



Al-Amwal: Jurnal Ekonomi dan Perbankan Syariah
ISSN: 2303-1573 e-ISSN: 2527-3876
Homepage: <https://www.syekhnurjati.ac.id/jurnal/index.php/amwal>
email: jurnalalamwal@syekhnurjati.ac.id

AL-AMWAL

Human Resource Performance Improvement Based Upon Job Autonomy, Intrinsic Motivation And Job Demands

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Abstract

This case study aims to investigate to what extent job autonomy, intrinsic motivation and job demands are able to improve human resource performance. The population of this study comprises 90 respondents of human resources at Department of Women's Empowerment, Child Protection, Population Control and Family Planning (DP3AP2KB) in Tegal Regency. Data were obtained from questionnaire and the study employed structural equation modeling using the Partial Least Square (PLS) approach as the analysis to answer hypotheses. The results of data analysis showed that (1) Job autonomy had positive and noteworthy impact on job performance, (2) Job autonomy did not significantly affect job demands, (3) Intrinsic motivation had contributed positively to the job performance, (4) Intrinsic motivation appeared to have beneficial impact on job demands, (5) Job demands did not show influential effect toward job performance. The future study should include intervening variables such as extrinsic motivation to provide solutions in improving human resource capacity so that they are able to meet the job demands.

Key words: *intrinsic motivation, job autonomy, job demand, job performance.*

Abstrak

Studi kasus ini bertujuan untuk menyelidiki sejauh mana otonomi kerja, motivasi intrinsik dan tuntutan kerja dapat meningkatkan kinerja sumber daya manusia. Populasi studi ini terdiri dari 90 responden yang bekerja di Departemen pemberdayaan perempuan, perlindungan anak, pengendalian penduduk dan keluarga berencana (DP3AP2KB) di Kabupaten Tegal. Data diperoleh dari kuesioner dan analisis yang digunakan untuk

menjawab hipotesis adalah permodelan persamaan structural dengan menggunakan pendekatan Partial Least Square (PLS). Hasil analisis data menunjukkan bahwa (1) Otonomi kerja memiliki dampak positif dan signifikan terhadap kinerja, (2) otonomi kerja tidak secara signifikan mempengaruhi tuntutan pekerjaan. (3) Motivasi intrinsik memberikan efek positif terhadap kinerja, (4) Motivasi intrinsik juga memberikan dampak positif pada tuntutan pekerjaan, (5) tuntutan pekerjaan tidak menunjukkan efek yang berpengaruh secara signifikan terhadap kinerja. Penelitian mendatang dapat mencakup variabel intervensi seperti motivasi ekstrinsik untuk memberikan solusi dalam meningkatkan kapasitas sumber daya manusia sehingga mereka dapat memenuhi tuntutan pekerjaan.

Kata kunci: Motivasi intrinsik, otonomi kerja, tuntutan kerja, kinerja pekerjaan.

INTRODUCTION

The need for highly competent human resource (HR) in various fields turns into a quite critical global demand. To deal with such kind of competition, in order to survive, organizations should realize the significance of good quality HR development planning ability – there are various ways to accommodate this, one of which is through HR development. The improvement of internal conditions is, at the same time, aiming to self-strengthen and increase resilience in the face of local and global competition getting tougher. This means that an organization must improve its company performance through improving its HR performance.

Many factors can improve HR performance in organizations, one of them is giving freedom to carry out work duties and responsibilities of an employee (job autonomy) (Johari, 2018). However, study of the need for job autonomy which affects the work performance is still very rare, so it becomes very interesting to be studied. The term ‘autonomy’ refers to how and when an employee carries out tasks, as well as the level of independent judgment and wisdom needed to do work – which in fact, an employee cannot carry out free will and has no control over his own work in general (Van Loon, 2018). According to Beek et.al, (2012); Jauhari et.al (2018), job autonomy could improve performance because they consider themselves capable and more confident in carrying out tasks. Psychologically, employees will be more motivated to do their best and may lead to higher performance (Spivack et.al, 2018). It turns to be such an enticing one since research on the need for job autonomy is still very rare to carry out.

Someone who does not have work motivation will not be able to work optimally. Work motivation is important so that it becomes part of the organization's activities in the process of coaching, developing, and directing human resources at work (Buller & McEvoy, 2012). HR must have motivation in carrying out their work so that they can provide encouragement in order to work diligently and enjoy doing their work (Hayati and Chaniago, 2012). Intrinsic motivation is motivation or encouragement within each of the individual self without any coercion from the others. As such, one's behavior is caused by one's own will rather than outside encouragement. Intrinsic motivation can be related to real rewards obtained by HR such as salary, job security, position, promotion, contract, work environment, and working conditions.

This study departs as the result of the gap on intrinsic motivation for HR performance researches. Cinar's (2011) stated that intrinsic motivation and extrinsic motivation have a significant positive effect on HR performance. This is contrary to the results of Muslih's research (2012) which stated that intrinsic motivation has a positive but not significant effect on HR performance. Thus, this study upholds the work demands variable in order to parse the research gap problem.

LITERATURE REVIEW

Human Resource Performance

HR performance is the accumulation of results obtained from a particular job over a certain period of time (Turner, et.al 2012). This means that the performance of an organization can be seen from the extent to which the organization can achieve its predetermined goals. While Miao (2013) said that performance is the level of achievement of a person's results related to the achievement of organizational goals. Moreover, Mone& Edward (2014) believed that performance is the result of work process achieved by a person or group of people within an organization in accordance with their respective authorities and responsibilities as an effort to achieve organizational goals measured by the organization standards. So it can be concluded that performance is the result of work, both in terms of quality and quantity, based on predetermined standards. Indicators to measure employee performance are: (a) The quality of work results, can be measured from the timeliness, accuracy of work, and neatness of work; (b) Quantity of results of work can be measured by the amount of work completed; (c) Timeliness, can be measured by the time achieved in carrying out work (Robbins et al. 2009).

Job Autonomy

According to Crawford et.al (2010), job autonomy refers to the people's freedom and independence in determining how to carry out their duties. While Broeck et.al (2010) stated that job autonomy is related to certain work engagement factors – it comprises of willingness to dedicate one's efforts, ability to complete work assignments, and intrinsic work motivation (Bakker, 2011).

Moreover, Beek et.al (2013) stated that job autonomy is defined as the extent to which work provides substantial freedom, independence, and flexibility for individuals in scheduling work and determining the procedures that must be used in carrying it out. Thus, it has some core characteristics such as variations in expertise, task identity, task significance and work feedback.

Based on the definitions stated by the experts above, it can be concluded that job autonomy is the extent to which a job lets the employees to plan the tasks and to perform the procedures in the most efficient ways within their own regards of substantial freedom and independence. Bakker (2011) also stated that job autonomy indicators are: job description, discretion/wisdom, and authority. Furthermore, Dysvik&Kuvaas (2011) also said job autonomy can improve performance, since HR with high job autonomy will see that he/she is trusted to perform the task – making it as one of its positive effects. Then, Khan et.al (2012) also stated that job autonomy has a positive effect on improving employee performance. If every employee is given enough work space and autonomy to carry out his job, then his/her performance will increase. So the hypotheses proposed are:

H1 : Job autonomy affects the performance of human resources.

Job autonomy research is still very rarely done. HR who has autonomous freedom in carrying out their profession in accordance with their expertise, knowledge, and abilities will be able to execute their job more steadily and focused (Beek et.al 2013). Autonomous freedom is the right and obligation of every working HR. The freedom of HR in scheduling their work and choosing the applicable work procedures may reduce the dependency to others, thereby increasing the ability of HR to make decisions (Broeck et. al, 2012). Job autonomy provides a special space for HR to carry out their duties with the convenience of choosing the right work methods for themselves in dealing with the demands of the tasks they face (Narhgang et.al, 2010). So it can be concluded that the quality of job autonomy

encourages someone to fulfill the demands of the task – meaning that job autonomy fosters a person's willingness to meet the demands of their duties.

H2 : Work autonomy increases the human resources' willingness upon task demands.

Intrinsic Motivation

According to Cho et. al (2012), intrinsic motivation is an ability to boost employees to work well so that both employees and the company can achieve their goals. Byron and Khazanchy (2012) also stated that intrinsic motivation greatly influences a person in developing his competence which may lead to an increase in his performance.

So it can be concluded that intrinsic motivation is an individual's motivation that comes from within and can encourage a person to excel. Intrinsic motivation variable measurements in this study are: achievement (success in achieving the KB acceptor target); recognition (achievement recognition/appreciation of the KB acceptor target); and, work (job seeking KB acceptor) (Thomas, 2009).

Research on intrinsic motivation has been carried out, including research conducted by Cinar (2011) and Cerasoli et.al, (2014) which stated that intrinsic motivation has a significant positive effect on HR performance. In other words, the more intrinsically motivated HR, the higher the performance it will be. Tuan (2011) and Verma (2012) stated that in the HR recruitment and promotion process, intrinsic and extrinsic motivation elements need to be involved so that only highly motivated HR can make the best contribution to the company/organization. So the proposed hypothesis is:

H3 : When intrinsic motivation gets more effective, it will improve performance

HR that has intrinsic motivation can be seen from the existence of an inner urge to do a task or activity as well as possible to achieve the best performance. Intrinsically motivated human resources have better performances because for them doing a job is a kind of dedication – they have the strength within themselves to face the demands of the existing task (Thomas, 2009; Schaufeli, 2011). Intrinsic motivation at work is important so that it becomes part of the organization's activities in the process of coaching, developing, and directing human resources at work (Buller&McEvoy, 2012). HR must have intrinsic motivation in carrying out their work so that they have the encouragement to face loads of their job (job demand) (De Broek et.al, 2010).

H4: When intrinsic motivation gets higher, then the drive to deal with task demands is higher.

Job Demands

Demerouti (2011) explained that job or psychological demands are a description of how hard a person works. Bakker (2007) stated that job demands are one's perceptions upon the workload they have, unexpected tasks, and tasks that are correlated with personal conflict.

According to Nahrgang (2011), job demands are things that must be completed in a predetermined time and speed. Moreover, Hansez and Chiniel (2010) also called it a unidimensional construct, meaning that they only have one dimension: namely the demands of the job itself. This dimension relates to one's perception of how hard he/she works. It has subdimensions consisted of workload, psychological burden, pressure in time, and personal conflict (Schaufeli and Wilman, 2014).

So it can be concluded that job demand is one's perception of how hard he/she works. The indicators used are workload, pressure in time, and personal conflict (Karasek& Theorell, 1990).

Verma (2012) found that job demands have a significant effect on performance. The higher the willingness of HR in dealing with the job demands, the higher the performance will be. Then Bailien et.al (2010) also stated that job demand has an impact on improving performance. Thus, the proposed hypotheses are:

H5: If the job demands of human resources are high, then the performance gets better

Based on the literature review above, the proposed empirical model is:

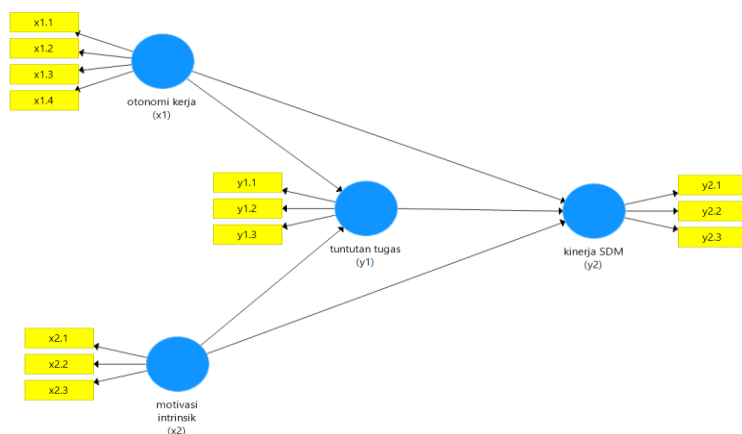


Figure 1. Empirical Research Model

METHODE

This study describes the causality relationship between job autonomy exogenous and endogenous variables. The variables used: job autonomy and intrinsic motivation as exogenous, job demand as intervening, and HR performance as endogenous - they depart from the gap phenomenon and differences in previous research. The population in this study was human resources at Department of Women's Empowerment, Child Protection, Population Control and Family Planning (DP3AP2KB) in Tegal Regency. the Dinas Pemberdayaan Perempuan, Perlindungan Anak, Pengendalian Penduduk dan Keluarga Berencana Tegal Regency as many as 97 people with the criteria of having a minimum working period of 2 years. The sampling method uses proportional random sampling, where all individuals in the population have the same opportunity to become samples. The study also used structural equation modeling using the Partial Least Square (PLS) approach as the analysis to answer hypotheses.

Measurement

Performance is the result of work, both in terms of quality and quantity, based on predetermined standards. While indicators to measure employee performance are: (a) The quality of work results, can be measured from the timeliness, accuracy of work, and neatness of work; (b) Quantity of results of work can be measured by the amount of work completed; (c) Timeliness, can be measured by the time achieved in carrying out work (Robbins et al. 2009)..

Job autonomy is the extent to which a job lets the employees to plan the tasks and to perform the procedures in the most efficient ways within their own regards of substantial freedom and independence. Bakker (2011) also stated that job autonomy indicators are: job description, discretion/wisdom, and authority. Furthermore, Dysvik&Kuvaas (2011) also said job autonomy can improve performance, since HR with high job autonomy will see that he/she is trusted to perform the task.

The quality of job autonomy encourages someone to fulfill the demands of the task – meaning that job autonomy fosters a person's willingness to meet the demands of their

duties. Intrinsic motivation is an individual's motivation that comes from within and can encourage a person to excel. Intrinsic motivation variable measurements in this study are: achievement (success in achieving the KB acceptor target); recognition (achievement recognition/appreciation of the KB acceptor target); and, work (job seeking KB acceptor) (Thomas, 2009).

RESULT AND DISCUSSIONS

Statistical Analysis

PLS data analysis includes the outer and inner models: validity and reliability tests as the outer one while testing the hypothesis stands as the inner. The convergent validity value of each indicator can be seen from the loading score.

Table 1. Result Of Research Variables Validity

	Human Resource Performance	Intrinsic Motivation	Job Autonomy	Job Demand
x1.1			0.962	
x1.2			0.928	
x1.3			0.243	
x2.1		0.748		
x2.2		0.881		
x2.3		0.884		
y1.1				0.832
y1.2				0.707
y1.3				0.749
y1.4				0.792
y2.1	0.791			
y2.2	0.862			
y2.3	0.848			

Resources : Processed Primary Data, 2016

Table 1 above shows that the questionnaire was used to collect data. Within it, some data are not yet valid with the results of convergent validity (<0.5). Therefore invalid variables must be cut-off and retested so that it is valid and can be used for research and analysis.

Table 2. Result Of Research Variables Validity (Cut-Off)

	Human Resource Performance	Intrinsic Motivation	Job Autonomy	Job Demand
x1.1			0.965	
x1.2			0.937	
x2.1		0.748		
x2.2		0.881		
x2.3		0.884		
y1.1				0.832
y1.2				0.707
y1.3				0.749
y1.4				0.793
y2.1	0.791			
y2.2	0.862			
y2.3	0.847			

Resources : Processed Primary Data, 2016

Table 2 shows that the questionnaire is valid with the result of convergent validity ≥ 0.7 . A validity test used to measure the validity of a questionnaire. This test used the cross-loading value to test the construct correlation either with their indicators or other indicators.

Table 3. Construct Correlation Value With Indicators

	Human Resource Performance	Intrinsic Motivation	Job Autonomy	Job Demand
x1.1	0.630	0.243	0.965	0.313
x1.2	0.471	0.222	0.937	0.241
x2.1	0.447	0.748	0.225	0.575
x2.2	0.482	0.881	0.202	0.678
x2.3	0.468	0.884	0.198	0.787
y1.1	0.557	0.696	0.287	0.832
y1.2	0.336	0.407	0.142	0.707
y1.3	0.305	0.460	0.253	0.749
y1.4	0.428	0.801	0.213	0.993
y2.1	0.991	0.325	0.808	0.342
y2.2	0.862	0.620	0.247	0.609
y2.3	0.847	0.476	0.282	0.444

Resources : Processed Primary Data, 2016

The above discriminant validity test is valid if the value of the construct correlation with the indicator itself is greater than with other constructs. Table 3 shows the fulfillment of these requirements so that all constructs in the estimated model meet the criteria of good discriminant validity – meaning that the results of data analysis can be accepted because the values that describe the relationships between constructs are developed.

The reliability test was performed using two parameters: Composite Reliability and Average Variant Extract (AVE).

Table 4. Composite Reliability Ave Value

	Composite Reliability	AVE
Human resource performance	0.873	0.696
Intrinsic motivation	0.877	0.705
Job autonomy	0.950	0.905
Job demand	0.854	0.595

The following figure shows the results of process data output by using PLS software tools:

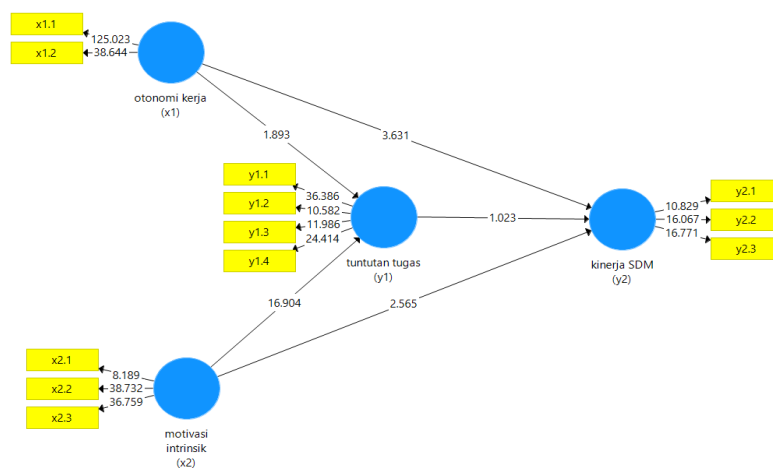


Figure 2. Full Model of Research

So the equation that is formed based on the picture above is:

Equation 1: Job Demand = 1,893 OK + 16,904 MI + e*

Equation 2: HR Performance = 3,631 OK + 2,565 MI + 1,023 TT + e*

*(OK: Job Autonomy; MI: Intrinsic Motivation; TT: Job Demand)

To determine whether a hypothesis is accepted or not, it can be done by comparing t_{count} with t_{table} with the condition: if $t_{count} > t_{table}$, then the hypothesis is accepted. Thus, testing using two-sided testing, with probability (α) 0.05 and the degree of free testing:

$$\begin{aligned} df &= (n-k) \\ &= (106-4) \\ &= 102 \end{aligned}$$

So the value of t_{table} for df is 102; t_{table} of two-tailed testing (two-tailed) has coefficient of 1, 98.

Table 5. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Error (STERR)	T Statistics	P value
x2 → y2	0.311	0.336	0.121	2.565	0.011
x2 → y2	0.781	0.793	0.046	16.904	0.000
x1 → y1	0.466	0.457	0.128	3.631	0.000
x1 → y1	0.104	0.107	0.055	1.893	0.059
y1 → y2	0.158	0.150	0.155	1.023	0.307

Resources : Processed Primary Data, 2016

The testing of each proposed hypothesis results in some findings as follows:

1. The job autonomy has a significant positive effect on the performance of the HR, the more a HR is given autonomy to carry out his duties, the better the performance will be. This study supports the results of previous studies, which also said by Dysvik&Kuvaas (2011) that job autonomy can improve performance, since HR with high job autonomy will see that he/she is trusted to perform the task. Khan et.al (2012) also stated that job autonomy has a positive effect on improving employee performance. If every employee is given enough work space and autonomy to carry out his job, then his/her performance will increase.
2. Job autonomy does not have a significant effect on job demands: when HR got a clear job description, the sense to do the job according to its way and work authority does not affect the willingness of HR in dealing with the job demands: workloads, pressures in time, and personal conflict arising from work. These results are contradictory to the results of research by Beek et al. (2013): HR who has autonomous freedom in carrying out their profession in accordance with their expertise, knowledge, and abilities will be able to execute their job more steadily and focused. According to Mehmet (2011) stated that each working partner has unique and various needs. The employee needs to understand the leader expectations upon the work results and adjust their behavior according to it. This triggers doubts for HR to do their job because they are afraid of making mistakes, feel lack of supervision, guidance, and assistance in carrying out the job. It turns to be the negative effects of job autonomy upon HR performance since workers with high job autonomy will doubt that in completing the work whether they are trusted to do the task or because the leader has no respect for them so that they won't design to assist which will reduce the performance.

3. Intrinsic motivation has a significant effect on HR performance, meaning that the more HR is intrinsically motivated, the higher the performance will be. These results support the research of Cinar (2011) and Cerasoli et.al, (2014) which stated that intrinsic motivation has a significant positive effect on HR performance: the more human resource are intrinsically motivated, the higher the performance are. Tuan (2011) and Verma (2012) stated that in the HR recruitment and promotion process, intrinsic and extrinsic motivation elements need to be involved so that only highly motivated HR can make the best contribution to the company/organization.
4. Intrinsic motivation has a significant effect on job demands, meaning that the more a HR is intrinsically motivated, the higher the willingness of HR to deal with the job demands. This research supports the results of HR research which showed: intrinsic motivation in work is indicated by the existence of inner urge to do a task or activity as well as possibility to achieve the best performance. Intrinsically motivated human resources have better performances because for them doing a job is a kind of dedication – they have the strength within themselves to face the demands of the existing task (Thomas, 2009; Schaufeli, 2011). Intrinsic motivation is important so that it becomes part of the organization's activities in the process of coaching, developing, and directing human resources at work (Buller&McEvoy, 2012). HR must have intrinsic motivation in carrying out their work so that they have the encouragement to face loads of their job (job demand) (De Broek et.al, 2010).
5. Job demands have no significant effect on HR performance. This is indicated when HR is confronted with workloads, pressures in time, and personal conflict arising from work, it will affect both the quality and quantity of work results also the time achieved in carrying out work. These results contradict Verma (2012) study which found that job demands have a significant effect on performance. The higher the willingness of HR in dealing with the job demands, the higher the performance will be. Then Bailien et.al (2010) also stated that job demand has an impact on improving performance. From the respondents' open answers, it was found that this is because HRs who have excessive workloads will trigger 'burnout' (boredom), which in turn will reduce performance. A person psychological condition is very influential in his performance in an organization, and one of them is stress. Hansez&Chiniel (2010) stated that there is no denying that the high number of unsolved job demands certainly affects performance.

Assessing the inner model means evaluating the hypothesized relationship between latent constructs, where 2 latent constructs measure the relationship of each construct. The following R-square value illustrates it.

Table 6. <i>R-square (R²)</i> value	
R Square	
Performance	0,259
Affective Commitment	0,206
Resources : Processed Primary Data, 2016	

Based on the R square value, the variation of affective commitment can be explained by procedural justice by 20.6% and the remaining 79.4% is explained by variations of other variables not included in the model. Variations in performance can be explained by procedural justice and affective commitment by 25.9% and the remaining 74.1% is explained by variations of other variables not included in the model.

CONCLUSION

The results of this study stated that job autonomy and intrinsic motivation improve HR performance. So as to improve HR performance, organizations must foster job autonomy and intrinsic motivation upon their human resources. This supports previous research from Cinar (2011) which confirms that both intrinsic motivation and extrinsic motivation have significant and positive effect on performance.

The second construct is to increase the willingness of human resources in facing job demands through job autonomy and intrinsic motivation. The more human resources are intrinsically motivated, the more possible for them to achieve the best performance as inner urge to do a task or activity appears. HR must have intrinsic motivation in carrying out their work so that they have the encouragement to face loads of their job (job demand).

Based on testing the hypothesis that has been proposed with multiple linear regression models with PLS (Part Least Square) software, the hypothesis conclusions are as follows:

- a. Job autonomy has a significant positive effect on the performance of the HR. The result illustrates that the more a HR is given autonomy to carry out his duties, the better their performance will be.
- b. Job autonomy does not have a significant effect on job demands.
- c. Intrinsic motivation has a significant effect on HR performance, meaning that the more HR is intrinsically motivated, the higher the performance will be.
- d. Intrinsic motivation has a significant effect on job demands, meaning that the more the HR is intrinsically motivated, the higher the willingness of HR in dealing with the job demands.
- e. Job demands have no significant effect on HR performance.

Theoretical Implication

This research proves that job autonomy has a significant positive effect on the performance of the HR. The more a HR is given autonomy to carry out his duties, the better the performance will be. Job autonomy does not have a significant effect on job demands. Intrinsic motivation also affects the job demands and job performance. HR must have intrinsic motivation in carrying out their work so that they have the encouragement to face loads of their job and possess better performance. The last, job demands have proved no significant effect on HR performance.

Managerial Implication

1. Relating to job autonomy, the leader's policy should be directed upon HR freedom provision in deciding the method for job completion. It is significant so that they are trained to make decisions, responsible for the decisions, and consider all the good and bad sides of the decision-making process.
2. In connection with intrinsic motivation, organizations should provide a stimulus for HR to get achievements within their work. This can be done by giving rewards and recognitions to achieve HRs.
3. Relating to job demands, the organization must reduce the psychological burden of HR in dealing with it. The psychological burden that appears can be potentially stressful, 'burnout', and also decreased performance. This can be done by providing vacation opportunities to refresh the enthusiasm. A family gathering, outbound, fun games, or a picnic routine can be done regularly to provide a new atmosphere.
4. Regarding performance, organizations must improve the quality of HR work outcomes by taking into account the main factors of performance output: the quality and quantity of work results. What needs to be considered carefully is the level of completion of an activity that is near perfect.

5. Related to performance, organizations must improve the quality of HR work results where the main factor of performance output is seen from the quality and quantity of work results, which is the level at which the process or results of completing an activity are near perfect. To improve HR performance, the quality of HR works needs to be emphasized through either competence improvement by providing work training or favorable physical work environment provision.

Research Limitations

This research was only carried out in the scope of Department of Women's Empowerment, Child Protection, Population Control and Family Planning (DP3AP2KB) in Tegal Regency so that it has not been able to generalize the research results well. The original value of the estimated job demands is low, so it is not able to affect performance. The original coefficient of estimation value of autonomy is also low so that it is not able to give impact on the increase of the ability in dealing with job demands.

Future Research Agenda

Future research needs to include other variables such as the intervening one to increase the ability of HR in dealing with job demands. Future studies can include the extrinsic motivation and larger scales of respondents.

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