

Affiliation, Reward, and Punishment Relationships on Work Motivation for Nurses in the Emergency Room at Nashrul Ummah Islamic Hospital in 2022

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Abstract

The ability of a health facility as a whole is reflected in the ability of the Emergency Installation to provide quality health services so that it requires qualified and professional nursing staff. Quality and professional nursing care services can be achieved through good nurse performance. Various factors that influence performance greatly determine the results of a nurse's work, one of which is the nurse's motivation for the work they face. Nurse motivation is influenced by aspects of affiliation, *reward* and *punishment*. To determine the relationship between affiliation, *reward* and *punishment* on nurses' work motivation in the Emergency Installation of the Islamic Nashrul Ummah Hospital in 2022. This research uses a cross-sectional method. Data analysis consists of Univariate and Bivariate analysis. The relationship between affiliation, *reward* and *punishment* on the work motivation of nurses in the emergency room at RSI Nashrul Ummah shows a significant relationship $P < 0.05$ ($0.003 < 0.005$). And the indicator that most influences motivation is affiliation. There is a significant relationship between affiliation, *reward* and *punishment* on the work motivation of nurses in the Emergency Room at the Islamic Nashrul Ummah Hospital. **Suggestion:** It is hoped that the results of this research can be used as information and consideration for the Nashrul Ummah Islamic Hospital.

Keywords : *Motivation, Performance, Nursing*

Introduction

Hospitals are a form of health facility that functions to provide basic health services, referral health and supporting health efforts. Health services in hospitals, especially the Emergency Room (IGD), have a role as the main gateway for emergency patients to enter. The ability of a health facility as a whole in terms of quality, readiness and its role as a referral center for pre-hospital patients is reflected in the ability of the Emergency Department to provide quality health services. In the ER, qualified and professional nursing staff are needed in terms of dexterity, skills and alertness at all times¹.

The level of nurse performance is influenced by factors within the nurse herself and factors outside the nurse. Factors within nurses include knowledge and skills, competencies appropriate to their work, work motivation and job satisfaction. Meanwhile, factors external to the nurse, namely workload and leadership style in the organization, play a major role in

¹ Hardianti, H.2008. Gambaran Kerja Perawat Pelaksana Unit Instalasi Gawat Darurat. Jakarta: Trans Info Media

influencing nurse performance². Various factors that influence performance greatly determine the results of nurses' work. Attention to the psychological factors of nurses is very important, one of which is the motivation of nurses towards the work they face. Motivation will be a driving force for individuals to do their work well. Motivation is an effort made by an individual to achieve organizational goals, where this effort is also related to fulfilling individual needs. Motivated individuals will be in a tense condition, to relax, effort must be expended which ultimately results in performance³.

According to Mangkunegara employee performance is the result of work in terms of quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him⁴. So that employee performance is always consistent, at least the organization always pays attention to the work environment around employees which can influence a person's ability to carry out their duties, such as motivation. Hospitals use various methods to motivate their employees, such as providing incentives or bonuses, awards, career advancement, or retirement security. There are many factors that can motivate employees, both internal and external factors, such as the family environment, co-workers, or the atmosphere of the workplace.

Motivation in management is aimed at increasing employee work enthusiasm, so that their performance increases with all their abilities to realize organizational goals. Motivation seeks to optimize employee potential to be able to work well, willing to work together to encourage increased employee performance, so that they succeed in achieving and realizing predetermined goals⁵.

Motivation is a driving factor in carrying out a person's activities to achieve a goal. Motivation can also be defined as a way to achieve institutional goals by striving to a higher level, provided that it does not ignore the ability to obtain satisfaction in meeting personal needs. So the definition of motivation includes three important key definitions, namely effort, organizational goals and personal needs⁶. And the indicators measured in motivation are *affiliation*, *reward* and *punishment*. The development of motivation will improve the quality of performance of the nursing profession which focuses on professionalism in the world of nursing⁷.

Motivation in management is aimed at increasing employee morale, so that their performance increases with a number of abilities to realize organizational goals. Motivation seeks to optimize employee potential so that they are able to work well, willing to work together to encourage increased employee performance, so that they succeed in achieving and realizing predetermined goals. This is in line with research results from Sutanjaar that

² Nursalam, 2022. *Manajemen Keperawatan Aplikasi dalam Praktik Keperawatan Profesional*. Salemba Medika, Jakarta

³ Filgona, J., Sakiyo, J., Gwany, D. M., & Okoronka, A. U. (2020). Motivation in learning. *Asian Journal of Education and social studies*, 10(4), 16-37.

⁴ Mangkunegara. 2010. *Evaluasi Kinerja Sumber Daya Manusia*, Cetakan Pertama. PT. Refikaditama, Bandung

⁵ Mangkunegara, AP. 2000. *Manajemen Sumber Daya Manusia*. Bandung: PT Remaja Rosdakarya

⁶ Kian, T. S., Yusoff, W. F. W., & Rajah, S. (2014). Job satisfaction and motivation: What are the difference among these two. *European Journal of Business and Social Sciences*, 3(2), 94-102.

⁷ Eid, A. G., Ahmed, M. Z., Safan, S. M., & Mohamed, S. M. (2018). Nursing professionalism: a concept analysis. *Menoufia Nursing Journal*, 3(2), 87-96.

the higher the motivation, the more employee performance will increase. This is slightly different from what happened to RSI Nurul Falah employees where in 2022 their performance was good but there was no high motivation. So several research questions arise related to employees who are not motivated when they work.

Problems that occur related to employee motivation and performance are certainly problems that must be addressed immediately by conducting in-depth studies. In 2022, RSI Nurul Falah will become a referral hospital for patients, including Covid-19. So there is a need for a more in-depth study of work motivation and improving nurse performance to produce good performance. So it is important for researchers and academics to study this and try to find the common thread of the low work motivation of nurses even though their performance is relatively good.

Methods

This research uses a descriptive analytical research design, namely the data collected is systematically analyzed and the relationship between the independent variables (*affiliation*, *reward* and *punishment*) and the dependent variable (nurses' work motivation) is sought. The type of research used is quantitative research using a cross-sectional approach. The population is all subjects or objects with certain characteristics that will be studied, in this case all the nurses in the ER at RSI Nashrul Ummah, namely 14 nurses. Hal ini disebabkan adanya fenomena unik terkait motivasi kerja dan kinerja perawat disana, mengingat pada tahun 2022 RSI Nurul Falah menjadi salah satu referensi pasien RS termasuk covid-19. The sample in this study was the entire population that met the inclusion criteria, namely 10 nurses. The data analyzed was carried out by the Chi-Square test using SPSS version 18

Univariate Analysis

The univariate analysis in this research is the analysis of affiliation, reward and punishment factors as well as the work motivation of emergency room nurses at RSI Nashrul Ummah in 2022. The distribution of the variables studied is depicted in the table below :

Table 2. Distribution of Affiliate Factors, *Rewards* and *Punishments* for ER Nurses at RSI Nashrul Ummah in 2022

Characteristics	Amount	Percentage
Affiliate		
Not enough	4	40%
Good	6	60%
Rewards		
Not enough	3	30%
Good	7	70%
Punishment		
Not enough	3	30%
Good	7	70%

From the results it can be seen that the distribution of affiliation factors is in the good category with a percentage of 60% (6 people), the distribution of *reward factors* and *punishment factors* is also in the good category with a percentage of 70% (7 people).

Bivariate Analysis

To determine the relationship between affiliation, reward and punishment on the work motivation of emergency room nurses at RSI Nashrul Ummah, an analysis was carried out using the chi-square (χ^2) statistical test. The following is a table of the relationship between affiliation, *reward* and *punishment* on the work motivation of emergency room nurses at RSI Nashrul Ummah in 2022:

Table 3. Relationship between Affiliation, Reward and Punishment with Work Motivation of ER Nurses at RSI Nashrul Ummah in 2022

No	Characteristics	Motivation		Total		OR	P value
		Not enough		Good			
		Σ	(%)	Σ	(%)	Σ	(%)
1.	Affiliate						
	Good	7	70%	6	60%	13	0.65%
	Not enough	3	30%	4	40%	7	0.35%
2.	Rewards						
	Not enough	3	30%	4	40%	7	0.35%
	Good	7	70%	6	60%	13	0.65%
3.	Punishment						
	Not enough	3	30%	4	40%	7	0.35%
	Good	7	70%	6	60%	13	0.65%

The good affiliation variable shows good motivation of 70% and $p < 0.001$, which means that good affiliation has the potential to increase motivation better than nurses whose affiliation is less. The good reward variable shows good performance of 70% and $p < 0.001$, which means that good rewards have the potential to increase motivation better than nurses who receive less rewards. The punishment variable shows that nurses whose punishment is good have the potential to increase motivation better than those whose punishment is poor.

Motivation is an internal situation/condition that awakens us to action, encourages us to achieve certain goals, and keeps us interested in certain activities⁸. Motivation in management is aimed at increasing employee work enthusiasm, so that their performance increases with all their abilities to realize organizational goals. Motivation seeks to optimize employee potential to be able to work well, willing to work together to encourage increased employee performance, so that they succeed in achieving and realizing predetermined goals⁹

⁸ Nursalam, 2022. Manajemen Keperawatan Aplikasi dalam Praktik Keperawatan Profesional. Salemba Medika, Jakarta

⁹ Mangkunegara. 2010. Evaluasi Kinerja Sumber Daya Manusia, Cetakan Pertama. PT. Refikaditama, Bandung

Motivation is an encouragement that arises from the nurse's assessment of the organization in meeting needs. The indicators measured in this motivation variable are affiliation motivation, reward and punishment. According to Fajar, motivation is a concept that contains an extrinsic condition that stimulates certain behavior and an intrinsic response that manifests human behavior¹⁰. Intrinsic responses are sustained by energy sources, called "motives". Motivation can be measured by behavior that can be observed and recorded. Deficiencies in fulfilling needs can stimulate humans to seek and achieve goals to fulfill these needs. Meanwhile, according to Nursalam (2008), defining motivation is an internal situation/condition that arouses us to act, encourages us to achieve certain goals, and keeps us interested in certain activities¹¹.

Motivation is defined by Fillmore H. Stanford that motivation is a condition that moves humans towards a certain goal¹². In relation to work motivation, work motivation is defined as a condition that plays a role in moving, directing and maintaining behavior related to work motivation. Affiliation is the desire for friendly and intimate interpersonal relationships. Individuals reflect the desire to have close, cooperative and friendly relationships with other parties. Individuals who have a high need for affiliation are generally successful at work

Rewards are a form of appreciation given to employees as compensation for the contributions that employees make to the organization. Compensation is important for employees because it can improve welfare, such as benefits and facilities and services. The welfare provided to employees is very meaningful and useful to meet the needs of employees and their families. The reward and punishment system is expected to be able to stimulate or motivate employee morale so that employees can provide their best performance for the hospital which will have an impact on employee performance. Non-financial rewards are remuneration provided by hospitals to employees, not in the form of money, but in the form of facilities.

Punishment is something that employees don't like/like. Giving punishment is intended to provide a deterrent effect to employees so that they will not repeat the same mistakes. The application of punishment in an organization is no less important¹³, because there will be order in forming an organization with strong discipline and high responsibility to create a good personality for each member of the organization, which is the function of punishment. Forms of punishment include losing one's job, not receiving a salary increase, being removed from the list of employees to be promoted, public humiliation, failure to receive rewards, threats of dismissal, and so on. Therefore, every organization/hospital needs to implement

¹⁰ Fajar, I., Simanjuntak, T. M., & Simanjuntak, Y. T. (2023). The relationship between motivation and performance of implementing nurses in providing nursing care at tuan rondahaim regional hospital pamatang raya simalungun regency. *Morfai Journal*, 2(4), 896-902.

¹¹ Nursalam, 2022. Manajemen Keperawatan Aplikasi dalam Praktik Keperawatan Profesional. Salemba Medika, Jakarta

¹² Saefullah, U. (2012). Work motivation in Islamic educational institutions. *Advances in natural and Applied Sciences*, 6(8), 1562-1567.

¹³ Podsakoff, N. P., Podsakoff, P. M., & Kuskova, V. V. (2010). Dispelling misconceptions and providing guidelines for leader reward and punishment behavior. *Business Horizons*, 53(3), 291-303.

a management control system with all types of business. The management control system helps management in realizing the hospital's vision, mission, strategy and goals.

The results of bivariate analysis with chi-square obtained p value = 0.003, which shows that there is a significant relationship between affiliation, reward and punishment on the work motivation of ER Nurses at RSI Nashrul Ummah, indicated by $P < 0.05$ ($0.003 < 0.005$). The results of this research are in accordance with research conducted by Apex-Apeh (2020) which states that reward and punishment factors are significantly related to motivation in hospitals¹⁴ ($p = 0.000$). Research by Setyaningsih and Hartanto (2010) showed that motivation was significantly related to employee performance in Jumanto District, Karanganyar Regency ($t = 2.150$; $p = 0.041$)¹⁵

Discussion

Motivation has a significant impact on the performance of nurses in hospitals.¹⁶ Nurses when motivated both intrinsically and extrinsically¹⁷, these tend to have a higher commitment to their duties, which has a positive impact on the quality of medical care provided to patients. Intrinsic motivation, such as personal satisfaction from helping others or evaluating their contributions, can increase dedication and morale¹⁸. On the other hand, exogenous motivation such as monetary incentives, formal recognition and career development opportunities are also important in encouraging nurses to work more efficiently and productively, and a cooperative work environment, such as good relationships with colleagues and superiors, and proper facilities can help strengthen this motivation.¹⁹ Therefore, hospitals that focus on strategies to increase nurse motivation are likely to see improvements in the performance of their nurses, which ultimately has a positive impact on the quality of patient care and operational efficiency of the hospital through training, compensation, or improved working conditions.

Apart from that, the impact of motivation on nurse performance can also be seen from the aspects of job satisfaction and emotional well-being.²⁰ Motivated nurses tend to have higher job satisfaction and feel satisfied with their work overall. This can reduce levels of stress and burnout, which are common problems in the health care profession. With lower stress levels, nurses can provide more focused and attentive care, which in turn improves

¹⁴ Apex-Apeh, C. O., Ujoatuonu, I. V., Ugwu, J. I., & Olowu, C. T. (2020). Motivation and work environment as predictors of job performance among nurses. *Nigerian Journal of Psychological Research*, 16(1).

¹⁵ Yolanda, V., Budiwanto, S., & Katmawanti, S. 2015. HubunganAntara Motivasi Kerja danKemampuan Kerja denganKinerja Petugas Rekam Medis diRumah Sakit Lavalette Malang.Jurnal Preventia: The IndonesianJournal of Public Health. Volume2 Nomor 1 Tahun 2017. Hal. 1

¹⁶ Astuti, R., Lesmana, O. P. A., & Prima, O. (2018). Pengaruh Motivasi dan Beban Kerja terhadap Kinerja Perawat pada Rumah Sakit Umum Mitra Medika Medan. *Jurnal Ilman*, 6(2), 42-50.

¹⁷ Maulana, F. H. (2015). *Pengaruh motivasi intrinsik, motivasi ekstrinsik dan komitmen organisasi terhadap kinerja karyawan pada Bank BTN Kantor Cabang Malang* (Doctoral dissertation, Brawijaya University).

¹⁸ Safitri, E. A., Afriyani, F., & Lazuardi, S. (2023). Pengaruh Motivasi Kerja, Pengalaman Kerja, dan Lingkungan Kerja terhadap Prestasi Kerja pada PT Asabri (Persero) Palembang. *Eksis: Jurnal Ilmiah Ekonomi dan Bisnis*, 14(1), 107-111.

¹⁹ Prakoso, R. D., Astuti, E. S., & Ruhana, I. (2014). Pengaruh lingkungan kerja terhadap motivasi kerja dan kinerja karyawan. *Jurnal Administrasi Bisnis*, 14(2)

²⁰ Sabiq, Z. (2018). Pengaruh optimisme, dukungan sosial, dan faktor demografis terhadap kesejahteraan subjektif pada perawat.

patient health outcomes.²¹ Motivation also plays a role in increasing nurses' innovation and adaptability to changes in the dynamic work environment.²²

Motivated nurses are active in finding innovative solutions to problems encountered and tend to be more open to training and adopting new technologies. They can also work better with multidisciplinary teams that are critical in providing comprehensive and integrated health services. In addition, high motivation can increase the nurse's sense of responsibility and accountability for her duties²³. This means they are more likely to work with care and integrity, reducing the risk of medical errors that could harm patients. Therefore, hospitals that motivate nurses effectively not only improve the performance of individual nurses, but also improve the performance of the team and the organization as a whole, creating a safer and more efficient environment for patients and staff.²⁴

Overall, motivation is a key factor that influences various aspects of nurse performance in hospitals. Therefore, it is important for hospital managers to understand and implement appropriate motivation strategies so that nurses are motivated and can provide the best care to patients. The explanation of motivation related to employee performance is strengthened by Herzberg's motivation theory, known as the two-factor theory, this theory is relevant to understanding the impact of motivation on the performance of nurses in hospitals.²⁵ Herzberg differentiates between work environment motivating factors and hygiene factors. Motivational factors such as achievement, recognition, the work itself, responsibility and career development are factors that can increase job satisfaction and intrinsic motivation of nurses.²⁶ When nurses feel recognition for their performance and have opportunities to develop, they are more motivated to work with passion and dedication.²⁷ On the other hand, if humanistic-economic factors such as working conditions, salary, interpersonal relationships, company policies and job security are not met, this can lead to job dissatisfaction, but fulfilling these factors does not always increase motivation significantly.²⁸

Improving employee primary factors can prevent dissatisfaction, but without motivation factors it does not necessarily improve performance. In the hospital context, where management ensures that primary factors for nurses such as providing decent wages

²¹ Prahara, R. S., Ningrum, R. W., & Fahmi, M. F. (2024). The Impact of Workplace Spirituality, Compensation, and Characteristics of Millenial Teachers on Teacher Loyalty. *JASNA: Journal For Aswaja Studies*, 4(1), 13-28.

²² Wachidah, N. (2019). Pengaruh Sikap Inovatif, Kedisiplinan Dan Motivasi Kerja Terhadap Kinerja Guru SMP Negeri. *Journal of Educational Evaluation Studies (JEES)*, 1(1), 57-63.

²³ Mutafarida, B., & Fahmi, M. F. (2023). Pendekatan Quadruple Helix Sebagai Alternatif Manajemen Strategik Dalam Transformasi Lembaga. *JDMP (Jurnal Dinamika Manajemen Pendidikan)*, 8(1), 20-31.

²⁴ Mutafarrida, B., & Fahmi, M. F. (2019). Pengaruh Manajemen Sumber Daya Insani Bidang Ekonomi Syariah Dalam Reaktualisasi Jihad Di Era Milenial. In *Prosiding AnSoPS: Annual Symposium on Pesantren Studies* (Vol. 1, No. 1, pp. 78-90).

²⁵ Andjarwati, T. (2015). Motivasi dari sudut pandang teori hirarki kebutuhan Maslow, teori dua faktor Herzberg, teori xy Mc Gregor, dan teori motivasi prestasi Mc Clelland. *JMM17: Jurnal Ilmu ekonomi dan manajemen*, 2(01).

²⁶ Munir, M. (2022). MOTIVASI ORGANISASI: Penerapan Teori Maslow, McGregor, Frederick Herzberg dan McLelland. *AL-IFKAR: Jurnal Pengembangan Ilmu Keislaman*, 17(01), 154-168.

²⁷ Bachtiar, E. (2016). Analisis Kepuasan Kerja Perawat Di Rumah Sakit Paru Pamekasan. *Journal Adi Husada Nursing*, 2(1).

²⁸ Yuliana, Y., Arwin, A., & Pratiwi, J. D. (2020). Dampak Gaji dan Gaya Kepemimpinan Terhadap Kepuasan Kerja Karyawan (Studi Kasus Pada PT Cipta Mandiri Agung Jaya). *Bisma Cendekia*, 1(1), 1-6.

and a safe working environment are met, it really depends on the attitude of discipline and perseverance of nurses which has an impact on clear career paths and professional development opportunities.²⁹ This is intended to ensure that nurses feel their work is meaningful and valuable. By applying the principles of Herzberg's theory ³⁰, The hospital not only minimizes dissatisfaction, but also actively increases the motivation and performance of nurses, resulting in nurses who are more motivated, dedicated and able to provide quality services to patients, improving the overall reputation and efficiency of the hospital.³¹ This can then be used as an explanation that the good motivation of Nasrul Ummah Hospital nurses shows good performance in management and service for all hospital users so that they get a good impression from all parties..

Conclusion

From the research results, it can be concluded that there is a significant relationship between affiliation, reward and punishment on work motivation and is related to the performance of nurses in the Emergency Department at the Islamic Nashrul Ummah Hospital in 2022. These results show that high motivation will provide good results from the performance of nurses. at Nasrul Ummah Hospital and shows good service to service users and with these rewards and punishments there is a work cycle that makes it easier for management to evaluate the performance of workers and is used as an effort to improve performance in the following period.

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³⁰ Mahayasa, I. G. A., Sintaasih, D. K., & Putra, M. S. (2018). Pengaruh kepuasan kerja dan budaya organisasi terhadap komitmen organisasional dan organizational citizenship behavior perawat. *Matrik: Jurnal Manajemen, Strategi Bisnis Dan Kewirausahaan*, 12(1), 71-86.

³¹ Nurohman, D., Aziz, A., & Fahmi, M. F. (2021). Skenario Pertumbuhan Ekonomi Pasca Covid-19 Di Tulungagung. *Kodifikasi*, 15(1), 133-158.

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