Utrecht (57 publications) also contribute significantly to this field.

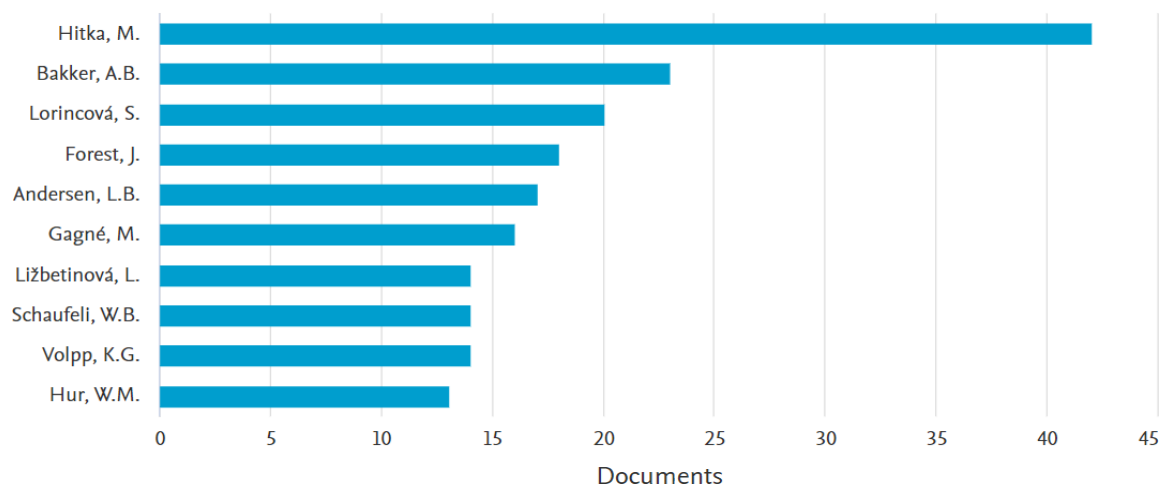
In Asia, Universiti Kebangsaan Malaysia (49 publications), Technická univerzita vo Zvolene (49 publications), and Universiti Teknologi MARA (47 publications) show a notable presence, indicating a growing interest in motivation research. The Hong Kong Polytechnic University (43 publications) and Huazhong University of Science and Technology (42 publications) also illustrate the significant contribution of the Asia-Pacific region.

In the United States, prestigious institutions such as the University of Pennsylvania (41 publications) and Texas A&M University (38) highlight their commitment to this field. The University of Michigan, Ann Arbor (28 publications) also strengthens its American presence. This trend is further supported by Australian institutions such as Curtin University (54 publications) and Griffith University (34 publications), which bring a critical Australian perspective.

Lesser-known institutions such as Symbiosis International Deemed University (26 publications) and Bharath Institute of Higher Education and Research (21 publications) illustrate research centers' growing expansion and diversification. In addition, the presence of institutions such as Netherlands

Organisatie voor toegepast natuurwetenschappelijk onderzoek (TNO) (28 publications) underlines the importance of applied research and collaborations between academia and industry.

A breakdown of publications by affiliation reveals various institutions contributing to employee motivation. A notable concentration is found in South African, Dutch, and American universities while growing contributions from Asian and Australian institutions testify to an expanding global interest. This diversity of affiliations reflects the growing importance of the subject across different academic and geographical contexts and the continuing enrichment of global academic debate.



**Figure 3.**  
Number of publications by author.

According to Figure 3 The distribution of publications by author highlights the most influential and active researchers in the field of employee motivation in recent years. Here are the key observations:

Mr. Hitka has 42 publications, making him the most prolific author in this field. This dominant position could indicate increased specialization or substantial involvement in employee motivation research.

A.B. Bakker, S. Lorincová, and J. Forest follow with 23, 20, and 18 publications, respectively. These researchers are also essential figures, contributing significantly to the literature on employee motivation.

The list shows a high concentration of publications among first authors, with a more balanced distribution among other researchers. Authors such as Gagné, M. and Andersen, L.B. also make substantial contributions, albeit in slightly smaller numbers.

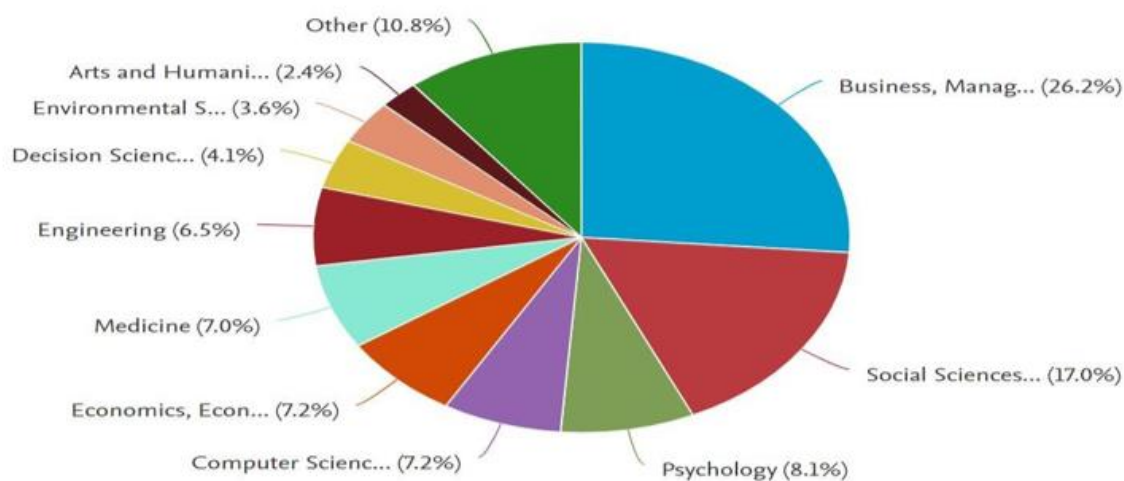
The appearance of many researchers with several publications between 6 and 8, such as Beehr, T.A., Caha, Z., and Fasbender, U., indicates an increasing diversity of voices in the field. These researchers could be at the beginning of their careers or specialize in specific employee motivation subfields.

The presence of several researchers with a similar number of publications also suggests fruitful collaborations and active research networks. Research in this field is often collaborative, involving several authors to tackle complex issues related to employee motivation.

Changes in the number of publications per author reflect research trends in this field. A concentration of articles by specific authors could indicate a high activity or increased period.

Interest in particular aspects of employee motivation, such as motivational mechanisms during organizational change or crisis.

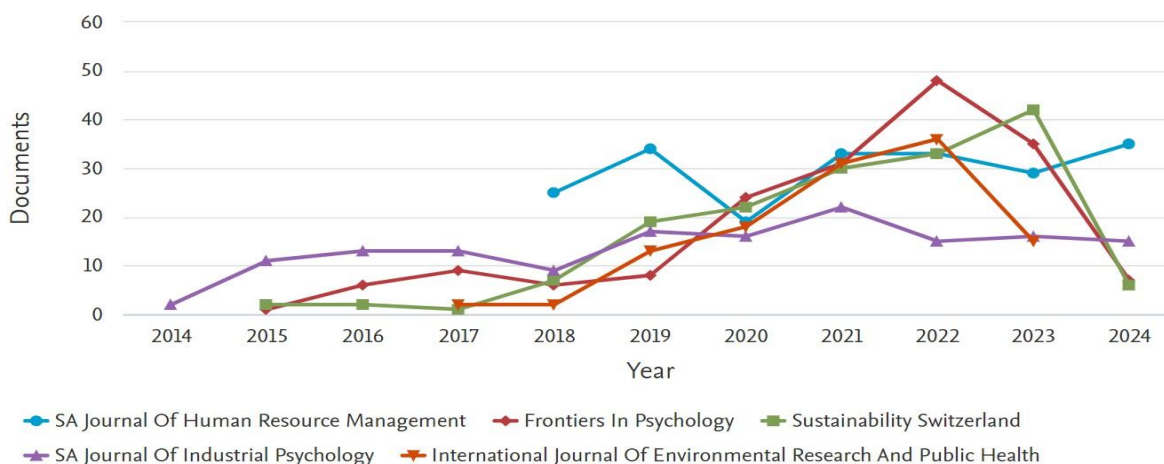
Thus, the diversity of authors and the volume of publications underline the richness and depth of research into employee motivation. The varied contributions of the most prolific authors testify to the continuing importance of this field of study and the commitment of researchers to exploring and enriching our understanding of motivating factors within organizations.



**Figure 4.**  
Results of the distribution of documents by main subject areas.

An analysis of Figure 4 of research areas on employee motivation for 2014–2024 reveals an impressive diversity of approaches and disciplines. The fields most represented are business, management, and accounting, with 452 publications, and economics, econometrics, and finance, with 387 publications, underlining the crucial importance of employee motivation in management and economic performance contexts. Computer Science follows with 333 papers, reflecting the growing impact of technology on employee motivation through performance management tools and

collaboration platforms. Social Sciences (207 publications) and Psychology (34) highlight the psychological and social aspects essential to understanding motivational behavior at work. Fields such as Engineering (138 publications) and Energy (43 publications) explore how specific work environments influence motivation. Emerging disciplines such as Multidisciplinary (20 publications) and Biosciences offer integrated and innovative perspectives. This distribution indicates a notable focus on economic, technological, and psychological aspects while integrating multidisciplinary approaches to understand employee motivation comprehensively.



**Figure 5.**

Journal-wise number of published articles.

### 2.3. The Analysis of Publication Sources on Employee Motivation in Figure 5

An analysis of publication sources on employee motivation reveals a rich diversity of journals and conferences, each making a significant contribution to disseminating knowledge in this crucial field.

First and foremost, certain journals dominate the research landscape. The SA Journal of Human Resource Management stands out with 208 publications, attesting to its central role as a channel for studies on human resource management and employee motivation. Frontiers in Psychology follows with 175 publications, underlining its importance in publishing psychological research, particularly work motivation. Other influential journals, such as Sustainability Switzerland and SA Journal of Industrial Psychology, with 164 and 149 publications, respectively, indicate a strong interest in research on sustainability and industry in the context of employee motivation.

Specialized journals also make significant contributions. The International Journal of Environmental Research and Public Health (117 publications) and the Journal of Applied Psychology (61 publications) illustrate specialties in healthy work environments and practical applications of psychology. Personnel Review (60 publications) and Plos One (56) reflect an interest in varied perspectives, integrating human resource management studies and interdisciplinary research.

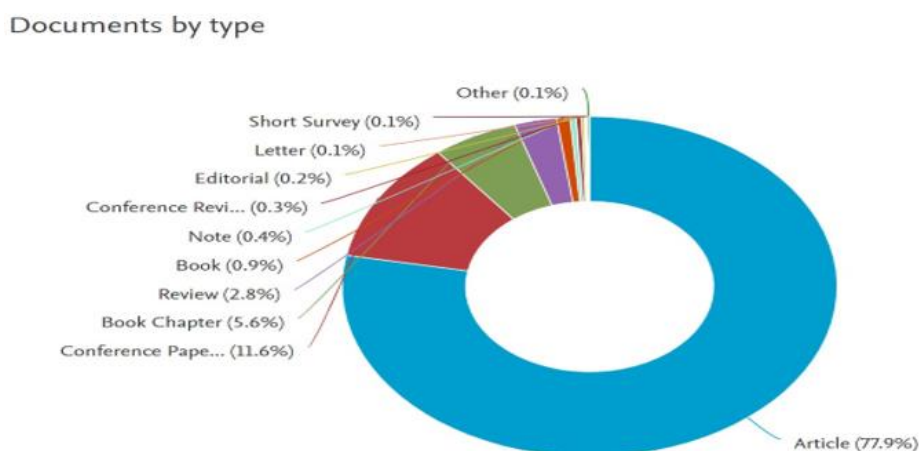
Regarding conferences, Lecture Notes in Networks and Systems (73 publications) and AIP Conference Proceedings (47 publications) show that research into employee motivation is actively discussed in specialized forums, fostering dynamic exchanges and recent advances in the field.

Some journals, such as the European Journal of Work and Organizational Psychology and the Journal of Organizational Behavior, with 35 publications, focus their research on organizational and psychological behaviors directly relevant to employee motivation. In parallel, emerging journals such as the Journal of Vocational Behavior (32 publications) and the Journal of Business and Psychology (24 publications) offer unique and specialized perspectives, enriching the academic debate.

The variation in publication representation shows a wide range of platforms, from significant journals to more specialized or emerging journals. Conference proceedings, such as those published in the Proceedings of the Academy of Marketing Science (27 publications) and Springer Proceedings in

Business and Economics (31 publications), underline the importance of academic forums for disseminating the latest research and trends.

The breakdown of publications by source reveals an impressive diversity of journals and conferences, each playing a crucial role in disseminating knowledge about employee motivation. While mainstream journals and conference forums ensure that research is widely circulated, specialist journals add further depth to understanding of the subject.



**Figure 6.**  
Analysis of employee motivation by document type.

Analysis of the types of documents published in Figure 6 on employee motivation between 2016 and 2025 reveals significant diversity in the way research is disseminated and the formats used in this field. First, articles dominate, with 8613 publications. This illustrates their pre-eminent role as the preferred format for publishing original research findings, detailed analyses, and empirical studies in academic journals. Articles allow in-depth presentation of methodologies and results and discussion of research implications, underlining the importance of disseminating rigorous findings in specialist journals.

Conference papers, with 1278 publications, comprise a significant proportion of the literature. They enable the sharing of preliminary results and ongoing research, encourage the rapid exchange of ideas, and stimulate academic discussion. These contributions are crucial in presenting innovative research before it is officially published.

Book chapters (618 publications) offer in-depth perspectives on specific topics. They are often integrated into collective works, providing comprehensive syntheses and detailed analyses of aspects of employee motivation, often as part of more significant works led by several authors.

Review articles (304 publications) are essential for synthesizing existing knowledge and identifying trends and gaps in research. They provide a critical overview of previous research, helping to guide future investigations.

Although fewer in number (100 publications), the books offer detailed theoretical analyses and practical applications. They serve as important references for students, practitioners, and researchers wishing to deepen their knowledge in the field.

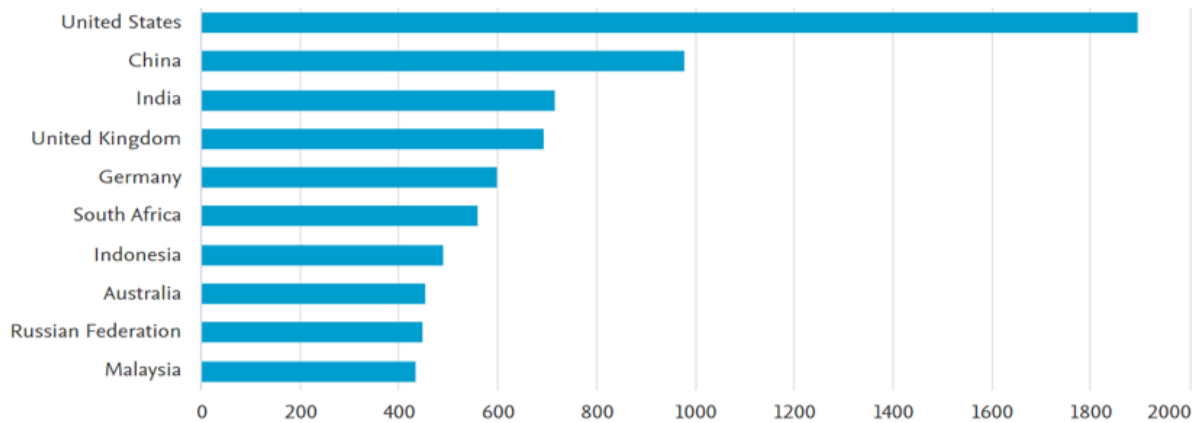
Other documents include notes (41 publications), which contribute specific observations or data often not published elsewhere, and conference reviews (38 publications), essential for commenting on and critiquing the research presented at conferences. Editorials (23 publications) play a less frequent but essential role, guiding debate and highlighting critical issues in the field.

Letters (11 publications) are uncommon and generally serve to make concise remarks on previously published articles. Short surveys (10 publications) offer quick insights, while errata (7 publications) correct errors in previous publications, maintaining the scientific integrity of the research.

Data documents (2 publications) are scarce but essential for sharing raw data sets, enabling verification and reproduction of results. Withdrawals (5 publications) report publications withdrawn for

quality or ethical reasons, reflecting the rigor of the research process.

Thus, most publications on employee motivation are articles, followed by conference papers and book chapters. Journal articles play a crucial role in synthesizing existing knowledge, while other documents enrich the literature with diverse perspectives and additional information. The preponderance of articles underlines a preference for detailed, peer-reviewed research, while conference contributions and book chapters provide in-depth discussion and analysis.



**Figure 7.**

Distribution of publications by country in the field of employee motivation.

An analysis of the distribution of publications on employee motivation in Figure 7 reveals varied contributions worldwide, illustrating the growing global interest in this area of research.

The USA comes out well ahead with 1894 publications, underlining its dominance in this field of study. This pre-eminence can be attributed to the high concentration of research resources and academic institutions and the predominance of English as the publication language, reflecting the importance of employee motivation in the American context.

China (976 publications) and India (715 publications) are significant contributors. The rapid growth of economies and labor markets in these countries, accompanied by a growing number of researchers in organizational psychology and management, partly explains this strong presence.

Their contributions underline the growing interest in employee motivation research in developing economic contexts.

In Europe, countries such as the UK (691 publications), Germany (598 publications), and the Netherlands (429 publications) show significant levels of publication. These nations are renowned for their social science and management research centers, reflected in their substantial contributions to employee motivation.

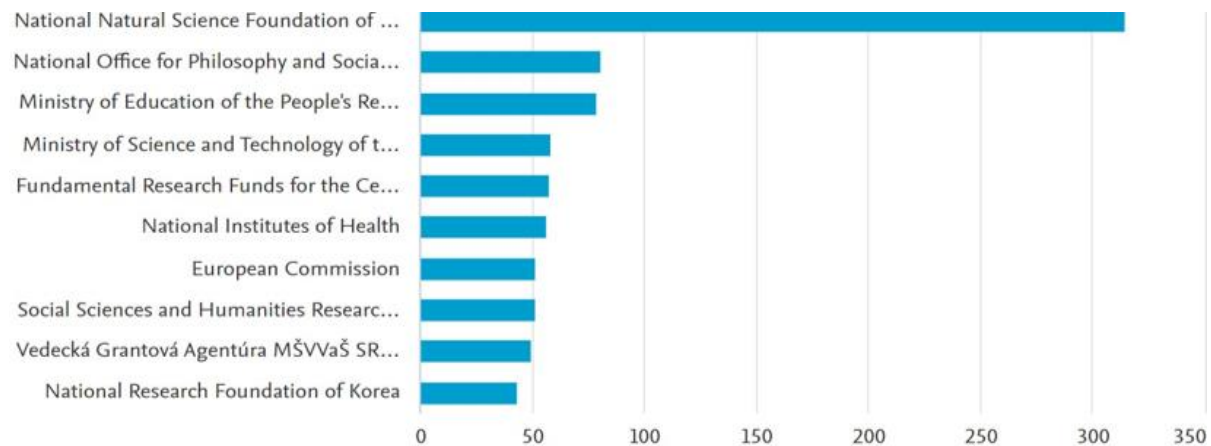
Geographical diversity is notable, with contributions from countries as diverse as the Philippines, Zambia, and Fiji. This diversity indicates a growing recognition of the importance of employee motivation on a global scale. It reflects the efforts of researchers in different national contexts to enrich understanding of this phenomenon.

Emerging countries and developing economies such as Malaysia, Indonesia, and Pakistan are showing increasing commitment, with a growing number of publications. This trend suggests an increasing development of research capabilities and a recognition of the importance of motivation in expanding economic contexts.

In contrast, many countries such as Aruba, Barbados, and Botswana have a very low number of publications (1 to 3). These figures may reflect limitations in research resources, reduced data availability, or different research priorities in these regions.

Thus, the breakdown by country highlights the growing global interest in employee motivation while revealing disparities in contributions according to academic resources and national priorities. Leaders such as the USA, China, and India play a central role in research production, while other countries, although contributing on a more modest scale, show a growing involvement in this critical

area.



**Figure 8.**  
Breakdown of funding sponsorships on the search for employee motivation.

Analysis of Figure 8 of funding sponsors for employee motivation research reveals a notable concentration of funds in certain countries and organizations, illustrating global priorities and dynamics in this field.

The National Natural Science Foundation of China (NSFC) was the main sponsor, with 314 papers published. This substantial support highlights the importance of employee motivation studies in China, reflecting the country's emphasis on basic research in this field. Next in line are the National Office for Philosophy and Social Sciences (China), with 80 publications, and the Ministry of Education of the People's Republic of China, with 78 publications. These organizations support academic and social science research in China, integrating studies on employee motivation within a philosophical and educational framework.

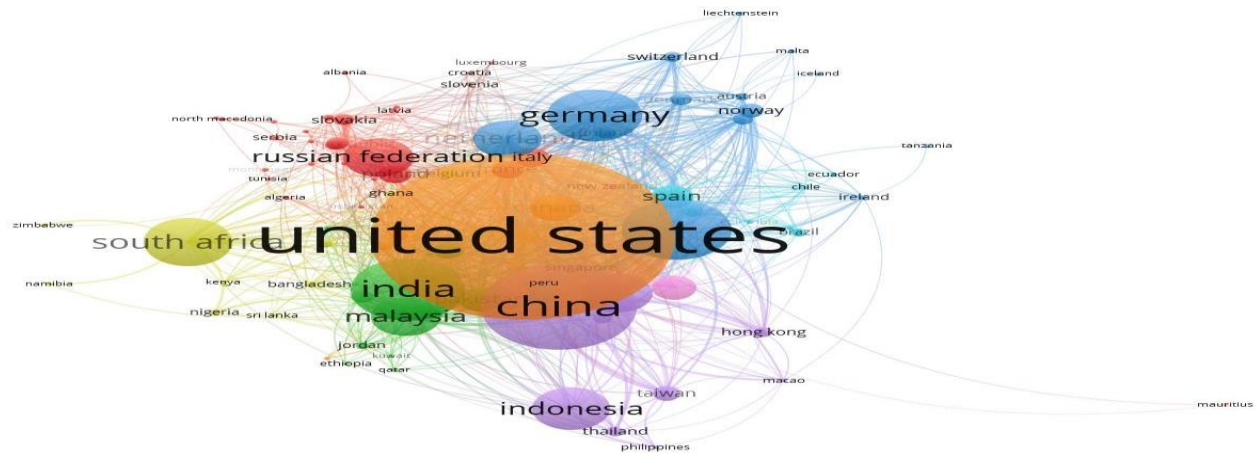
The Ministry of Science and Technology of the People's Republic of China (58 publications) and the Fundamental Research Funds for the Central Universities (57 publications) also provide crucial support, particularly for research incorporating technological and fundamental aspects into employee motivation.

Internationally, the National Institutes of Health (NIH), with 56 publications, and the European Commission, with 51 publications, illustrate the global interest in employee motivation research, focusing on employee health and well-being and European collaboration. Similarly, the Social Sciences and Humanities Research Council of Canada, with 51 publications, and the Vedecká

Grantová Agentúra MŠVVaŠ SR, an SAV (Slovak Republic) with 49 publications, underlines the importance of supporting social science research in different national contexts. Other organizations, such as the National Research Foundation of Korea and the National Science Foundation (NSF), each with 43 publications, provide significant support in their respective regions. The Deutsche Forschungsgemeinschaft (DFG) and the Fundação para a Ciência e a Tecnologia (FCT), with 33 publications each, reflect the commitment of Germany and Portugal to employee motivation research. The Norges Forskningsråd (Norwegian Research Council), with 28 publications, and the European Regional Development Fund, with 27 publications, show how regional funding influences local research. The Japan Society for the Promotion of Science (JSPS), with 27 publications, and the U.S. Department of Health and Human Services, with 27 publications, highlight support for studies focusing on employee health and research innovation. Contributions from the China Postdoctoral Science Foundation and the Horizon 2020 Framework program, with 25 publications each, reflect support for postdoctoral research and innovative projects in Europe.

All in all, research into employee motivation enjoys significant financial support, mainly from Chinese sources and various international organizations. Trends emphasize employee health and well-being, innovation, and international collaboration. Regional funds and innovation support organizations also play a crucial role, underlining the diversity and importance of financial contributions in this field of

research.



**Figure 9.**

Map of the distribution of publications by country in the field of employee motivation.

Analysis of the map Figure 9 of publications on employee motivation highlights distinct trends through the size of the circles representing the different countries:

**U.S. dominance:** The circle representing the USA is the largest, with 1894 publications. This imposing size reflects the wealth of research resources, the concentration of leading academic institutions, and the dominant influence of English-language periodicals, promoting American research's visibility in this field.

**Importance of China and India:** The circles for China (976 publications) and India (715 publications) are also significantly large, although smaller than that for the USA. The size of these circles illustrates the robust research activity in these countries, supported by rapid economic growth, the development of research capacities, and increased scientific publications.

**Notable European contributions:** The circles for the UK (691 publications), Germany (598 publications), and the Netherlands (429 publications) are remarkably large too. These sizes testify to European countries' continuing importance in social sciences and management, highlighting their central role in employee motivation research.

**Global diversity:** The map also reveals geographic diversity, with varying-sized circles for countries such as the Philippines, Zambia, and Fiji. Although these circles are smaller, they demonstrate the growing interest in and emerging contributions to employee motivation research on a global scale.

**Commitment from emerging countries:** Although smaller, the circles for countries such as Malaysia, Indonesia, and Pakistan show a growing commitment. These moderately sized circles indicate the development of research capabilities and a growing recognition of the importance of employee motivation in these expanding economies.

**Fewer publications in certain countries:** Countries such as Aruba, Barbados, and Botswana show tiny circles, corresponding to a limited number of publications (1 to 3). These small circles suggest potential limitations regarding research resources and the priority given to this field.

An analysis of publications on employee motivation reveals marked trends and significant geographical diversity. The United States, with 1,894 publications, dominates the field.

Research thanks to a high concentration of academic resources and publications in English, accentuating their international influence. China and India follow closely behind, with 976 and 715 publications, respectively, reflecting their rapid economic growth and the further development of their research capabilities. The geographical diversity of research is increasing, with emerging contributions from countries such as the Philippines, Zambia, and Fiji illustrating a growing global interest. However, some countries, such as Aruba and Botswana, show limited publications, suggesting challenges in terms of resources and research priorities.

### 3. Conclusion

Data on employee motivation research are analyzed, revealing a remarkable diversity in academic and institutional contributions, underlining the growing importance of this field worldwide.

The distribution of publications by affiliation highlights a notable concentration in leading institutions, such as the University of Johannesburg, Dutch universities, and American institutions. This distribution indicates a significant commitment to employee motivation research, with a strong specialization in certain regions, notably South Africa, the Netherlands, and the USA. At the same time, the growing presence of Asian and Australian institutions demonstrates an expansion of global interest in the subject, enriching academic debate with diverse perspectives. An analysis of the types of documents published reveals that academic articles largely dominate, followed by conference papers and book chapters. This predominance of articles underlines their essential role in disseminating rigorous, peer-reviewed research, while other formats contribute to the rapid exchange of ideas and in-depth analysis. Journal articles and books also provide critical syntheses and theoretical perspectives, enriching the overall understanding of employee motivation.

The author's data show that the most prolific researchers, such as M. Hitka, and the diversity of contributions testify to the richness of research in this field. The concentration of articles by specific authors indicates a period of high activity and in-depth exploration of aspects of employee motivation, often through international collaborations. Analysis of research areas reveals a concentration on economic, technological, and psychological aspects while integrating multidisciplinary perspectives. Contributions from leading journals and conference forums highlight the central role of publishing platforms in disseminating discoveries and stimulating academic debate.

Finally, the breakdown of publications by country and funding sources shows significant commitment from countries such as the USA, China, and India and significant support from various international organizations. This dynamic reflects the growing importance of employee motivation research and the diversity of financial contributions and national priorities.

In conclusion, employee motivation research is marked by various academic and institutional contributions, various publication formats, and significant financial support. This diversity underlines the continuing importance of this field of study and the constant enrichment of academic debate through global and multidisciplinary perspectives.

Future research will likely continue exploring new dimensions of employee motivation, strengthening our understanding of motivating factors in modern work environments.

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