

Analysis of the Influence of Motivation on the Performance of Employees of the Plantation and Livestock Service of East Aceh Regency

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ABSTRACT

This study aims to analyze the influence of motivation on employee performance at the East Aceh Regency Plantation and Livestock Office. The research method used a quantitative approach with a saturated sample of 80 respondents. Data was collected through questionnaires and analyzed using simple linear regression. The results of the study prove that motivation has a positive and significant effect on employee performance with a t-count value of $4.840 > t\text{-table of } 1.664$ and a significance of $0.000 < 0.05$. These findings indicate that an increase in work motivation will be followed by a real improvement in employee performance. This study emphasizes the importance of leaders' attention to motivational aspects such as the provision of responsibility, recognition of achievements, and opportunities for self-development as a strategy to improve employee performance.

INTRODUCTION

In the era of bureaucratic reform that continues to roll out in Indonesia, demands on the performance of the State Civil Apparatus (ASN) who are professional, competent, and have integrity are becoming increasingly prominent. The success of a government agency in providing excellent public services and achieving organizational goals depends heavily on the quality and dedication of its human resources. Employee performance is no longer just an administrative measure, but a reflection of the effectiveness of governance that has a direct impact on the welfare of the community. In the midst of this dynamic, a deep understanding of the factors that can boost individual performance is a necessity for every organizational leader.

One of the most fundamental and continuously studied internal factors in human resource management is motivation. Motivation, as defined by (Judge & Robbins, 2013) In this thesis, it is a process that explains the intensity, direction, and perseverance of an individual to achieve his or her goals. In the context of public organizations, work motivation is an influential condition to arouse, direct, and maintain behaviors related to the employee's work environment (Pasolong, 2021). A highly motivated employee will show dedication, initiative, and seriousness in carrying out their duties and responsibilities, which ultimately leads to the achievement of optimal performance.

The East Aceh Regency Plantation and Livestock Office is present as one of the regional apparatus organizations with a strategic role. This agency carries out the mandate to develop the plantation and livestock sector which is the backbone of the local community's economy. Its complex tasks, ranging from fostering farmers and breeders, supervising animal and plant health, to licensing management, require excellent employee performance. The vision to support food security and improve the welfare of the community in East Aceh Regency can only be realized if the employees have a high and continuous work spirit.

However, the reality on the ground is often not as beautiful as expected. Based on the initial observations presented in the background of this thesis, a number of indications were found that hinted at the suboptimal performance of employees in the service environment. Phenomena such as delays in the completion of work programs, there are still complaints from the public regarding service quality, and the achievement of performance targets that have not been maximized in several fields, are alarms that should be watched for. This condition triggers fundamental questions about what is really the root of the problem and what factors are the most dominant affecting employee performance.

Among the many factors that may have an influence, work motivation emerges as a key variable that deserves further research. This study specifically seeks to isolate and analyze the influence of motivation on employee performance. Although the main thesis also examines the variables of incentivization and the meaning of work, the focus on motivation is important because it is an internal drive that drives all of the individual's potential. Without strong motivation, even a good incentive program may not produce a significant impact.

This thesis, compiled by Elviadi, defines motivation through a variety of expert perspectives. (Malayu, H. S. & Hasibuan, 2017) see motivation as a driving force that creates work enthusiasm, while (Uno, 2012) Emphasizing motivation as the willingness to put in high effort for organizational goals is conditioned by the ability of that effort to meet individual needs. These various definitions show that motivation is a complex construct, influenced by internal factors such as physiological needs, sense of security, social, reward, and self-actualization (Mangkunegara, 2021), as well as external factors such as working conditions, compensation, and leadership style.

The classical motivational theories reviewed in this thesis, such as Herzberg's Two-Factor Theory and McClelland's Performance Motivation Theory, provide a solid foundation for understanding motivational dynamics in the workplace. Herzberg distinguishes between hygiene factors (such as salary and working conditions) that can lead to dissatisfaction, and motivating factors (such as achievement, recognition, and responsibility) that actually drive satisfaction and performance (Alshmemri et al., 2017). McClelland highlights the need for merit, affiliation, and power as the main drivers of human behavior (McClelland & Boyatzis, 1982). This theoretical framework is a lens to analyze the extent to which the motivation of employees at the East Aceh Regency Plantation and Livestock Service is formed.

To measure the level of motivation, this thesis uses indicators that have been tested, referring to the opinion (Sutrisno, 2009) and (Malayu, H. S. & Hasibuan, 2017). These indicators include work performance, responsibility, self-development, independence, compensation, discipline, and initiative. Through questionnaire instruments distributed to 80 employees (total population), this study seeks to capture a comprehensive picture of their motivations. The collected data is then statistically analyzed to prove empirically its influence on performance.

Thus, an in-depth analysis of the influence of motivation in this thesis not only makes a theoretical contribution to the development of human resource management science in the public sector, but also offers a concrete roadmap for policymakers. Understanding that superior performance is born from the passion that burns in the heart of every employee is the most crucial first step. Furthermore, it is the duty of leadership to ensure that the fire of motivation continues to burn, so that the organization's big vision to prosper the community through the plantation and livestock sectors can be realized.

LITERATURE REVIEW

Facts and Theories of Work Motivation

Motivation is a fundamental concept in organizational behavior that is the impetus for individuals to act and achieve goals. Understanding the motivation of cooperation is the same as understanding why an employee is enthusiastic or reluctant to carry out his duties. (Judge & Robbins, 2013) defines motivation as a process that describes an individual's intensity, direction, and perseverance to achieve his or her goals. Intensity refers to how hard a person puts in the effort, direction refers to the orientation that benefits the organization, and perseverance is a measure of how long a person can sustain his or her efforts. This definition underlines that motivation is not just energy, but also how that energy is directed and maintained.

In the context of public organizations, (Pasolong, 2021) explained that work motivation is an influential condition to arouse, direct, and maintain behaviors related to the work environment of civil servants. This means that motivation is the foundation for the growth of dedication, initiative, and seriousness in carrying out tasks. This perspective is reinforced by (Yusuf, 2014) who added that motivation is the willingness to expend a high level of effort for an organization's goals that is conditioned by the ability of that effort to meet some individual needs. Thus, there is a reciprocal relationship

Factors That Make Up Motivation

A person's motivation is not born in a vacuum, but rather is influenced by the complex interaction of various factors. (Anwar Prabu, 2017) systematically divide these factors into two main categories: internal and external. Internal factors come from within the employee himself and are the most fundamental motivational foundation. Physiological needs, such as the need for food, clothing, and board, are the most basic layers that must be met. After that, the need for a sense of security, both physical security and job stability, began to play a role. Humans are also social creatures, so the need to be accepted in a group, interact, and have a sense of family in the workplace is a strong driving factor.

Further, at a higher level, individuals have a need for reward, which includes status, recognition, and self-respect from the work environment. The peak of this hierarchy of needs is the need for self-actualization, which is the desire to develop one's full potential, be creative, and do work that is in accordance with one's best abilities. It is this need that is often the deepest and most sustainable source of intrinsic motivation.

On the other hand, external factors that come from outside the employee also have a significant role. Comfortable working conditions and adequate facilities can create a conducive environment for work. Compensation, including salaries, benefits, and bonuses, is a direct reward for employee contributions. Harmonious working relationships with superiors and colleagues, fair organizational policies, supportive leadership styles, and career development opportunities through training and education all interact to shape employee perceptions and affect their motivation and motivation.

Characteristics and Indicators of Work Motivation

Understanding the characteristics of motivation helps organizations in designing the right approach to managing them. (Julyanthry et al., 2020) Identify that motivation is first and foremost a psychological process that cannot be directly observed, but can only be inferred from apparent behavior. Second, motivation is individual, meaning that each employee has a different level and type of motivation depending on their needs and experiences. Third, motivation is dynamic, it can change over time and situations. Fourth, motivation has intensity, which is the power of motivation that varies from person to individual. Fifth, motivation has a direction, always directed at achieving certain goals, both personal and organizational.

To be measured and managed, motivation needs to be broken down into clear indicators. (Sutrisno, 2009) put forward some of the main indicators of work motivation. Work performance (*achievement*) is reflected in a strong drive to achieve optimal results and exceed performance standards. Responsibilities (*responsibility*) is evident from the willingness of employees to accept and carry out tasks reliably. Self-development (*development*) indicated by a desire to continue learning and improving competence. Independence (*independence*) can be seen from the ability to work without strict supervision. Compensation (*compensation*) is an indicator of the extent to which employees' expectations for remuneration according to contributions are met.

Concept and Dimensions of Employee Performance

Employee performance is at the core of organizational success. (Anwar Prabu, 2017) Define performance as the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. This definition emphasizes that performance appraisals should include both aspects, not only how much work is produced, but also how good the quality of the work is. In the context of government, Pasolong (2021) added that performance must be achieved legally, not against the law, and in accordance with morals and ethics, so that it has a dimension of compliance and integrity in addition to mere results.

Performance is influenced by various interrelated factors. (Anwar Prabu, 2017) dividing it into ability factors (*Ability*) and motivational factors. Ability consists of potential ability (IQ) and reality ability (knowledge and skills). Meanwhile, motivation is formed from the attitude of employees in dealing with work situations. (Sedarmayanti, 2018) Expanding the scope of these factors by mentioning education and training, skills, leadership management, income level, work climate, infrastructure, technology, and achievement opportunities. All of these factors interact to form the level of performance displayed by employees.

To be objectively evaluated, performance needs to be measured through measurable indicators. (Judge & Robbins, 2013) identify five key indicators: quality of work, which measures the level of perfection and precision of results; work quantity, which measures the amount of output produced; punctuality, which assesses the ability to complete work on deadline; effectiveness, which measures the rate of achievement of goals; and independence, which assesses the ability to work without excessive supervision.

METHODOLOGY

Approaches and Types of Research

This study uses a quantitative approach with a type of causal associative research. The quantitative approach was chosen because the research data is in the form of numbers and the analysis uses statistics to test the hypothesis that has been formulated. Meanwhile, the causal associative nature means that this study aims to determine the cause-and-effect relationship between independent variables, namely motivation (X), and dependent variables, namely employee performance (Y). With this design, the researcher wants to prove empirically the extent to which changes in the level of employee motivation can affect the increase or decrease in their performance within the East Aceh Regency Plantation and Livestock Office.

Location, Time, and Object of Research

This research was carried out at the East Aceh Regency Plantation and Livestock Office which is located at the Government Center Complex on Jalan Banda Aceh-Medan KM 370 Idi. The selection of this location is based on initial observations that found indications of suboptimal employee performance, so it is necessary to study more deeply the influence of motivation as one of the key factors. The research is planned and carried out for four months, starting from August 2025 to November 2025. The object of this study is all employees in the agency, with the main focus on measuring their level of work motivation and its relationship with performance achievement.

Population and Sample

The population in this study is all employees who work at the East Aceh Regency Plantation and Livestock Office. Based on the data obtained, the population is 80 people. Given the relatively small population and less than 100 people, this study uses saturated sampling or census techniques. Conform to the opinion (Arikunto, 2019) quoted in this thesis, if the population is less than 100 people, then it should be taken entirely as a sample. Thus, the sample in this study amounted to 80 people, consisting of 56 Civil Servants (PNS) and 24 honorary employees. This technique ensures that all population characteristics are represented and that research results can be accurately generalized for the scope of the agency.

Variable Operational Definition

An operational definition of a variable is necessary to avoid different interpretations and provide guidance in measurement. In this study that focuses on motivation and performance, the two variables are defined as follows:

- a. *Motivation (X)* is an internal and external drive that moves employees to carry out their duties and responsibilities with full dedication and seriousness in order to achieve organizational goals. Indicators used to measure motivation include: (1) work performance, (2) responsibility, (3) self-development, (4) independence, (5) compensation, (6) discipline, and (7) initiative. All of these indicators are described in the questionnaire statement with a Likert scale of 1-5.
- b. *Employee Performance (Y)* is the result of work in terms of quality and quantity achieved by employees in carrying out their duties and responsibilities in accordance with the authority given by the organization. Indicators used to measure performance, include: (1) work quality, (2) quantity of work, (3) punctuality, (4) effectiveness, (5) independence, (6) responsibility, (7) cooperation, and (8) initiative. These indicators are measured through respondents' perceptions of statements in the questionnaire.

Data Collection Techniques

The data collection technique used in this study is questionnaire or questionnaire as the main method. The questionnaire is structured based on indicators of employee motivation and performance variables. Before being distributed, the questionnaire is first tested for validity and reliability. Questionnaires were given to all 80 respondents to be filled out according to the instructions that had been provided. Alternative answers in the questionnaire used the Likert scale with five choices, namely Strongly Agree (score 5), Agree (score 4), Disagree (score 3), Disagree (score 2), and Strongly Disagree (score 1). In addition to questionnaires, interview techniques are also used as preliminary studies to obtain preliminary information to strengthen the background of the problem, although the main data is still sourced from the questionnaire.

Research Instruments and Their Testing

The research instrument used was a list of statements in the questionnaire. To ensure that the instrument is suitable for use, two types of tests are conducted: validity tests and reliability tests. The validity test aims to measure the extent of the accuracy of an instrument in carrying out its measurement function. The test was carried out using *Pearson's Product Moment* correlation technique, comparing the r-calculated value with the r-table at a significance level of 5% ($\alpha=0.05$). A statement item is declared valid if $r\text{-count} > r\text{-table}$. The results of the test on the motivation variable showed that all 10 statement items had r-counts ranging from 0.822 to 0.908, well above the r-table of 0.1852, so that all items were declared valid. Similarly, for the employee performance variable, all 10 statement items were declared valid with r-calculations ranging from 0.599 to 0.889.

The reliability test aims to measure the internal consistency of the research instrument. The test used *the Cronbach's Alpha* method, with the instrument criteria being declared reliable if the Cronbach's Alpha value > 0.60 . The test results showed that the motivation variable had a Cronbach's Alpha value of 0.974, and the employee performance variable of 0.953. These two values far exceed the minimum limit of 0.60, so it can be concluded that the research instruments for both variables have an excellent level of reliability and are consistent in measuring what should be measured.

Data Analysis Techniques

The data analysis technique in this study uses descriptive statistics and inferential statistics. Descriptive statistics are used to provide an overview of respondent characteristics and the distribution of respondents' responses to each variable. The data is presented in the form of frequency and percentage tables for easy initial interpretation. To test the hypothesis of the influence of motivation on employee performance, inferential statistical analysis was used. Before conducting a hypothesis test, a classical assumption test is first carried out as a prerequisite for regression analysis. The classical assumption tests used include: (1) normality test with *the Kolmogorov-Smirnov* test and *P-Plot graph* to ensure the residual data is normally distributed, (2) the linearity test to ensure the relationship between motivation and performance is linear, (3) the heteroscedasticity test with the Glejser test and the scatterplot graph to ensure there is no residual variance inequality, and (4) the autocorrelation test with the Durbin-Watson test. Since this study only involved one independent variable (motivation), a multicollinearity test was not required.

After the assumption test is met, the hypothesis test is carried out by simple linear regression analysis. The regression equation model used is: $Y = a + bX + e$, where Y is employee performance, a is constant, b is the motivation regression coefficient, X is motivation, and e is *the error term*. The (partial) t-test is used to test the significance of the influence of motivation on individual employee performance. The test criterion is that if the significance value < 0.05 or t-count $>$ t-table, then the hypothesis that there is an influence of motivation on employee performance is accepted. In addition, the determination coefficient (R^2) is also calculated to find out how much contribution or contribution the motivation variable in explaining the variation in changes in employee performance variables. All statistical tests in this study were conducted at a 95% confidence level with a significance level of $\alpha = 0.05$.

RESEARCH RESULT

Descriptive Analysis of Research Variables

Based on the distribution of questionnaires to 80 respondents at the East Aceh Regency Plantation and Livestock Office, an overview of respondents' responses regarding motivation variables (X1) and employee performance (Y) was obtained. The following table presents a recapitulation of respondents' answers for each variable.

Table 1. Recapitulation of Motivational Variable Respondent Responses (X1)

Answer Categories	Average Respondents	Percentage
Strongly agree	28 people	34,63%
Agree	21 people	26,00%
Disagree	19 people	23,63%
Disagree	11 people	14,13%
Strongly Disagree	1 person	1,63%
Total	80 people	100%

Source: Primary Data Processed, 2025

Table 1 shows that the majority of respondents (60.63%) gave a positive assessment (strongly agree and agree) on motivational statements. This indicates that in general employees have good work motivation.

Table 2. Recapitulation of Respondents' Responses of Employee Performance Variables (Y)

Answer Categories	Average Respondents	Percentage
Strongly agree	27 orang	34,00%
Setuju	24 orang	30,00%
Disagree	18 orang	22,38%
Disagree	9 orang	11,00%
Strongly Disagree	2 orang	2,63%
Total	80 orang	100%

Source: Primary Data Processed, 2025

Table 2 shows that the majority of respondents (64.00%) rated their performance in the good category (strongly agree and agree). However, there are still some employees (around 36%) who give an adequate, under-assessed, or disagreeable assessment, indicating that there is room for performance improvement.

Hypothesis Testing (t-test)

The first hypothesis test (H1) was carried out to determine the influence of motivation (X1) on employee performance (Y). The analysis used a t-test with the help of SPSS. The test results are presented in the following table.

Table 3. Results of the t-test (Effect of Motivation on Employee Performance) Coefficients^a

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	3.193	2.291	1.394	.037
Motivation (X1)	.379	.078	.413	4.840 .000

^a Dependent Variable: Employee Performance (Y)

Source: SPSS output, Data Processed, 2025

Based on Table 3, the t-count value for the motivation variable is 4.840. This value is then compared to the value of the t-table. With the number of samples (n) = 80, the number of independent variables (k) = 3, then the degree of freedom (df) = $n - k = 80 - 3 = 77$. At the significance level of $\alpha = 0.05$, the t-table value is 1.664.

The test criteria state that H1 is acceptable if $t\text{-count} > t\text{-table}$ or significance value < 0.05 . The results of the analysis show:

- a. T-calculated value (4,840) $>$ t-table (1,664).
- b. Significance Value (0.000) $<$ α (0.05).

DISCUSSION

The results of the study prove that motivation (X1) has a positive and significant effect on the performance of employees (Y) at the East Aceh Regency Plantation and Livestock Office. These findings are based on a statistical analysis that showed a t-count value of 4.840 which is much greater than the t-table of 1.664, with a significance level of 0.000 which is below the critical limit of 0.05. Thus, the first hypothesis (H1) proposed in this study was declared accepted. This confirms that motivation is a determining factor that affects the high and low performance of employees in the agency.

The value of the regression coefficient of 0.379 indicates a positive relationship direction. In practical terms, these findings mean that any effort to increase employees' work motivation will make a real contribution to improving their performance. On the other hand, if work motivation decreases, then employee performance has the potential to decrease. The magnitude of the influence of motivation on performance is also reflected in the standardized beta coefficient value of 0.413, which shows that motivation has a strong contribution in explaining the variation in employee performance compared to other factors.

These findings are in line with the definition of motivation put forward by (Narwis & Sahur, 2019) which states that motivation is a process that explains an individual's intensity, direction, and perseverance to achieve a goal. In the context of employees in the Plantation and Livestock Service, high motivation is reflected in their enthusiasm in carrying out the task of fostering farmers and ranchers, diligence in supervising plantation programs, and initiatives to solve problems in the field. This high intensity of effort and perseverance then leads to the achievement of optimal performance, both in terms of quality and quantity of work.

The results of this study also strengthen the view of (Fitria et al., 2014) which explains that in the context of public organizations, work motivation is an influential condition to arouse, direct, and maintain behaviors related to the work environment of civil servants. Highly motivated employees tend to show greater dedication to their main tasks and functions. They do not work simply to fulfill formal obligations, but have an internal drive to make the best contribution to the organization and society. This can be seen from motivational indicators such as responsibility and initiative that received a positive response from the majority of respondents in this study.

Further, these findings support the two-factor theory put forward by (Yashak et al., 2020) which distinguishes between hygiene factors and motivating factors. In this study, motivating factors such as work performance, recognition, responsibility, and self-development opportunities were proven to be the main drivers of employee performance. Employees who feel that their work provides opportunities to excel and develop themselves tend to have a higher commitment to achieving work targets. Conversely, if these motivating factors are not met, employee performance has the potential to stagnate or even decline.

From the perspective of performance motivation theory (Uno, 2012), the findings of the study indicate that the need for achievement is one of the main drivers of employee performance at the Plantation and Livestock Service. Employees who have high achievement needs will always try to complete work to the best standards, look for new challenges, and not give up easily when facing obstacles. This is in line with descriptive data that shows that most respondents stated that they always tried to complete work with maximum results and were motivated to achieve the set work targets.

The results of this study are also consistent with several previous studies. (Bancin & Nurwani, 2023) In his research at the Medan City Government, it was found that motivation had a positive and significant effect on employee performance with a regression coefficient value of 0.458. Similarly, (Septiana & Ivada, 2013) Researching teacher performance proves that work motivation contributes 37.2% to teacher performance. The consistency of these findings shows that motivation is indeed a universal variable that is always relevant in various organizational contexts, both in the education, government, and technical agencies such as the plantation and livestock services.

In the specific context of the East Aceh Regency Plantation and Livestock Office, these findings have important practical implications. This agency has quite complex tasks, including fostering farmers and breeders, supervising animal and plant health, managing licensing, and developing agribusiness. These tasks require dedication and high work spirit from employees. Motivated employees will be more enthusiastic in conducting counseling to farmers, more thorough in supervising, and more responsive to community complaints. In contrast, employees with low motivation tend to perform tasks procedurally without innovation, which ultimately impacts the quality of public services.

The descriptive analysis showed that although the majority of employees had good motivation, there were still around 23.63% of respondents who stated that they did not agree and 14.13% who disagreed with the motivational statements. This indicates that there are still some employees who are not fully motivated at work. They may feel that the work they are doing is less challenging, less appreciated, or that they don't see clear career development opportunities. This group of employees needs to be a special concern for agency leaders to be given additional guidance and motivation.

With the acceptance of this first hypothesis, it becomes clear that efforts to improve the performance of employees at the East Aceh Regency Plantation and Livestock Service cannot ignore the motivation aspect. Agency leaders need to design effective strategies to arouse and maintain employee work motivation. These strategies can be in the form of giving greater responsibility to potential employees, giving recognition and appreciation for work achievements, creating a conducive work environment, and providing career development opportunities through training and further education.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of research and discussion on the influence of motivation on employee performance at the East Aceh Regency Plantation and Livestock Office, it can be concluded that motivation has a positive and significant effect on employee performance. This is evidenced by a t-calculated value of 4.840 which is greater than the t-table of 1.664, as well as a significance value of 0.000 which is smaller than α 0.05. These findings indicate that the higher the work motivation that employees have, the better the performance they produce. Motivation proves to be an important factor that encourages employees to work with dedication, responsibility, and high initiative. Therefore, efforts to improve employee performance in the service environment must pay attention to the motivation aspect through the provision of recognition, responsibility, and opportunities for self-development.

ADVANCED RESEARCH

Further research is recommended to examine the influence of work motivation by incorporating additional variables such as leadership, work environment, and job satisfaction in order to gain a more comprehensive understanding of the factors that influence employee performance.

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