

# The Relationship Between Work Experience and Work Motivation on Employee Performance Indicators Achievement (Case Study of Healthcare Workers During Covid-19)

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## Abstract

This research investigates how work experience and motivation influence the achievement of key performance indicators, particularly among healthcare professionals during the global Covid-19 pandemic. The study uses a Systematic Literature Review (SLR) methodology to evaluate prior research and determine dominant elements impacting employee performance. The findings underscore that both work experience and motivation play crucial roles in performance outcomes. Moreover, the study explores the sources of occupational stress and its adverse effects on employee effectiveness. To mitigate these issues, strategies like stress management and proper budget allocation are recommended to enhance both welfare and output of employees.

**Keywords:** Systematic Literature Review (SLR), Employee Performance Indicators, Work Experience, Work Motivation

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## INTRODUCTION

Human resource (HR) management serves as the cornerstone for achieving optimal performance in any organization, be it public or private. Effectively directing HR functions ensures that employee contributions align with organizational goals. In this context, human capital emerges as the most vital resource, driving both strategic and operational success (Simamora, 2002).

Particularly in healthcare institutions, employee performance is inseparable from organizational outcomes. During critical situations like the Covid-19 pandemic, the quality of healthcare service delivery depends heavily on the effectiveness and endurance of medical personnel. Consequently, routine performance evaluations have become an essential tool to assess, maintain, and enhance productivity. Despite these evaluations, disparities in individual employee performance remain evident, revealing the need to identify and address the contributing factors.

The Covid-19 outbreak in 2019 presented a disruptive challenge to global health systems. Health workers faced a surge in responsibilities, insufficient personal protective equipment (PPE), emotional strain, and long working hours, leading to reduced motivation and job performance. Moreover, human resource strategies at the time often failed to accommodate the psychological and physical toll on healthcare professionals. In view of these challenges, this study aims to explore two major determinants of performance: work experience and work motivation. By reviewing the existing literature through a systematic lens, the research endeavors to uncover the extent to which these variables influence employee performance indicators during the pandemic[L1].

The COVID-19 pandemic has underscored the critical role of healthcare workers (HCWs) in global health systems, exposing vulnerabilities in workforce resilience and performance under crisis conditions (WHO, 2021). During the pandemic, HCWs faced unprecedented stressors, including excessive workloads, fear of infection, and inadequate protective equipment, leading to widespread burnout and diminished motivation (Almaghrabi et al., 2020). Actual data from the International Council of Nurses (2021) revealed that over

60% of nurses reported heightened stress levels, with 20% considering leaving the profession, highlighting a global workforce crisis. This phenomenon raises urgent questions about the interplay between work experience, motivation, and performance in high-stress environments.

A specific issue emerging from this context is the variability in HCW performance during the pandemic, where some individuals demonstrated remarkable adaptability while others struggled (Bondjers et al., 2023). Research indicates that experienced HCWs often exhibited greater resilience, leveraging their skills to navigate challenges, whereas less experienced workers faced steep learning curves (Ardıç et al., 2022). However, the mechanisms linking experience, motivation, and performance remain underexplored, particularly in crisis settings. This gap is critical because understanding these dynamics can inform targeted interventions to sustain workforce effectiveness during future emergencies.

Previous studies have examined work motivation and experience separately. For instance, Layek and Koodamara (2024) found that intrinsic motivation significantly enhances performance, especially among experienced employees, while extrinsic rewards had limited impact. Similarly, Karaferis et al. (2022) identified stress as a key demotivator for HCWs during COVID-19. Yet, few studies integrate these variables to explain performance disparities during crises, leaving a gap in holistic workforce strategies.

The urgency of this research is amplified by the lingering effects of the pandemic and the threat of future health crises. HCWs continue to face burnout, with 30% reporting persistent mental health challenges post-pandemic (Bondjers et al., 2023). Addressing these issues is essential to prevent long-term attrition and ensure healthcare system preparedness. Moreover, the pandemic's unique stressors—such as moral distress from triage decisions and family transmission fears—create a novel context for studying motivation and experience (Yuanyuan et al., 2020).

This study's novelty lies in its systematic integration of work experience and motivation as dual determinants of performance, analyzed through a Systematic Literature Review (SLR) of COVID-19-era studies. While prior research has focused on isolated factors, this approach captures their synergistic effects, offering a comprehensive framework for HR interventions. For example, Wulandari and Dara (2023) highlighted the role of workload but neglected the moderating effect of experience, which this study addresses.

The purpose of this research is to elucidate how work experience and motivation collectively influence HCW performance during crises, using evidence from 23 peer-reviewed studies. By synthesizing quantitative and qualitative findings, the study aims to identify patterns, such as whether experienced workers rely more on intrinsic motivation or if extrinsic support buffers stress for novices. Such insights are vital for tailoring support mechanisms to diverse workforce needs.

This study contributes theoretically by advancing the Job Demands-Resources (JD-R) model, demonstrating how experience acts as a resource that interacts with motivational drivers to mitigate job demands (e.g., pandemic stressors). Practically, it provides actionable recommendations for policymakers, such as pairing novice HCWs with mentors or designing resilience training rooted in real-world crisis data (Alenezi et al., 2022). These strategies could enhance retention and performance in future outbreaks.

The implications of this research extend beyond healthcare. Findings may apply to other high-stress professions (e.g., emergency responders) where experience and motivation are pivotal. For instance, Tovmasyan and Minasyan (2020) showed similar dynamics in Armenian service sectors during COVID-19, suggesting cross-industry relevance. By bridging theory and practice, this study advocates for systemic investments in workforce development and mental health support.

## MATERIALS AND METHODS

This research utilizes the Systematic Literature Review (SLR) method, which serves to systematically identify, assess, and synthesize relevant literature. Unlike traditional literature reviews, the SLR approach follows a more rigorous and structured process. This allows for a deeper and more reliable understanding of previous studies concerning the influence of work experience and work motivation on employee performance indicators. The SLR in this study comprises five main steps: (1) defining research questions to establish a clear focus; (2) identifying literature using online journal databases; (3) applying inclusion and exclusion criteria to screen and select relevant studies; (4) extracting and analyzing data to categorize findings; and (5) interpreting and presenting the findings through narratives and tables for easier comprehension.

## RESULTS AND DISCUSSION

This study systematically reviewed 23 previous scientific articles to analyze the relationship between Work Experience and Work Motivation to the achievement of employee performance indicators, and included quantitative, qualitative, and mixed methods research methods. The results of the recapitulation of the 23 articles are as follows:

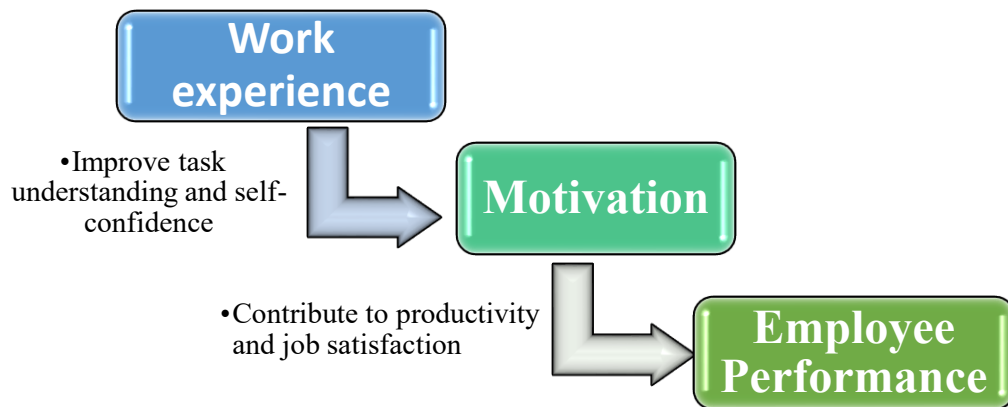
**Table 1. Previous Research**

No	Researcher	Title	Research Method	Variable	Research Results
1	May 2021	Overview of Work Stress Levels in Nurses at Ampana Regional General Hospital During the COVID-19 Pandemic	<ul style="list-style-type: none"> <li>Quantitative Descriptive</li> <li>Porpusive Sampling</li> </ul>	<ul style="list-style-type: none"> <li>Covid-19</li> <li>Nurse</li> <li>Work Stress</li> </ul>	<ul style="list-style-type: none"> <li>55.9% of respondents who are nurses at the Ampana Regional General Hospital are in the category of moderate stress.</li> <li>37.4% of respondents experienced low stress.</li> <li>6.6% of respondents experienced high stress.</li> <li>The main cause is anxiety and difficulties in trying to control infection.</li> </ul>
2	Yuanyuan Mo MM, et al. 2020	Work Stress Among Chinese Nurses to Support Wuhan in Fighting Against COVID-19 Epidemic	Cross - Sectional	<ul style="list-style-type: none"> <li>Nurse</li> <li>Epidemiccovid -19</li> <li>Work Stress</li> </ul>	<ul style="list-style-type: none"> <li>There is high mental pressure on nurses in China in the fight against covid-19.</li> <li>The existence of anxiety causes an increase in nurses' work stress to be higher (Yuanyuan, 2020).</li> </ul>
3	Francisco Sampaio, Carlos	Nurses' Mental Health	<ul style="list-style-type: none"> <li>Cross-sectional</li> </ul>	<ul style="list-style-type: none"> <li>Depression and work stress</li> <li>Nurse</li> </ul>	<ul style="list-style-type: none"> <li>The mental health status (depression, anxiety and stress</li> </ul>

No	Researcher	Title	Research Method	Variable	Research Results
	Sequeira, and Laetitia Teixeira. 2020	During The COVID-19 Outbreak A Cross-Sectional Study	<ul style="list-style-type: none"> <li>• Online Surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Motivation</li> <li>• Pandemic</li> <li>• Observational Studies</li> </ul>	<p>levels) of nurses who work, on average, 42 hours per week.</p> <ul style="list-style-type: none"> <li>• Nurses reported an increased fear of being infected, and a greater fear of infecting their family or friends, and that fear led to increased anxiety and depression, as well as higher stress.</li> <li>• The impact that occurs is higher levels of anxiety, depression, and stress.</li> </ul>
4	E. Arnetz, Courtney M. Goetz, Bengt B. Arnetz, and Eamonn Arble 2020	Nurse Reports of Stressful Situations during the COVID-19 Pandemic : Qualitative Analysis of Survey Responses	<ul style="list-style-type: none"> <li>• Cross-sectional</li> <li>• Online Surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Motivation</li> <li>• Work Experience</li> <li>• Work stress</li> <li>• Health workers</li> </ul>	<ul style="list-style-type: none"> <li>• Mental health disorders in U.S. nurses are caused by decreased motivation when working</li> <li>• Failure of the workplace to meet the needs of nurses regarding safety,</li> <li>• Lack of adequate training is emphasized among nurses deployed from the workplace and/or other specialties.</li> </ul>
5	Laura Lorente, María Vera, and Teresa Peiró 2020	Nurses' Stressors and Psychologic Distress During The COVID-19 Pandemic: The Mediating Role Of Coping and Resilience	<ul style="list-style-type: none"> <li>• Quantitative</li> <li>• Cross-sectional</li> </ul>	<ul style="list-style-type: none"> <li>• Health Workers</li> <li>• Stress</li> <li>• Experience and durability of work</li> <li>• motivation</li> </ul>	<ul style="list-style-type: none"> <li>• Stress and psychological pressure of nurses in Spain directly and indirectly through endurance/resilience in work</li> <li>• Insufficient experience regarding the covid-19 outbreak and lack of experts</li> <li>• Fear of getting infected is the highest rated stressor, which leads to a decrease in motivation to work and a</li> </ul>

No	Researcher	Title	Research Method	Variable	Research Results
6	Debika Layek & Navin Kumar Koodamara (2024)	Motivation, Work Experience, and Teacher Performance: A Comparative Study	<ul style="list-style-type: none"> <li>Quantitative</li> <li>Partial Least Squares Structural Equation Modeling (PLS-SEM).</li> </ul>	<ul style="list-style-type: none"> <li>Motivation</li> <li>Work experience</li> <li>Teacher performance</li> </ul>	<p>decrease in performance</p> <ul style="list-style-type: none"> <li>Extrinsic motivation also has a positive impact, but the effect is smaller than intrinsic motivation.</li> <li>Work experience plays a role as a moderator, reinforcing the relationship between intrinsic motivation and teacher performance.</li> <li>However, work experience did not have a significant effect on the relationship between extrinsic motivation and teacher performance in private institutions.</li> <li>More experienced teachers perform better when they are intrinsically motivated compared to new teachers and new teachers.</li> </ul>
7	Alyaa Ayu Nur Wulandari & Siti Ruhana Dara2023	Determinants of Employee Performance in Healthcare Organization : The Role of Work Environment , Workload, and Motivation	<ul style="list-style-type: none"> <li>Quantitative</li> <li>Multiple linear regression</li> </ul>	<ul style="list-style-type: none"> <li>Environment and workload,</li> <li>Work motivation</li> <li>Employee performance</li> </ul>	<ul style="list-style-type: none"> <li>Work motivation plays an important role in improving employee performance in the health sector.</li> <li>Excessive workload can lead to decreased performance, even if the impact is not significant.</li> <li>A conducive work environment helps employees feel comfortable and increases their productivity.</li> </ul>
8	Mesut Ardıç, Özgün Ünal, Halil Türktemiz2022	The Effect of Stress Levels of Nurses on Performance During the COVID-19	<ul style="list-style-type: none"> <li>Quantitative</li> <li>Cross-sectional</li> </ul>	<ul style="list-style-type: none"> <li>Workload</li> <li>Motivation</li> <li>Performance of health workers</li> </ul>	<ul style="list-style-type: none"> <li>Motivation has an important role in reducing the negative impact of stress and work</li> </ul>

No	Researcher	Title	Research Method	Variable	Research Results
		Pandemic: The Mediating Role of Motivation			stress on performance. <ul style="list-style-type: none"> <li>Increasing motivation can help maintain nurses' performance amid the pressure of the COVID-19 pandemic.</li> </ul>
9	Mrs. MACF. Aroosiya, Mr. A.G. Imam Mohamed Ithrees, M. Farwis2021	Impact of Motivation on Employee Job Satisfaction: With Special Reference to Health Workers during the COVID-19 Pandemic	<ul style="list-style-type: none"> <li>Quantitative</li> <li>Correlation</li> </ul>	<ul style="list-style-type: none"> <li>Motivation</li> <li>Performance Satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Motivation has a positive and significant relationship with job satisfaction.</li> <li>Research shows that high motivation contributes to increased job satisfaction, which can have an impact on improving the performance of health workers during the covid-19 pandemic.</li> </ul>
10	Negin Sadat Nafe, Hossein Nezakati Alizadeh2022	Examination of Work Motivation, Work Environment, and Work Engagement Relation with Job Satisfaction During COVID-19	<ul style="list-style-type: none"> <li>Quantitative</li> <li>Deductive</li> </ul>	<ul style="list-style-type: none"> <li>Motivation</li> <li>Environment and work relationships</li> <li>Performance satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Motivation, environment and work experience have a positive and significant relationship to employee performance.</li> <li>The Influence of Work Experience and Motivation on Employee Performance has involvement in increasing job satisfaction, which can have an impact on improving employee performance during the covid-19 pandemic</li> </ul>



Looking at the research data above, it can be analyzed that the fear of being infected with Covid-19 is the most important cause of work stress. If they are infected with the disease, there is a concern that it will be transmitted to their family members. Other causes of work stress during the outbreak of Covid-19 such as lack of performance motivation support due to fear for the health of themselves and their families, at that time health workers themselves were also overwhelmed by the continued increase in patients. Meanwhile, at that time the covid-19 virus did not have certainty about its cause and cure, causing a fairly high level of stress in health workers which affected performance motivation. With an excessive workload, the inability of individuals to follow the tragedy of the great covid-19 outbreak which caused individuals to feel depressed and burdened, as well as the high patient mortality rate. In addition, work motivation can also be influenced by the factor of lack of self-actualization. This is supported and strengthened by Robbins (2003).

Where motivation is defined as a process that causes an individual's intensity, direction, and continuous effort towards achieving the desired goal. Where in this case employees do not care to improve their abilities and skills so that there is a lot of decline in performance results. (Fauzi, 2018) Although the motivation to save and treat Covid-19 patients is very high, it can still affect employee performance indicators. The decline in their performance motivation caused by high work stress can be seen among others because they witness the condition of covid-19 patients in struggling to breathe to stay alive, lack and inadequate PPE, working hours that are too long (exceeding normal working hours), not getting leave, lack of education about the care of covid-19 patients, physical discomfort when using PPE, and mobility restrictions. The impact of increased work stress for nurses includes increased worry or fear, depression, fatigue, frustration, emotional instability, and decreased ability of nurses to work.

In addition, there are a lot of needs for experienced health workers that were needed at that time. The influence of work experience on employee performance can be explained by several factors. Indicators of length of work show that employee work experience is something that needs to be considered by the company. Because of the long time it has been working, its role is very important and very influential to improve employee performance. When employees work in their fields for longer, employees will understand their tasks better. Many health workers have fallen victim to the Covid-19 outbreak causing a shortage of health workforce experts. So that many new health workers with a lot of experience in health workers must participate in working to deal with the Covid-19 outbreak that occurs. Meanwhile, work

experience is indispensable for proper handling with proper human resource management. This also affects the indicator of the skill level of new employees will tend to have difficulty understanding their work. Employees who have longer work experience and qualified skills will help the employee in creating efficiency and effectiveness in the use of time and tools used in work. So that the length of work will affect the level of delays in the quality of performance of health workers.

Looking at the research data, the author can analyze that work motivation and work experience have a relationship with employee performance indicators, where during the Covid-19 outbreak there was a decrease in implications for employee performance indicators which decreased due to the lack of work motivation and work experience of employees when the Covid-19 outbreak hit. Based on the data, it was found that the main challenges they faced during the Covid-19 pandemic were motivation and work experience which included heavy workloads, conflicts with colleagues, changes in the work environment, lack of knowledge about the newly faced Covid-19 virus, lack of experts, and interactions with patients which affected the performance of health workers. Intrinsic and extrinsic motivation play an important role in retaining health workers in their professions. Longer work experience tends to increase resilience to challenges, so it can also be said that the work motivation of health workers is influenced by work experience. A significant relationship between work experience and motivation, where nurses with longer experience show higher motivation which impacts nurse performance.

## CONCLUSION

This study highlights the critical role of work experience and motivation in shaping healthcare workers' performance during crises like the COVID-19 pandemic. Using a Systematic Literature Review (SLR), the research reveals that experienced workers exhibit greater resilience and adaptability, leading to improved job proficiency, time management, and overall performance. Motivation—whether intrinsic (e.g., professional purpose) or extrinsic (e.g., compensation, leadership support)—also significantly influences productivity, though pandemic-related stressors such as fear of infection, exhaustion, and inadequate PPE severely undermined motivation and performance. The findings emphasize the need for organizations to adopt holistic HR strategies, including targeted training, stress management programs, performance incentives, and supportive leadership, to enhance workforce resilience and efficiency. Future research could explore longitudinal studies to assess the long-term effects of these interventions, as well as comparative analyses across different healthcare systems to identify culturally adaptable best practices. Additionally, investigating the role of technology (e.g., AI-assisted workload management) in sustaining motivation and performance during crises could provide valuable insights for modern workforce optimization.

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