

REFERENSI

- Adegoke, A.A., Atiyaye, F.B., Abubakar, A.S., Auta, A., & Aboda, A. (2015). Job satisfaction and retention of midwives in rural Nigeria. *Midwifery*, 31(10), 946–956. <https://doi.org/10.1016/j.midw.2015.06.010>.
- Ajzen, I., & Fishbein, M. (1980). *Understanding Attitudes and Predicting Social Behavior*. Englewood Cliffs, NJ: Prentice Hall.
- Alghazo, A.M., & Al-Anazi, M. (2016). The impact of leadership style on employee's motivation. *International Journal of Economics and Business Administration*, 2(5), 37-44.
- Al-Musadieq, M., Nurjannah, N., Raharjo, K., Solimun, S., & Fernandes, A.A.R. (2018). The mediating effect of work motivation on the influence of job design and organizational culture against HR performance. *Journal of Management Development*, 37(6): 452-469. <https://doi.org/10.1108/JMD-07-2017-0239>
- Amalia, D.R., Swasto, B., & Susilo, H. (2016). Pengaruh gaya kepemimpinan terhadap motivasi kerja dan kinerja karyawan (Studi pada karyawan Pabrik Gula Kebon Agung Malang). *Jurnal Administrasi Bisnis*, 36(1), 137-146.
- Anka, L.M., Jamali, M.B., & Shaikh, F.M. (2012). Motivation as a tool for effective staff productivity in the public sector: A case study of raw materials research and development council of Nigeria. *Asian Social Science*, 8(11), 85-95. <https://doi.org/10.5539/ass.v8n11p85>.
- Armstrong, M. (2009). *A Handbook of Human Resource Management Practice*, Kogan Page Ltd. London, UK.
- Bartol, K. M., & Martin, D.C. (2008). *Management*. Edisi ke-5. New York: McGraw Hill.
- Bashir, A., Amir, A., Jawaad, M., & Hasan, T. (2020). Work conditions and job performance: An indirect conditional effect of motivation. *Cogent Business & Management*, 7(1), 1801961. <https://doi.org/10.1080/23311975.2020.1801961>.
- Boumans, N.P.G., de Jong, A.H.J., & Janssen, S.M. (2011). Age-differences in work motivation and job satisfaction. the influence of age on the relationships between work characteristics and workers' outcomes. *The International Journal of Aging and Human Development*, 73(4), 331–350. <https://doi.org/10.2190/ag.73.4.d>
- Bugenhagen, M.J., & Barbuto, J.E. Jr (2012). Testing the developmental nature of work motivation using Kegan's constructive development theory. *Journal of Leadership & Organizational Studies*, 19(2), 267-267. <https://doi.org/10.1177/1548051811404896>.
- Crawford, L. (2006). Developing organizational project management capability: Theory and practice. *Project Management Journal*, 38(3), 74-97. <https://doi.org/10.1177/875697280603700308>
- Dansereau, F., Seitz, S.R., Chiu, C.Y., Shaughnessy, B., & Yammarino, F.J. (2013). What makes leadership, leadership? Using self-expansion theory to integrate traditional and contemporary approaches. *The Leadership Quarterly*, 24(6), 798–821. <https://doi.org/10.1016/j.leaqua.2013.10.008>

- Davies, S., Broekema, H., Nordling, M., & Furnham, A. (2017). Do women want to lead? gender differences in motivation and values. *Psychology*, 8, 27-43. <https://doi.org/10.4236/psych.2017.81003>
- Dölarslan, E.S. (2014). Assessing the effects of satisfaction and value on customer loyalty behaviors inservice environments: High-speed railway in Turkey as a case study. *Management Research Review*, 37(8), 706–727.
- Freund, A.M. (2006). Age-differential motivational consequences of optimization versus compensation focus in younger and older adults. *Psychology and Aging*, 21(2): 240-252. <https://doi.org/10.1037/0882-7974.21.2.240>.
- Garg, P., & Rastogi, R. (2006). New model of job design: Motivating employees' performance. *Journal of Management Development*, 25(6), 572–587. doi:10.1108/02621710610670137.
- George, J. M. & Jones, G. R. (2012). *Understanding and Managing Organizational Behaviour*. Edisi ke-6. Reading, MA: Prentice Hall.
- Ghozali, I. (2012). *Aplikasi Analisis Multivariate dengan Program IBM SPSS*. Semarang: Badan Penerbit Universitas Diponegoro.
- Hall, R.I. (1999). A study of policy formation in complex organizations: Emulating group decision-making with a simple artificial intelligence and a system model of corporate operations. *Journal of Business Research*, 45(2), 157-171. [https://doi.org/10.1016/s0148-2963\(97\)00234-8](https://doi.org/10.1016/s0148-2963(97)00234-8).
- Herman, N.W., Rony, Z.T., & Syarief, F. (2022). The effect of work motivation, leadership style and work stress on performance. *International Journal of Environmental, Sustainability, and Social Sciences*, 3(2), 368-387.
- Hitka, M., & Balazova, Ž. (2015). The impact of age, education and seniority on motivation of employees. *Business: Theory and Practice*, 16(1): 113–120. <http://dx.doi.org/10.3846/btp.2015.433>
- Hitka, M., Lorincová, S., Vetráková, M., Hajdúchová, I., & Antalík, I. (2020). Factors related to gender and education affecting the employee motivation. *Entrepreneurship and Sustainability Issues*, 7(4), 3226-3241. [https://doi.org/10.9770/jesi.2020.7.4\(43\)](https://doi.org/10.9770/jesi.2020.7.4(43))
- Huang, W.L. (2019). The impact of extrinsic rewards and public service motivation on public employees work performance: Does seniority matter?. *Chinese Public Administration Review*, 10(1), 12-27, 2019. Retrieved from <https://cpar.net/index.php/cpar/article/view/190>
- Huber, D. (2006). *Leadership and Nursing Care Management*. New York: Elsevier Health Science.
- Igwe, A., Onwumere, J.U.J., & Egbo, O.P. (2014). Effective human resource management as tool for organizational success. *European Journal of Business and Management*, 6(39), 210-218.
- Imelda, Tarigan, I., & Syawaluddin. (2021). Pengaruh gaya kepemimpinan dan promosi jabatan terhadap motivasi kerja karyawan PT. Naga Hari Utama Medan. *Jurnal Bisnis Kolega*, 7(2), 30-39.

- Ismail, M.I., & Hong, T.T. (2011). Identifying work-related stress among employees in the Malaysian financial sector. *World Journal of Management*, 3(2), 229-243.
- Kanat-Maymon, Y., Elimelech, M., & Roth, G. (2020). *Work motivations as antecedents and outcomes of leadership: integrating self-determination theory and the full range leadership theory*. *European Management Journal*. 38(4), 555-564. <https://doi.org/10.1016/j.emj.2020.01.003>
- Kantane, I. (2015). Expectations by employer on skills, knowledge and attitudes of employees. *European Integration Studies*, 9, 224-234. <https://doi.org/10.5755/j01.eis.0.9.12809>.
- Katsande, I.T.S., & Chisor, L. (2018). An investigation into the impact of management style on employee motivation at a South African consulting firm. *International Journal of Human Resources Management*, 7(6), 1-12.
- Khuong, M.N., & Hoang, D.T. (2015). The effects of leadership styles on employee motivation in auditing companies in Ho Chi Minh City, Vietnam. *International Journal of Trade, Economics and Finance*, 6(4), 210-217.
- Kibukamusoke, M., & Kibukamusoke, C. (2021). Working conditions and employee motivation in micro enterprises in Mukono. *Journal of Education and Culture Studies*, 5(4): 27-39. <https://doi.org/10.22158/jecs.v5n4p27>.
- Koiloubandi, A., Jofreh, M., & Madhavi, F.S. (2012). Analysis the relationship between job stress, intrinsic motivation and employees creativity in Islamic Republic of Iran railways organization. *Interdisciplinary Journal of Contemporary Research in Business*, 4(8), 123-154.
- Kooij, D., de Lange, A., Jansen, P., & Dijkers, J. (2008). Older workers' motivation to continue to work: five meanings of age: A conceptual review. *Journal of Managerial Psychology*, 23(4), 364-394. <https://doi.org/10.1108/02683940810869015>
- Kotter, J. (2012). *Leading Change*. Boston, MA: Harvard Business School Press.
- Kreitner, R., & Kinicki, O. (2010). *Organizational Behavior*. New York: McGraw-Hill
- Lee, C., & Park, S. (2021). Changing factors of employee satisfaction with working conditions: An analysis of the Korean working conditions survey. *Safety and Health at Work*, 12(3), 324-338. <https://doi.org/10.1016/j.shaw.2021.04.003>.
- Likert, Rensis (1932). "A Technique for the Measurement of Attitudes". *Archives of Psychology*. 140: 1-55.
- Lin Y.Y. (2020). Support matters: Predictors of intrinsic motivation in older learners in Taiwan. *Australian Journal of Adult Learning*. 60(2), 190-212.
- Lin, C. P., & Ding, C.G. (2009). Comparing the main effects and moderating effects of education among three models in it service: a quantitative approach. *Quality and Quantity*, 43(4):617-633.
- Liu, Y., Wang, S., Zhang, J., & Li, S. (2022). When and how job design influences work motivation: A self-determination theory approach. *Psychological Reports*, 125(3), 1573-1600. <https://doi.org/10.1177/00332941211027320>.

- Luo, T., So, W. W. M., Wan, Z. H., & Li, W. C. (2021). STEM stereotypes predict students' STEM career interest via self-efficacy and outcome expectations. *International Journal of STEM Education*, 8, 36. <https://doi.org/10.1186/s40594-021-00295-y>
- Luthans, F., Luthans, B.C., & Luthans, K.W. (2021). *Organizational Behavior: An Evidence-Based Approach*, Edisi ke-14. New York: Information Age Publishing, Inc.
- Marczak, E. L., & Yawson, R. (2021). Understanding the Theories and Interventions of Motivation in Organization Development. Dalam *Responsible Management: Opportunities and Challenges*. Proceedings of 58th Annual Conference of the Eastern Academy of Management. Virtual, May 19 -21. SAGE Advance. <https://doi.org/10.31124/advance.14610291.v1>
- Masadeh, R., Obeidat, B. Y., & Tarhini, A. (2016). A Jordanian empirical study of the associations among transformational leadership, transactional leadership, knowledge sharing, job performance, and firm performance: A structural equation modelling approach. *Journal of Management Development*, 35(5), 681–705. <https://doi.org/10.1108/JMD-09-2015-0134>.
- Mauno, S., Kinnunen, U., & Ruokolainen, M. (2006). Job demands and resources as antecedents of work engagement: A longitudinal study. *Journal of Vocational Behavior* 70(2), 149-170. <https://psycnet.apa.org/doi/10.4337/9781849806374.00016>
- Maurer, T., Weiss, E., & Barbeite, F. (2003). A model of involvement in work-related learning and development activity: The effects of individual, situational, motivational, and age variables. *Journal of Applied Psychology*, 88(4), 707-724. <https://psycnet.apa.org/doi/10.1037/0021-9010.88.4.707>
- Ng, T., Eby, L., Sorenson, K., & Feldman, D. (2005). Predictors of objective and subjective career success: A meta-analysis. *Personnel Psychology*, 58(2), 337-343. <http://dx.doi.org/10.1111/j.1744-6570.2005.00515.x>.
- Nguyen, L. D.; Mujtaba, B. G.; & Ruijs, A. (2014). Stress, task, and relationship orientations of Dutch: Do age, gender, education, and government work experience make a difference?. *Public Organization Review*. 14(3), 305-324. <http://dx.doi.org/10.1007/s11115-013-02222>.
- Noble, A. (2009). Building health promotional work setting: identifying the relationship work characteristics and occupational stress. *Promotional International Journal*, 18(4), 351-359.
- Osafo, E., Paros, A., & Yawson, R.M. (2021). Valence–instrumentality–expectancy model of motivation as an alternative model for examining ethical leadership behaviors. *SAGE Open*, 11(2), 1-13. <https://doi.org/10.1177/21582440211021896>
- Pee, L. G., & Lee, J. (2015). Intrinsically motivating employees 'online knowledge sharing: Understanding the effects of job design. *International Journal of Information Management*, 35(6), 679–690. <https://doi.org/10.1016/j.ijinfomgt.2015.08.002>.

- Pintrich P.R. & Schunk D.H. (2002). *Motivation in Education: Theory, Research, and Applications*. Prentice Hall; Hoboken, New Jersey.
- Porter, T.H., Riesenmy, K.D., & Fields, D. (2016). Work environment and employee motivation to lead: Moderating effects of personal characteristics. *American Journal of Business*, 31(2), 66-84. <https://doi.org/10.1108/AJB-05-2015-0017>.
- Putra, B.E., & Rosita, S. (2023). Implementasi gaya kepemimpinan demokratis dan karakteristik individu terhadap kinerja pegawai melalui motivasi kerja sebagai mediasi pada masa pandemi Covid-19. *Jurnal Manajemen Terapan Dan Keuangan*, 12(01), 65-77. <https://doi.org/10.22437/jmk.v12i01.17558>
- Putra, Y., Maharani, A., & Sekarwinahyu, M. (2022). The effect of job design on work motivation and employee behavior. *Budapest International Research and Critics Institute-Journal*, 5(3), 27988-28001. <https://doi.org/10.33258/birci.v5i3.6875>
- Ramlall, S. (2003). Managing employee retention as a strategy for increasing organizational competitiveness. *Applied HRM Research*, 8(2), 63-72.
- Ran, B. (2009). Motivation. Dalam C. Wankel (Ed.). *Encyclopedia Businesses in today's Research in Personality*, 42(4): 1109-1115.
- Rodriguez, A. (2015). Motivation in action: How motivation can make employees more productive. Retrieved from [https:// www.imindq.com/blog/motivation-in-action-how-motivation-can-make-employees-more-productive-part-2](https://www.imindq.com/blog/motivation-in-action-how-motivation-can-make-employees-more-productive-part-2)
- Rony, Z.T., Yasin, M., Silitonga, T.B., Syarief, F., & Harianto, R.A. (2021). Employee Mapping Process as a Solution for Empowering Human Resources in Companies, *GATR Global Journal Business and Social Science Review*, 9(3), 216-223. <https://doi.org/10.35609/gjbssr>
- Rony, Z.T., Yasin, M., Lubis, F.M., & Syarief, F. (2020). The role of active constructive feedback in building employee performance (Case study at a private construction company in Indonesia 2018-2019). *International Journal of Psychosocial Rehabilitation*, 24(8), 9350-9359.
- Roos, W. (2005). The relationship between employee motivation, job satisfaction and corporate culture. *Tesis*, University of South Africa. <https://doi.org/10.4102/sajip.v34i1.420>
- Rudianto, Y., Sukandar, E.R., & Apriyani, G. (2023). Gaya kepemimpinan berimplikasi terhadap kinerja guru di SMP Negeri 2 Panumbangan Ciamis. *Jurnal Administrasi dan Kebijakan Publik*, 13(1), 20-40. <https://doi.org/10.33558/akp.v13i1.5801>
- Rusmitasari, H., & Mudayana, A.A. (2020). Kepemimpinan dan motivasi kerja tenaga kesehatan di Puskesmas Kota Yogyakarta. *Jurnal Kesehatan Masyarakat Indonesia*, 15(1), 47-51. <https://doi.org/10.26714/jkmi.15.1.2020.47-51>
- Sadewo, I.P.N.P., Surachman, & Rofiaty. (2021). The influence of working environment to employee performance mediated by work motivation: A study of Malang, Indonesia retails stores. *International Journal of Research in Business and Social Science*, 10(3), 213-222. <https://doi.org/10.20525/ijrbs.v10i3.1112>.
- Samosir, J., Paramaatha, D.N., Karnati, N., Madjid, S.A., & Haryono (2021). Promoting work effectiveness: The impact of job design and work motivation. *Journal of*

- Tianjin University Science and Technology*, 54(6), 13-24. <https://doi.org/10.17605/OSF.IO/6WN2E>.
- Santrock, J. (2009). *Educational Psychology*. Edisi ke-4. New York, NY: McGraw-Hill.
- Sheppard, B.H., Hartwick, J., & Warshaw, P.R. (1998). The theory of reasoned action: a meta-analysis with recommendations for modifications and future research. *Journal of Consumer Research*, 15(3), 325-343.
- Shravasti, R. R., & Bhola, S. S. (2015). Study on working environment and job satisfaction of employees in respect to service sector: An analysis. *Review Of Research*, 4(4), 1-4.
- Singh, M., Al-khrabsheh, A.A., & Almsafir, M.K. (2013). Factors influencing employees motivation at Tenaga Nasional Berhad, Ipoh Perak. *Journal of Modern Marketing Research*, 2(1), 98-110.
- Singh, P. (2013). Increasing productivity with motivation in the workplace. *National Monthly Refereed Journal of Research in Commerce & Management*, 2(6), 27-32.
- Singh, S., Sharma, G.D., & Sharma, R. (2012). Effect of employee involvement in business organisation. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.1852018>.
- Srivastava, S.K., & Kakkar, D. (2008). Estimation of motivation using entropy. *Journal of Business Economics and Management*, 9(1), 53-56. <https://dx.doi.org/10.3846/1611-1699.2008.9.53-56>.
- Suifan, T. S. (2019). The effects of work environmental factors on job satisfaction: The mediating role of work motivation. *Business: Theory and Practice*, 20(2), 456-466. <https://doi.org/10.3846/btp.2019.42>.
- Surji, K.M. (2015). Understanding leadership and factors that influence leaders' effectiveness. *European Journal of Business and Management*, 7(33), 154-167.
- Timmreck, T.C. (2001). Managing motivation and developing job satisfaction in the health care work environment. *The Health Care Manager*, 20(1): 42-58. <https://doi.org/10.1097/00126450-200120010-00007>
- Ucheand, U., & Timinepere, C.O. (2012). Management styles and organizational effectiveness: an appraisal of private enterprises in Eastern Nigeria. *American International Journal of Contemporary Research*, 2(9), 198-204.
- Ulfa, F., Rony, Z.T., & Suroso, S. (2022). The influence of teaching experience, school culture and motivation on teacher performance. *International Journal of Environmental, Sustainability, and Social Sciences*. 3(2), 359-367.
- Vroom, V.H. (1964). *Work and Motivation*. New York: John Wiley & Sons.
- Wan, C.K.B. (2017). Flourishing through smart tourism: Experience patterns for co-designing technology-mediated traveller experiences. *The Design Journal*, 21(1), 163-172. <https://doi.org/10.1080/14606925.2018.1395266>
- Watetu, J.P.K. 2017. Factors affecting employee performance in an organization: A case study of postal corporation of Kenya. *Tesis*, University of Africa.

Weiner, I.B., Freedheim, D.K., Millon, T., & Lerner, M.J. (2003). *Handbook of Psychology and Social Psychology*. New York: John Willey & Sons.

