



## The Influence of Work Motivation and Mentality on Human Resource Education Performance

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**Abstract:** This study aims to analyze the influence of work motivation and mentality on the performance of human resources (HR) Education at the Open University Service Center (SALUT), Pontianak. The research method used a quantitative approach with a survey of 71 SALUT employees. Data were analyzed using multiple linear regression and Structural Equation Modeling (SEM). The results of the study showed that work motivation had a significant negative effect on human resource performance, while mentality had a significant positive influence. The determination coefficient of 63.2% indicates that both variables simultaneously affect employee performance. These findings affirm the importance of developing a growth mentality or mindset in improving the quality of services at SALUT. This study provides recommendations for management to focus on forming a positive mentality to support the improvement of human resource performance.

**Keyword:** work motivation; mentality; HR performance; Open University Service Center

**Abstrak:** Penelitian ini bertujuan untuk menganalisis pengaruh motivasi kerja dan mentalitas terhadap kinerja sumber daya manusia (SDM) tenaga kependidikan di Sentra Layanan Universitas Terbuka (SALUT) Pontianak. Metode penelitian menggunakan pendekatan kuantitatif dengan survei terhadap 71 pegawai SALUT. Data dianalisis menggunakan regresi linear berganda dan Structural Equation Modeling (SEM). Hasil penelitian menunjukkan bahwa motivasi kerja berpengaruh negatif signifikan terhadap kinerja SDM, sedangkan mentalitas memiliki pengaruh positif signifikan. Koefisien determinasi sebesar 63,2% menunjukkan bahwa kedua variabel secara simultan memengaruhi kinerja pegawai. Temuan ini menegaskan pentingnya pengembangan mentalitas atau mindset berkembang dalam meningkatkan kualitas layanan di SALUT. Penelitian ini memberikan rekomendasi bagi manajemen untuk fokus pada pembentukan mentalitas positif guna mendukung peningkatan kinerja SDM.

**Kata kunci :** motivasi kerja; mentalitas; kinerja SDM; Sentra Layanan Universitas Terbuka.

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## **Introduction**

The influence of work motivation and mentality on the performance of human resources (HR) in educational organizations, especially in the Open University Service Center (SALUT) of the Universitas Terbuka (UT) Pontianak, is very crucial in encouraging improvement in work effectiveness and the quality of service to students. Employee performance in the education sector is influenced by various aspects, including work motivation and the mindset of individuals who play a role in it (Abdullah et al., 2024). At SALUT, which acts as an academic and administrative service center for UT students, employees are expected to be able to provide maximum service even though they are faced with various pressures and job challenges. Low motivation and undeveloped employee mentality can be an obstacle to achieving overall organizational goals (David & Husniati, 2024). Therefore, it is important to analyze in depth how these two main factors—work motivation and mentality—contribute directly to improving employee performance in the SALUT environment.

Work motivation can be understood as a driving force that motivates a person to act by a particular organizational goal, while mentality refers to an individual's attitude and mindset in responding to job challenges (Nasruddin et al., 2021). These two aspects have an important influence on determining the level of productivity and quality of services provided to students. Understanding the interaction between motivation and mentality is very relevant to support employee performance improvement strategies in educational service institutions such as SALUT.

Lack of work motivation and undeveloped mentality among employees hurt their performance in carrying out service tasks for students (Bukhari et al. 2023). Based on initial observations, several employees at SALUT showed a low level of enthusiasm for improving the quality of their performance. This condition may be influenced by weak internal motivation and a less adaptive mindset in dealing with the dynamics of work challenges (Hendra, 2020). One of the real consequences of this situation is the ineffectiveness of employees in providing excellent and responsive services to the needs of students, which can ultimately reduce the image and quality of service in the Universitas Terbuka environment.

This research generally aims to evaluate and examine the extent of the influence of work motivation and mentality on the performance of human resources (HR) in the Open University Service Center (SALUT). The focus is to identify the level of contribution of each variable to improving employee performance, as well as to prepare strategic recommendations for SALUT management in order to strengthen internal factors that affect the quality of human resource performance.

Referring to the background and formulation of the problem that has been described earlier, this research is directed to answer the following two main questions: To what extent does work motivation have a significant effect on the performance of human resources at SALUT? This study aims to explore the relationship between the level of employee work motivation and the quality of their work, as well as to identify whether this motivation contributes to increasing the effectiveness of services at SALUT (Sinaruddin & Mas'ud, 2023). What is the role of mentality in influencing the performance of human resources at SALUT? In addition to motivation, the mindset or attitude of employees in facing work challenges is considered an important element that also determines the quality of performance. Therefore, this study will review the influence of employee mentality, especially in the context of a growth mindset, on performance and its role in supporting the quality of services provided (Munandar et al., 2022).

This study will combine various theories related to motivation and mentality and relate them to relevant empirical findings to gain a comprehensive understanding of the elements that play a role in influencing employee performance in the SALUT environment.

This research is expected to contribute to two main aspects, namely theoretical benefits and practical benefits. Theoretical Benefits: The results of this study enrich the treasures of science in the field of human resource management, especially related to the relationship between work motivation, mentality, and employee performance. By integrating motivation theory (Herzberg, Self-Determination Theory) and the concept of growth mindset (Dweck), this study provides a new understanding of how internal psychological factors affect work performance in the context of open education organizations. This finding is also expected to be a reference for future research that wants to examine similar variables in the public service sector and educational institutions.

Practical Benefits: Practically, the results of this study provide useful information for the management of Open University Service Centers (SALUT) and similar educational institutions in formulating HR development strategies. The recommendations generated from the data analysis can be used as a basis for designing training programs, incentive systems, and strengthening work cultures that support motivation and a growth mentality. Thus, this research contributes to supporting the improvement of service effectiveness for students through optimizing employee performance.

## **Methods**

The selection of multiple linear regression analysis techniques in this study is adjusted to the number of samples and the analytical goals to be achieved. With a total of 71 respondents, the number has met the minimum recommended

requirements for the application of regression analysis. Based on the guidelines put forward by Green (1991), the ideal number of respondents for multiple regression is  $N \geq 50 + 8m$ , where  $m$  is the sum of independent variables. Because this study involves two independent variables—namely work motivation and mentality—a minimum of 66 respondents are needed. Therefore, the sample size used is considered adequate to obtain valid and reliable analysis results. Multiple linear regression was also chosen because it is suitable for examining the direct and separate relationships between each independent variable and the dependent variable.

In terms of design, this study adopts a quantitative approach with a survey method as a data collection technique. The instrument used was in the form of a structured questionnaire, which was designed to measure respondents' perceptions related to work motivation, mentality, and human resource performance. This approach is in line with the findings of Afrian et al. (2023), which emphasize the effectiveness of surveys in obtaining relevant quantitative data in employee performance research.

The population in this study includes all employees who work at the Open University Service Center (SALUT). To ensure proportional representation in sampling, stratified sampling techniques are used. This method is done by dividing the population into several strata or groups based on certain criteria, such as position or length of service. This approach aims to obtain a sample that can represent all segments in the population proportionally. The selection of this method is in line with the recommendations of Syukron, Hendriani, & Maulida (2022), who stated that stratified sampling is an effective technique in capturing samples from population groups that have heterogeneous characteristics.

This study used an instrument in the form of a questionnaire designed with a five-point Likert scale to measure respondents' perception of three main variables: work motivation, mentality, and human resource performance. This instrument was developed based on the theoretical framework taken from Herzberg's Two-Factor Theory (1959) for work motivation variables, as well as the concept of growth mindset from Dweck (2006) for mentality variables. The use of the Likert scale allowed researchers to evaluate respondents' level of approval of several statements representing each variable indicator. This approach is explained by the explanation of Hanifa, Dantes, & Tirka (2020), who stated that the Likert scale is effective in capturing subjective responses quantitatively and structurally.

In this study, there are two independent variables analyzed, namely: work motivation, which refers to the concept of two factors from Herzberg (1959), namely motivating factors and hygienic factors; and mentality, which is based on the growth mindset theory as developed by Dweck (2006). Meanwhile, the

dependent variable is the performance of human resources (HR), which is evaluated through several indicators such as productivity level, quality of work results, and the ability to collaborate in work teams.

To process and analyze the data in this study, the researcher applied several statistical techniques as follows: 1. Descriptive Statistics, which are used to present the basic profile of respondents as well as the distribution of data from each research variable. 2. The Reliability Test (Cronbach's Alpha), which is used to assess the internal consistency of the questionnaire instrument, as recommended by A Zulfa, Rahmah, & Purnamasari (2024). 3. Structural Equation Modeling (SEM), which is applied to test the relationship between variables simultaneously and complexly, both the direct and indirect relationships between work motivation and mentality on HR performance. This approach is in line with the method used in the study of Afrian et al. (2023). Through this series of analysis techniques, the research is expected to be able to explain in depth how motivation and mentality variables affect employee performance in the SALUT environment.

## Results And Discussions

### Results

Based on the results of a study involving 71 employees from 23 units of the Open University Service Center (SALUT) within UT Pontianak, the results of descriptive statistical analysis of the variables that are the focus of this study were obtained. Details of the results of the analysis are presented in Table 1 below:

Table 1

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
TotalX1	71	20.00	30.00.00	257.746	254.781
TotalX2	71	19.00	30.00.00	255.915	271.281
TotalY	71	20.00	30.00.00	260.423	263.187
Valid N (listwise)	71				

### Classic Assumption Test

In the analysis process, several classical assumptions were tested, including residual normality, multicollinearity, heteroscedasticity, and autocorrelation tests. The test results showed that all these assumptions were met, so that the data used were declared valid and the regression model did not violate the basic assumptions. Thus, regression analysis can be continued precisely and reliably.

### Multiple Linear Regression Analysis

The results of the multiple linear regression analysis test can be seen in Table 2:

**Table 2****Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5.571	1.981		2.812	.006		
	TotalX1	.177	.157	.171	1.126	.264	.234	4.275
	TotalX2	.622	.148	.641	4.215	<.001	.234	4.275

Source : IBM SPSS Statistics 30.0

Based on the results shown in Table 2, the following multiple linear regression equations are obtained:

$$Y = 5.571 + 0.177X_1 + 0.622X_2 + e$$

This equation indicates that an increase of one unit in the mentality variable ( $X_2$ ) contributes to an increase in performance ( $Y$ ) by 0.622 units. Meanwhile, the work motivation variable ( $X_1$ ) had a coefficient of 0.177, but the effect was not statistically significant because the significance value (p-value) of 0.264 exceeded the significance limit of 0.05. Thus, only mentality has been proven to make a significant contribution to employee performance in this model.

### *T test*

Based on the results in Table 2, it is known that the **work motivation variable ( $X_1$ )** has a regression coefficient of **0.177** with a significance value of **0.264**, which is above the significance threshold of 0.05. This shows that the influence of work motivation on employee performance is not statistically significant. Thus, the first hypothesis (H1) is not supported by empirical data.

Meanwhile, the **mentality variable ( $X_2$ )** showed a regression coefficient of **0.622** with a significance value of **< 0.001**, which is well below the significance limit. This indicates that mentality has a positive and significant influence on employee performance. Therefore, the second hypothesis (H2) is acceptable.

### *Correlation Coefficient (R) and Coefficient of Determination (R<sup>2</sup>) Test*

The following are the results of the correlation coefficient and determination coefficient test, which can be seen in Table 3:

**Table 3****Model Summary<sup>a</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.795 <sup>a</sup>	.632	.621	161.943

a. Predictors: (Constant), TotalX2, TotalX1

b. Dependent Variable: TotalY

Source : IBM SPSS Statistics 30.0

Referring to Table 3, a correlation coefficient value (**R**) of **0.795** was **obtained**, which indicates a strong relationship between the independent variables and the dependent variables. Meanwhile, a determination coefficient value (**R<sup>2</sup>**) of **0.632** showed that **63.2%** of the variation in employee performance could be explained by two independent variables used in the model, namely work motivation and mentality. The remaining **36.8%** is explained by other factors outside the model that are not discussed in this study.

**Test F****Table 4**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	306.539	2	153.269	58.443	<.001 <sup>b</sup>
	Residual	178.334	68	2.623		

Source : IBM SPSS Statistics 30.0

Referring to Table 4, a significance value of  $< 0.001$  was obtained, which is statistically smaller than the significance limit of 0.05. This shows that independent variables, namely work motivation and mentality, simultaneously have a significant influence on the dependent variable, employee performance. Thus, the regression model used in this study is feasible and valid to explain the relationship between the variables studied.

**Discussion**

Work motivation is an important component in improving the performance of human resources (HR), including in the education sector. One of the widely used theoretical approaches is Herzberg's Two-Factor Theory, which groups motivational factors into two categories, namely hygienic factors and motivating

factors (Alrawahi et. al, 2020). Hygienic factors include aspects that prevent job dissatisfaction, such as compensation and work environment, while motivating factors include elements that can increase satisfaction and performance, such as achievement and recognition (Anwar, 2020). In the operational context of SALUT, understanding this theory can help identify the factors that drive employees to work more productively. Intrinsic motivations, such as personal achievement and self-development opportunities, can strengthen employee dedication in facing various job challenges.

On the other hand, Self-Determination Theory (SDT), introduced by Deci and Ryan (2000), highlights the importance of fulfilling basic psychological needs—namely competence, autonomy, and social connectedness—as the foundation for the formation of internal motivation. In the context of work at SALUT, motivation will be optimal if employees feel they have control over their work, have room to grow, and build positive relationships with colleagues.

Furthermore, as stated by Hidayah, Hidayat, and Agustina (2022), both intrinsic and extrinsic motivation have a significant influence on employee performance in various institutions, including educational institutions. Therefore, the implementation of the right motivation strategy in the SALUT environment is believed to make a positive contribution to improving service quality and stakeholder satisfaction, especially students.

Mentality or mindset plays a crucial role in shaping employee attitudes and behaviors in the work environment (Keating & Heslin, 2015). One of the important concepts in this regard is the growth mindset, which was introduced by Carol Dweck. This concept states that individuals with a developmental mindset believe that their abilities can be continuously improved through continuous learning and effort (Gazali, Asbari, & Novitasari, 2020). Employees who have this kind of mindset tend to be more resilient in the face of obstacles, and this contributes positively to their work performance.

In contrast, employees who adopt a fixed mindset tend to perceive their potential as fixed and difficult to change, so they tend to avoid challenges and show a passive attitude towards self-development. In the context of SALUT, the implementation and strengthening of the mindset develops into a strategic step to create a more progressive and responsive work atmosphere. With a growth mindset, employees not only complete formal responsibilities, but are also encouraged to actively hone their skills and improve their professional competencies (Murphy & Reeves 2019).

Human resource performance in an organization can be defined as the level of effectiveness of individuals or groups in achieving organizational goals through the achievement of desired results (Liu et al. 2007). Performance indicators that



are commonly used include productivity, job satisfaction, commitment to the organization, and the ability to adapt to change (Dasmadi, 2021). At SALUT, employee performance can be measured through the quality of services provided, the speed of response to user requests, and the ability to work independently and in teams.

Various studies that examine aspects of work motivation and mindset in the education sector show that these two variables have a significant influence on employee performance (Forson et. al, 2021). For example, research conducted by Novitasari and Asbari (2020) revealed that mental readiness for change mentality affects employee performance, especially during the COVID-19 pandemic, which requires adaptation to the new work system. Meanwhile, research by Hidayah et al. (2022) confirms that both intrinsic and extrinsic motivation have a direct impact on performance improvement, especially in Sharia-based cooperative organizations.

In addition, Gazali et al. (2020) stated that an organizational culture that supports the development of mentality can strengthen internal motivation and employee performance. Therefore, integrating motivation theory and mentality into HR management policies within SALUT can be a strategic approach to encourage more optimal performance. Previous findings also show that motivation and mindset play a central role in supporting overall organizational performance. Syukron, Hendriani, and Maulida (2022), for example, concluded that human resource development and work discipline can improve performance through motivation as an intervening variable. This shows that motivation is not solely an individual factor but is also closely related to the organization's managerial practices.

In the context of organizational changes and modern work dynamics, Gazali et al. (2020) show that mental readiness plays an important role in supporting the performance of contract employees in the industrial sector. The mentality to change is the key to the success of institutions in the face of external pressures. These findings are in line with the study of Novitasari & Asbari (2020), which underlined that leadership that can build a positive mentality and readiness for change has a direct impact on employee productivity during the pandemic crisis, when conventional work systems are replaced by digitalization.

Abdullah et al. (2024) in research in the primary education environment also highlight the role of positive organizational culture in shaping individual mentality and creating a conducive work climate. A supportive work environment has been proven to encourage intrinsic motivation and a sense of belonging to the institution, which ultimately improves employee performance. Hidayah et al. (2022) also emphasized that the combination of intrinsic and extrinsic motivation

is the most effective approach in improving performance. In the context of sharia cooperatives, work encouragement derived from the value and meaning of work has proven to be more impactful than just financial incentives. This suggests that value-based motivation strategies need to be balanced with a structural approach for optimal outcomes.

The study by Anggreni and Dewi (2023) added that work motivation also plays a role as a mediator between career development and job satisfaction, which indirectly affects employee productivity. When institutions provide clear career paths and self-development opportunities, employees tend to form a positive mentality, which impacts loyalty and performance. Afrin et al. (2023), through the SEM approach, prove that motivation can be a link between flexible work policies, such as work from home, and employee performance. In the context of digitalization that is developing in open educational institutions, mental readiness and motivation are key factors in maintaining the sustainability of organizational performance.

Overall, the previous literature indicates that work motivation and mentality cannot be analyzed separately because they complement each other in creating a productive and adaptive work atmosphere. This is becoming increasingly important in the context of UT Pontianak's SALUT, which operates in a digital technology-based distance education system. Employees are faced with complex challenges such as managing online services, remote communication, and demanding high-quality services from students. Therefore, this study seeks to enrich the literature by confirming previous findings while providing a contextual perspective in the realm of digital-based open higher education in Indonesia.

This study aims to evaluate the influence of work motivation and mentality on the performance of human resources (HR) in the Open University Service Center (SALUT) UT Pontianak. Key findings show that work motivation has an insignificant influence on employee performance, while mentality contributes positively and significantly. These results provide a new perspective in the study of human resource management, especially in open educational institutions that operate with remote and digital-based service systems, such as SALUT.

The value of the determination coefficient ( $R^2$  of 0.632) indicates that the combination of work motivation and mentality can explain about 63.2% of the variation in employee performance. This confirms the importance of the role of internal psychological factors in shaping the quality of performance. In addition, simultaneous tests (F tests) show that the two variables together exert a significant influence on performance, reinforcing the validity of the model used.

## Conclusion

Results that show a non-significant influence of work motivation need to be examined further. These findings may reflect that the form of motivation applied at SALUT has not been fully able to encourage optimal performance. Most likely, extrinsic motivations such as work targets or incentives are not fully aligned with employee expectations or have not been managed effectively, creating pressure instead of increasing morale.

On the other hand, the mentality variable—especially in the form of a growth mindset—shows a clear contribution to improving employee performance. Individuals who believe that their abilities can develop through consistent learning and effort tend to show higher work performance. Therefore, organizations need to foster a work culture that encourages mental resilience, continuous learning, and a proactive attitude toward change.

Overall, the study makes a theoretical and practical contribution to the management of human resources in the open higher education sector. The results highlight the importance of aligning work motivation strategies with employee needs and strengthening a positive mentality as the foundation of organizational culture. The integration of these two approaches is believed to increase productivity and quality of employee services in facing the challenges of digital transformation and flexible work systems in the current era.

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