



## WORK MOTIVATION OF EMPLOYEES AT THE EDUCATION AND CULTURE OFFICE OF AGAM REGENCY

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### ABSTRACT

*Objective:* This study aims to determine the level of employee work motivation in terms of goal-oriented drive, work enthusiasm, initiative and creativity, responsibility, and performance recognition. *Methods:* This study employed a quantitative approach using a descriptive method. The research population consisted of 79 employees, and all of them were selected as the sample using the total sampling technique. Data were collected through a Likert-scale questionnaire and analyzed by calculating the mean score. *Results:* The results showed that the work motivation of employees at the Agam Regency Education and Culture Office was in the high category, with an average score of 4.42. Specifically, the indicator of goal-oriented drive obtained a score of 4.51, work enthusiasm 4.48, initiative and creativity 4.43, responsibility 4.53, and performance recognition 4.15, all of which were categorized as high. These findings imply that employee work motivation is generally in a good condition; however, the aspect of performance recognition still needs to be improved through more optimal appreciation and reward systems to further enhance employee motivation and performance. *Novelty:* This study provides a comprehensive overview of employee work motivation at the Agam Regency Education and Culture Office based on five key indicators, namely goal-oriented drive, work enthusiasm, initiative and creativity, responsibility, and performance recognition.

### ABSTRAK

**Objektif:** Penelitian ini bertujuan untuk mengetahui tingkat motivasi kerja pegawai ditinjau dari aspek dorongan mencapai tujuan, semangat kerja, inisiatif dan kreativitas, tanggung jawab, serta pengakuan atas kinerja. **Metode:** Penelitian ini menggunakan pendekatan kuantitatif dengan metode deskriptif. Populasi penelitian berjumlah 79 pegawai dan seluruhnya dijadikan sampel dengan teknik total sampling. Data dikumpulkan menggunakan angket skala Likert dan dianalisis dengan menghitung nilai rata-rata (mean). **Hasil:** Hasil penelitian menunjukkan bahwa motivasi kerja pegawai Dinas Pendidikan dan Kebudayaan Kabupaten Agam berada pada kategori tinggi dengan skor rata-rata 4,42. Indikator dorongan mencapai tujuan memperoleh skor 4,51, semangat kerja 4,48, inisiatif dan kreativitas 4,43, tanggung jawab 4,53, serta pengakuan atas kinerja 4,15. Temuan ini menunjukkan bahwa motivasi kerja pegawai telah berada pada kondisi yang baik, meskipun aspek pengakuan atas kinerja masih perlu lebih ditingkatkan melalui pemberian apresiasi yang lebih optimal. **Kebaruan:** Penelitian ini memberikan gambaran empiris mengenai motivasi kerja pegawai Dinas Pendidikan dan Kebudayaan Kabupaten Agam berdasarkan lima indikator utama, yaitu dorongan mencapai tujuan, semangat kerja, inisiatif dan kreativitas, tanggung jawab, serta pengakuan atas kinerja.

**Kata kunci:** Dinas Pendidikan dan Kebudayaan Kabupaten Agam, motivasi kerja, pegawai, pengakuan atas kinerja, tanggung jawab

## INTRODUCTION

Human resources are an essential factor in determining the success of an organization, including government organizations operating in the field of education. The success of educational administration is determined not only by policies, facilities, and available programs but also by the quality and work motivation of employees in carrying out their duties and responsibilities. Employees with high work motivation tend to perform their tasks enthusiastically, responsibly, and strive to achieve optimal results to support the accomplishment of organizational goals.

Work motivation refers to the drive that encourages individuals to devote their abilities, energy, and thoughts toward achieving predetermined objectives. According to Robbins & Judge (2017), work motivation is the process that explains the intensity, direction, and persistence of individuals in pursuing goals. Intensity reflects the amount of effort exerted, direction relates to the goals to be achieved, and persistence describes the consistency of individuals in maintaining their efforts. Meanwhile, Hasibuan (2019) states that motivation is the provision of driving force that creates enthusiasm for work, encouraging individuals to cooperate, work effectively, and integrate their efforts to achieve satisfaction and organizational objectives. Therefore, work motivation is one of the key factors influencing the successful execution of duties and employee performance.

Motivation is one of the most important factors in any collective effort undertaken by individuals working together to achieve specific goals because each individual possesses feelings and desires that influence their abilities and encourage them to behave and act in certain ways (Irawan et al., 2024). Furthermore, Esisuarni et al., (2024) explain that work motivation is an individual's willingness to make the best possible effort to achieve organizational goals, which is influenced by the organization's ability to fulfill various employee needs. Mangkunegara (2020) emphasizes that good work motivation will improve professionalism, employee performance, and the achievement of organizational goals; therefore, enhancing work motivation should be a key concern for leaders.

Various studies have shown that work motivation is an important factor in supporting employee performance. Research conducted by Nelvira et al., (2024) on employee work motivation at the Agam Regency Education and Culture Office revealed that employee work motivation was categorized as high in terms of responsibility, perseverance, loyalty, discipline, and involvement. Similarly, a study by Safitri et al., (2021) on employees of the Pariaman City Education, Youth, and Sports Office found that employee work motivation was categorized as very good in terms of perseverance, work spirit, discipline, and responsibility. These findings indicate that work motivation is an important aspect that should be considered in managing human resources within government institutions.

In government organizations, work motivation plays a very important role because it is closely related to the effectiveness of task implementation and the achievement of organizational goals. Employees with high work motivation tend to demonstrate greater enthusiasm, initiative, creativity, and responsibility in performing their duties. Conversely, low work motivation can negatively affect employee productivity and work quality, thereby hindering the achievement of organizational objectives.

The Agam Regency Education and Culture Office, as one of the regional government agencies, is responsible for managing and developing the education and cultural sectors. To carry out these responsibilities effectively, employees must possess strong work motivation. However, based on the researcher's preliminary observations during the Educational Management Field Practice conducted from July 10 to August 22, 2025, several issues were identified that indicate relatively low levels of employee work motivation. These phenomena

include employees being less focused on achieving work targets, showing limited enthusiasm in performing their duties, tending to wait for instructions from supervisors, lacking initiative in providing ideas or solutions, being unable to complete tasks on time, and perceiving that their work achievements have not received adequate recognition from management.

These issues require serious attention because they may affect the effectiveness of task implementation and the quality of public services provided by the organization. Employees with low work motivation tend to exhibit suboptimal productivity, limited initiative, and delays in completing assigned tasks. Such conditions can hinder the achievement of organizational goals, particularly in delivering high-quality educational and cultural services. The urgency of this study is based on the importance of employee work motivation in supporting the effectiveness of task implementation and the quality of public services. Therefore, research is needed to provide empirical insights into employee work motivation as a basis for formulating policies and strategies aimed at improving human resource performance at the Agam Regency Education and Culture Office.

Research on employee work motivation has been widely conducted in various government institutions, such as the studies by Nelvira et al., (2024) at the Tanah Datar Regency Education and Culture Office and Safitri et al., (2021) at the Pariaman City Education, Youth, and Sports Office. However, studies specifically examining employee work motivation at the Agam Regency Education and Culture Office remain limited. Moreover, each organization possesses unique characteristics and human resource conditions, meaning that findings from other institutions may not accurately represent the situation within this office. Therefore, this study is important to obtain a more specific understanding of employee work motivation at the Agam Regency Education and Culture Office.

Based on the aforementioned issues, this study aims to identify and describe the level of employee work motivation at the Agam Regency Education and Culture Office based on the indicators of goal-oriented drive, work enthusiasm, initiative and creativity, responsibility, and performance recognition.

## RESEARCH METHOD

This study employed a quantitative approach using a descriptive method. According to Sugiyono (2022) descriptive research aims to determine the value of an independent variable and systematically and objectively describe phenomena based on data obtained from respondents. This study was conducted to describe the level of work motivation among employees of the Education and Culture Office of Agam Regency. The participants in this study were all employees of the Education and Culture Office of Agam Regency, totaling 79 individuals. The sampling technique used was total sampling, in which all members of the population were included as research samples. This technique was selected because the population size was relatively small, allowing the researcher to obtain a more comprehensive overview of employee work motivation.

The research instrument used was a work motivation questionnaire developed based on the indicators of work motivation, namely: achievement motivation, work enthusiasm, initiative and creativity, responsibility, and recognition of performance. The questionnaire employed a five-point Likert scale consisting of: Always (5), Often (4), Sometimes (3), Rarely (2), and Never (1).

Before being used in the study, the instrument was pilot-tested on 20 employees of the Education and Culture Office of Padang Pariaman Regency who possessed characteristics

similar to those of the research respondents. The validity test results indicated that 34 out of 35 statement items were valid, while one item was found to be invalid. Furthermore, the reliability test using Cronbach’s Alpha coefficient produced a value of 0.950, indicating that the instrument had a very high level of reliability.

The research procedure began with obtaining permission from the relevant institution. After approval was granted, the researcher distributed the questionnaires to all respondents, provided explanations regarding the purpose of the study and the procedures for completing the questionnaire, and then collected the completed questionnaires for data processing and analysis.

The collected data were analyzed using the mean score to determine the level of employee work motivation. The mean values obtained were then interpreted based on the Respondent Achievement Level criteria adapted from Sugiyono (2020). The interpretation criteria are presented in Table 1.

**Table 1.** Interpretation of Respondent Achievement

Category	Mean Score
Very High	4,6 - 5,0
High	3,6 - 4,5
Moderately High	2,6 - 3,5
Low	1,6 - 2,5
Very Low	1,0 - 1,5

## RESULTS AND DISCUSSION

### *results*

The results of a study on employee work motivation at the Agam Regency Education and Culture Office were analyzed based on five indicators: drive to achieve goals, work enthusiasm, initiative and creativity, responsibility, and recognition for performance. The findings for each indicator are presented below.

1. Employee Work Motivation at the Agam Regency Education and Culture Office on the Indicator of Goal Achievement Drive

**Table 2.** Goal Achievement Drive Indicator

No	STATEMENT	MEAN SCORE	CATEGORY
1.	I always strive to achieve the work targets that have been set	4,65	Very High
2.	I have clear goals in carrying out my work	4,61	Very High
3.	I am motivated to complete tasks on time and according to the established targets	4,42	High
4.	I remain focused on completing my work despite facing difficulties	4,52	High
5.	I strive to complete tasks according to the established work standards	4,47	High
6.	I do not easily give up when facing obstacles at work	4,47	High
7.	I strive to deliver the best work results to achieve organizational goals	4,49	High
<b>Total</b>		<b>31,63</b>	High
<b>Mean</b>		<b>4,51</b>	

Table 2 shows that the highest score on the goal achievement drive indicator was obtained for the statement, “I always strive to achieve the work targets that have been

set,” with a mean score of 4.65, which falls into the very high category. Meanwhile, the lowest score was found for the statement, “I am motivated to complete tasks on time and according to the established targets,” with a mean score of 4.42, categorized as high. Overall, the goal achievement drive indicator obtained a mean score of 4.51, indicating that employees' work motivation in terms of goal achievement drive is in the high category.

2. Employee Work Motivation at the Agam Regency Education and Culture Office on the Work Enthusiasm Indicator

**Table 3.** Work Enthusiasm Indicator

No	STATEMENT	MEAN SCORE	CATEGORY
1.	I carry out my work with enthusiasm every day	4,49	High
2.	I feel enthusiastic about completing the tasks assigned to me	4,42	High
3.	I remain enthusiastic about working even when facing difficulties at work	4,41	High
4.	I strive to complete my work diligently to achieve optimal results	4,43	High
5.	I have a strong willingness to complete tasks on time	4,61	Very High
6.	I feel happy and comfortable in carrying out my work	4,54	High
7.	I remain active and take initiative in my work to achieve organizational goals	4,48	High
<b>Total</b>		<b>31,38</b>	High
<b>Mean</b>		<b>4,48</b>	

Table 3 shows that the highest score on the work enthusiasm indicator was obtained for the statement, “I have a strong willingness to complete tasks on time,” with a mean score of 4.61, which falls into the very high category. Meanwhile, the lowest score was found for the statement, “I remain enthusiastic about working even when facing difficulties at work,” with a mean score of 4.41, categorized as high. Overall, the work enthusiasm indicator obtained a mean score of 4.48, indicating that employees' work motivation in terms of work enthusiasm is in the high category.

3. Employee Work Motivation at the Agam Regency Education and Culture Office on the Initiative and Creativity Indicator

**Table 4.** Initiative and Creativity Indicator

No	STATEMENT	MEAN SCORE	CATEGORY
1.	I have a desire to make improvements in carrying out my work tasks	4,46	High
2.	I strive to find new ways to complete work more effectively	4,42	High
3.	I try to find solutions when facing problems at work	4,34	High
4.	I am able to adjust my work methods to the situations and challenges I face	4,47	High
5.	I am able to provide new ideas or suggestions in completing work tasks	4,48	High
6.	I am motivated to produce more innovative and high-quality work	4,43	High
<b>Total</b>		<b>26,6</b>	High

No	STATEMENT	MEAN SCORE	CATEGORY
	<b>Mean</b>	4,43	

Table 4 shows that the highest score on the initiative and creativity indicator was obtained for the statement, "I am able to provide new ideas or suggestions in completing work tasks," with a mean score of 4.48, which falls into the high category. Meanwhile, the lowest score was found for the statement, "I try to find solutions when facing problems at work," with a mean score of 4.34, categorized as high. Overall, the initiative and creativity indicator obtained a mean score of 4.43, indicating that employees' work motivation in terms of initiative and creativity is in the high category.

4. Employee Work Motivation at the Agam Regency Education and Culture Office on the Responsibility Indicator

**Table 5.** Responsibility Indicator

No	STATEMENT	MEAN SCORE	CATEGORY
1.	I always complete the tasks and duties that are my responsibility	4,47	High
2.	I strive to perform my work to the best of my ability in accordance with applicable regulations	4,62	Very High
3.	I strive to achieve optimal results in every task assigned to me	4,52	High
4.	I complete my work on time without having to be reminded by my supervisor	4,53	High
5.	I do not procrastinate on the tasks assigned to me	4,52	High
6.	I am prepared to accept the consequences of every decision and action I take in my work	4,48	High
7.	I realize that responsibility at work is important for achieving organizational goals	4,59	High
	<b>Total</b>	<b>31,73</b>	High
	<b>Mean</b>	<b>4,53</b>	

Table 5 shows that the highest score on the responsibility indicator was obtained for the statement, "I strive to perform my work to the best of my ability in accordance with applicable regulations," with a mean score of 4.62, which falls into the very high category. Meanwhile, the lowest score was found for the statement, "I always complete the tasks and duties that are my responsibility," with a mean score of 4.47, categorized as high. Overall, the responsibility indicator obtained a mean score of 4.53, indicating that employees' work motivation in terms of responsibility is in the high category.

5. Employee Work Motivation at the Agam Regency Education and Culture Office on the Recognition of Performance Indicator

**Table 6.** Recognition of Performance Indicator

No	STATEMENT	MEAN SCORE	CATEGORY
1.	I feel that the work results I achieve receive appreciation from the organization	4,01	High
2.	My supervisor provides recognition for my work achievements	4,11	High
No	STATEMENT	MEAN SCORE	CATEGORY
3.	I feel that my efforts and contributions are valued by the organization	4,1	High
4.	The rewards provided by the organization	4,06	High

	make me more motivated to work		
5.	Recognition of work results encourages me to improve the quality of my work	4,19	High
6.	I feel proud when my performance is recognized by my supervisor and colleagues	4,29	High
7.	I am encouraged to work better when the organization provides appreciation for employee performance	4,34	High
<b>Total</b>		<b>29,1</b>	High
<b>Mean</b>		<b>4,15</b>	

Table 6 shows that the highest score on the recognition of performance indicator was obtained for the statement, "I am encouraged to work better when the organization provides appreciation for employee performance," with a mean score of 4.34, which falls into the high category. Meanwhile, the lowest score was found for the statement, "I feel that the work results I achieve receive appreciation from the organization," with a mean score of 4.01, categorized as high. Overall, the recognition of performance indicator obtained a mean score of 4.15, indicating that employees' work motivation in terms of recognition of performance is in the high category.

**Table 7.** Summary of Mean Scores of Employee Work Motivation at the Agam Regency Education and Culture Office

No.	INDICATOR	MEAN SCORE	CATEGORY
1.	Goal Achievement Drive	4,51	High
2.	Work Enthusiasm	4,48	High
3.	Initiative and Creativity	4,43	High
4.	Responsibility	4,53	High
5.	Recognition of Performance	4,15	High
<b>Overall Mean Score</b>		<b>4,42</b>	High

Table 7 shows that the highest mean score was obtained for the responsibility indicator, with a score of 4.53, which falls into the high category. Meanwhile, the lowest mean score was found for the recognition of performance indicator, with a score of 4.15, also categorized as high. The overall mean score of employee work motivation was 4.42, indicating a high level of work motivation among employees of the Agam Regency Education and Culture Office. These findings suggest that employees generally demonstrate strong motivation in carrying out their duties, particularly in terms of responsibility, while recognition of performance remains the comparatively lowest aspect of work motivation.

**Discussion**

The findings indicate that the work motivation of employees at the Agam Regency Education and Culture Office is categorized as high, with an overall mean score of 4.42. This result suggests that employees possess strong motivation in carrying out their duties and responsibilities, which contributes to the effective achievement of organizational goals.

1. Employee Work Motivation at the Agam Regency Education and Culture Office on the Indicator of Goal Achievement Drive

The goal achievement drive indicator obtained a mean score of 4.51, which falls into the high category. This finding indicates that employees have a clear orientation toward work objectives and strive to complete their tasks according to predetermined targets. Clear work goals enable employees to focus their efforts and resources on achieving

expected outcomes.

This finding supports the study by Sari et al., (2021) which states that clear work goals can enhance employees' motivation. Similarly, Paramita & Fahmie (2014) argued that specific and measurable goals encourage individuals to optimize their abilities in achieving desired work outcomes. Therefore, the high level of goal achievement drive reflects employees' commitment to supporting organizational objectives.

2. Employee Work Motivation at the Agam Regency Education and Culture Office on the Work Enthusiasm Indicator

The work enthusiasm indicator achieved a mean score of 4.48, categorized as high. This result demonstrates that employees possess a positive attitude and enthusiasm toward their work and consistently strive to perform optimally. High work enthusiasm reflects employees' willingness and determination to complete their tasks effectively.

This finding is in line with the opinion of Madjidu (2022), who states that work spirit is a mental attitude that reflects enthusiasm in carrying out work, thereby encouraging individuals to perform better. In addition, Hasibuan (2021) argues that work spirit refers to an individual's sincerity and commitment in performing work to achieve maximum job performance. Employees with high work spirit tend to be more productive, disciplined, and capable of maintaining the quality of their work in various situations. Therefore, work spirit is one of the factors that supports the improvement of organizational performance.

3. Employee Work Motivation at the Agam Regency Education and Culture Office on the Initiative and Creativity Indicator

The initiative and creativity indicator obtained a mean score of 4.43, which is categorized as high. This finding indicates that employees are capable of generating ideas, identifying alternative solutions to problems, and making improvements in work implementation. These abilities are essential in responding to increasingly dynamic workplace demands.

This result is in line with Riyanti (2019) who explained that creativity refers to the ability to generate useful new ideas for solving problems and improving work effectiveness. Furthermore, Afandi (2021) argued that high motivation encourages individuals to take initiative and develop innovations in their work. Therefore, the high level of initiative and creativity demonstrates employees' readiness to support improvements in organizational service quality.

4. Employee Work Motivation at the Agam Regency Education and Culture Office on the Responsibility Indicator

The responsibility indicator recorded the highest mean score of 4.53, placing it in the high category. This finding suggests that employees possess a strong sense of responsibility in carrying out their duties according to established rules and obligations. High responsibility reflects employees' commitment to their work and their willingness to complete tasks effectively.

This finding supports Sedarmayanti (2019) who stated that responsibility refers to an individual's ability and willingness to carry out and account for assigned duties. Similarly, Gunawan (2021) found that responsibility has a positive influence on employee productivity. Therefore, employees' strong sense of responsibility contributes significantly to achieving organizational goals.

5. Employee Work Motivation at the Agam Regency Education and Culture Office on the Recognition of Performance Indicator

The recognition of performance indicator obtained a mean score of 4.15, which is

categorized as high. Although this indicator recorded the lowest score among all dimensions, the result indicates that employees generally perceive appreciation and recognition for their contributions to the organization. Recognition of performance is an important motivational factor because it creates a sense of value and acknowledgment among employees.

This finding supports Hasibuan (2019) who emphasized that rewards and recognition are important motivational tools that encourage employees to improve their performance. Studies by Christie et al., (2022) dan Ayu (2022) also found that performance recognition positively influences work motivation by increasing self-confidence, job satisfaction, and organizational commitment. Therefore, providing appropriate recognition can be an effective strategy for maintaining and enhancing employee motivation.

Overall, the work motivation of employees at the Agam Regency Education and Culture Office is categorized as high. This conclusion is reflected in the high scores obtained across all indicators, including goal achievement drive, work enthusiasm, initiative and creativity, responsibility, and recognition of performance. Among these indicators, responsibility recorded the highest mean score, while recognition of performance recorded the lowest. Nevertheless, all indicators remained within the high category, indicating that employees possess a strong willingness and readiness to perform their duties effectively. These findings suggest that employee motivation plays a significant role in supporting organizational performance and facilitating the achievement of organizational objectives.

## CONCLUSION

**Key Findings:** This study shows that the work motivation of employees at the Agam Regency Education and Culture Office is in the high category, with an average score of 4.42. All indicators of work motivation goal achievement drive, work spirit, initiative and creativity, responsibility, and performance recognition are in the high category. The highest score is found in the responsibility indicator (4.53), while the lowest is in performance recognition (4.15). These results indicate that employees have good work motivation, particularly in terms of responsibility and achievement of organizational goals. **implications:** The findings imply that high work motivation plays a crucial role in supporting the effective implementation of duties and the achievement of organizational objectives. Therefore, organizational leaders should maintain and strengthen employee motivation through continuous guidance, workplace support, competency development programs, and appropriate recognition of employee performance. Furthermore, the results reinforce the view that work motivation is an important factor in improving employee performance within educational organizations. **limitations:** This study employed a descriptive quantitative approach that provides only a description of the level of employee work motivation without examining causal relationships with other variables. In addition, the study was conducted in only one institution, namely the Agam Regency Education and Culture Office, limiting the generalizability of the findings to other organizations. **Future Research:** Future studies are recommended to investigate factors influencing work motivation, such as leadership, work environment, organizational culture, compensation, and job satisfaction. Further research may also be conducted in different institutions using quantitative, qualitative, or mixed-methods approaches to provide a more comprehensive understanding of employee work motivation.

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