

Enhancing Job Performance of Academic Employee at a Private University via Non-Financial Benefits

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ABSTRACT

Human resources are one of the most significant assets and main foundations that a firm should have. Furthermore, the quality of human resources greatly influences their performance in reaching the organization's objectives. This study was conducted to examine the relationship between non-financial benefits with the job performance of academic employees at private university area Klang valley. Non-financial benefits comprise of fringe benefit i.e., health insurance, bonus and incentive, and praise from superior is measured as independent variable. Performance of employee is measured in terms of satisfaction of remuneration scheme, passing student rate and student retake subject. This study using quantitative methodology and data has been collected using questionnaires instrument distributed to academic employees in private university area Klang valley. The results show fringe benefit factor significantly affects academic employee's job performance, beta value which is β 0.645 ($p < 0.001$). This result concludes that it's important the organization should adopt a complete strategy toward employee's performance by recognizing the value of non-financial benefits.

Keywords: Job performance, Non-financial benefit, Fringe benefit.

1. INTRODUCTION

Human resources are a critical asset and fundamental pillar that every organization should possess. The role of human resources is of significant importance in facilitating the growth and development of an organization. The performance of an organization in achieving its objectives is significantly impacted by the caliber of its human resources. Consequently, it is imperative to exercise effective supervision over personnel, while also enhancing the proficiency of human resources. According to Mangkuprawira and Hubeis (2007), the performance of employees is the result of their ability to achieve both high quality and quantity in carrying out their assigned jobs and activities. Employee management is a perpetual obligation within the realm of human resources. The ability to support employee performance is crucial, as the quality and number of employees directly impact overall employee performance. Most employees' performance concerns arise from a desire to improve but a lack of knowledge about how to do so. This will be another ongoing responsibility for human resources to boost employee performance, such as keeping employees happy and satisfied because the organisation believes that when people are happy and satisfied, it affects their performance. According to the study conducted by Sopiah (2013), the function of job satisfaction enhances the influence of salary on employee performance. Overachieving and skilful employees are the driving power of all firms. Hence it is crucial that companies try to encourage and retain the most exemplary employees. The quality of human resource management strongly influences the institution's performance (Dessler, 2007). Some employees believe earning money is the primary reason they work, but according to (Mayangsari, 2013), money is simply one of several needs addressed by working.

According to (Mathis and Jackson, 2000) in (Sopiah, 2013), one method to improve employee performance, motivation, and job satisfaction is to provide non-financial benefit. So non-financial benefit can be used to help employees perform better. On the other hand, provide non-financial benefit includes fringe benefits. (Jeffery, 2002) explored provide non-financial benefit and their ability to influence numerous psychological needs in his study, which is why non-financial benefit have a more profound and longer-term effect on motivation than monetary benefits. According to the study, non-financial benefits are more noticeable and have a higher value as a reward. Non-financial benefit provides a higher level of utility. Employees enjoyed gifts, pride, respect, and recognition for a long time. Employees like sharing with their relatives and friends about their respect and gift. The results revealed that non-monetary gifts had a substantially higher trophy value. He sees monetary benefits as having short-term benefits, whereas non-monetary benefits have long-term benefits. His study describes financial benefits as compensation, whereas non-financial benefits symbolise respect and acknowledgement. On the other hand, non-financial benefits include fringe benefits. (Jeffery, 2002) explored non-financial benefits and their ability to influence numerous psychological needs in his study, which is why non-financial benefits have a more profound and longer-term effect on motivation than financial benefit.

According to the study, non-financial benefits are more noticeable and have a higher value as a reward. Non-financial benefits provide a higher level of utility. Employees enjoyed gifts, pride, respect, and recognition for a long time. Employees like sharing with their relatives and friends about their respect and gift. The results revealed that non-financial gifts had a substantially higher trophy value. He sees financial benefit as having short-term benefits, whereas non-financial benefit has long-term benefits. His study describes financial benefit as compensation, whereas non-financial benefit symbolise respect and acknowledgement. The success and reputation of private universities in the competitive higher education landscape are heavily influenced by the performance of their academic employees. These educational establishments depend on the proficiency, commitment, and ingenuity of their faculty members to provide high-quality instruction, engage in scholarly inquiry, and make valuable contributions to the scholarly community. The primary emphasis on motivating employees has historically been on money benefits. However, there is an increasing acknowledgement of the significance of non-financial benefits in augmenting both job performance and overall job contentment.

According to (Hattie, 2008)'s research, academic employees play a crucial factor in enhancing student performance. An academic employees' low salary causes a negative psychological impact, which influences student learning (Wang & Wang, 2018; Sun, 2017). (Gilchrist, Luca, and Malhotra, 2016) addressed a simple question in their recent study: "Do employees work harder when paid more?" According to their findings, employees will increase their performance if the higher income is regarded as a gift. Despite offering competitive salaries, a significant number of academic employees exhibit suboptimal levels of job performance, leading to potential impacts on student learning outcomes, research productivity, and institutional reputation. Even though there is a financial benefits problem affecting employee performance that has not been addressed, organisations talk less about the impact of non-financial benefits on employee performance which is fringe benefits. The problem at hand is to identify, design, and implement effective non-financial benefits that can enhance the job performance of academic employees at the private university. Even though there is a financial benefits problem affecting employee performance that has not been addressed, organisations talk less about the impact of non-financial benefits on employee performance which is fringe benefits. Organisations are expected to provide suitable fringe benefits to their employees. This is because employees want organisations to care and appreciate their efforts. They expect their employers to provide leave allowance, medical allowance, overtime pay, health protection

benefits, house allowance, and more. Employee benefits and organisational commitment study is becoming increasingly relevant as some researchers have researched the relationship between employee benefits, motivation, and productivity (Hong, et al., 1995). However, there is still some debate about whether fringe benefits influence employee job productivity, which leads to organisational performance, and whether benefits impact an organisation's ability to attract, retain, and motivate employees, which leads to productivity and improved organisational performance (Milkovitch and Newman, 2004). In addition, according to (May Leen Yu, et al., 2009) the performance of the employees is crucial to the organization's success. To achieve long-term objectives, an organization's operational goals must be compatible with its corporate vision and missions. To ensure organizational cooperation, much attention must be focused on evaluating the skill and successes of the employees who implement short-term strategies that align with long-term objectives. Meeting both financial and non-financial demands has become a motivator for each person to complete the job. To that end, the organisation's remuneration must be effectively managed for organisational goals to be met through individual performance (Riva, 2011). As a result, the problem prompts the need for a specific study to examine the above-mentioned problems. Therefore, this study was conducted to identify the relationship between non-financial benefits with the job performance of academic employees at private university area Klang valley

2. LITERATURE REVIEW

Job performance, a multidimensional construct, has garnered significant attention from researchers and practitioners alike due to its pivotal role in organizational success. This literature review synthesizes key findings and insights from various scholarly works, highlighting the multifaceted nature of job performance, its determinants, measurement, and the factors influencing its enhancement. Job performance is commonly defined as the extent to which an employee effectively executes their responsibilities and tasks to meet organizational objectives. Campbell's (1990) seminal model conceptualizes job performance as a combination of task performance, contextual performance, and counterproductive behaviours. Task performance involves the execution of core job duties, while contextual performance encompasses behaviors that contribute to the broader organizational environment. Counterproductive behaviors refer to actions that hinder organizational effectiveness.

Job performance, a critical indicator of organizational success, has been a subject of extensive research in the field of organizational psychology and human resource management. While financial rewards have traditionally been considered strong motivators, the role of non-financial benefits in shaping job performance has garnered increasing attention. This literature review examines the scholarly discourse surrounding the impact of non-financial benefits on job performance, emphasizing key findings, theoretical frameworks, and implications for organizational practice. The Herzberg's Two-Factor Theory is a cornerstone in understanding the relationship between non-financial benefits and job performance. Herzberg's theory posits that certain factors, labelled as "hygiene factors," such as working conditions, job security, and interpersonal relationships, influence job satisfaction and dissatisfaction. Non-financial benefits, often falling under these hygiene factors, establish a baseline of comfort and security that mitigates dissatisfaction, allowing employees to focus on intrinsic motivators that enhance job performance (Herzberg, 1966). Flexible work arrangements, a prominent non-financial

benefit, have been extensively studied for their influence on job performance. Research by Grant et al. (2007) highlighted that employees who have access to flexible schedules and remote work options tend to experience reduced work-family conflict, leading to higher job satisfaction and subsequently, improved job performance. The ability to balance work and personal commitments engenders a positive work environment that supports employees' psychological well-being, translating into increased engagement and effectiveness in tasks.

Another facet of non-financial benefits is professional development opportunities, including training programs, workshops, and skill-building initiatives. A study by Gubbins and Crainer (2016) underscored that organizations that invest in employee growth through these initiatives witness enhanced job performance. Employees who receive opportunities to acquire new skills or advance their existing ones not only become more proficient in their roles but also experience heightened motivation, a sense of accomplishment, and a commitment to contributing meaningfully to organizational objectives. The psychological contract theory further elucidates the influence of non-financial benefits on job performance. The exchange relationship between employees and employers extends beyond monetary compensation, encompassing implicit agreements about mutual obligations and expectations. Non-financial benefits, such as work-life balance programs or recognition schemes, fulfil psychological contract obligations by demonstrating the organization's commitment to employee well-being, which fosters trust, loyalty, and consequently, improved job performance (Rousseau, 1995).

In conclusion, non-financial benefits have emerged as influential factors shaping job performance within contemporary workplaces. The Herzberg's Two-Factor Theory, flexible work arrangements, professional development opportunities, and the psychological contract theory collectively emphasize the positive impact of non-financial benefits on employees' motivation, satisfaction, engagement, and commitment. Organizations that strategically integrate non-financial benefits into their human resource strategies are better poised to cultivate a productive workforce that is not only motivated by financial rewards but also thrives on holistic support and growth opportunities.

2.1 NON-FINANCIAL BENEFITS (FRINGE BENEFITS)

Fringe benefits have garnered significant attention in the field of human resource management due to their diverse nature as non-financial benefits, which include health insurance, retirement plans, flexible work hours, and professional development opportunities. The growing acknowledgement of the diverse demands of employees, extending beyond financial benefits, has generated interest in comprehending the impact of fringe benefits on improved job performance. This paper examines the complex correlation between fringe benefits and job performance. The present discourse relies on a range of academic sources to emphasise the need to deliberately incorporate fringe benefits into organisational structures. Herzberg's Two-Factor Theory supports the idea that fringe benefits play a significant role in fostering employee motivation. According to the theoretical framework, there are specific factors referred to as "hygiene factors" that play a crucial role in preventing job unhappiness. Conversely, there are other factors known as "motivators" that are vital in promoting job satisfaction and enhancing overall performance. Fringe benefits, which encompass provisions for employees' hygienic needs such as health care and retirement plans, serve to establish a fundamental level of

satisfaction and employment stability. Consequently, this facilitates employees' ability to concentrate on more advanced motivators, such as engaging activities and professional advancement, thereby leading to enhanced job performance (Herzberg, 1966).

Moreover, there is a well-established connection between fringe benefits and job satisfaction. Yoon and Suh (2003) conducted a study that revealed a favourable association between the presence of flexible work arrangements and levels of job satisfaction. Employees who are able to achieve a harmonious equilibrium between their professional and home lives by utilising flexible work schedules or telecommuting opportunities generally demonstrate elevated levels of job satisfaction. The relationship between job happiness and job performance is closely interconnected, as individuals who are satisfied with their work are more inclined to go above and beyond their required duties and engage in proactive behaviours that have a beneficial impact on the organisation's outcomes (Aube et al., 2007). Additionally, fringe benefits have an impact on employee engagement, a crucial determinant of job performance. According to a study conducted by Albrecht (2010), organisations that provide professional development options, such as workshops, seminars, and tuition reimbursement, tend to experience higher levels of employee engagement. Employees that are engaged exhibit a profound dedication to their responsibilities and exhibit a heightened level of discretionary effort, resulting in enhanced job performance. Fringe benefits, within the given framework, function as a catalyst for the advancement of personal and professional development, effectively aligning individual aspirations with the objectives of the organisation.

Fringe benefits play a significant role in the retention of personnel, hence contributing to improved job performance. Lambert et al. (2018) emphasise the significance of a comprehensive benefits package that includes health and wellness provisions, opportunities for career growth, and a favourable work environment in reducing employee turnover rates. The maintenance of low employee turnover rates contributes to organisational stability by safeguarding institutional knowledge and sustaining a skilled workforce capable of operating effectively, hence exerting a beneficial influence on job performance. In summary, fringe benefits have evolved beyond conventional forms of remuneration and have emerged as crucial mechanisms for improving job performance. By incorporating theories like Herzberg's Two-Factor Theory, empirical studies have confirmed the significance of these theories in stimulating employee motivation, enhancing job satisfaction, promoting employee engagement, and mitigating employee turnover. Organisations that deliberately include fringe benefits in their human resource strategy have the potential to attain a competitive edge by fostering a motivated, content, and dedicated workforce that continuously achieves optimal performance.

2.2 HERZBERG'S TWO-FACTOR THEORY

Herzberg's Two-Factor Theory, developed by Frederick Herzberg in 1966, provides valuable insights into the relationship between non-financial benefits and job performance. This theory posits that employee satisfaction and dissatisfaction are influenced by distinct sets of factors, termed hygiene factors and motivators. Hygiene factors, which include aspects such as working conditions, job security, and interpersonal relationships, are necessary to prevent dissatisfaction, but their presence alone does not lead to heightened job satisfaction or performance. On the other hand, motivators like challenging tasks, recognition, and opportunities for growth directly contribute to job satisfaction and enhanced performance. In the context of non-financial benefits, this theory underscores that while hygiene factors, which often align with non-financial benefits, create a baseline of comfort and security, it is the presence of motivators, such as opportunities for skill development and work-life balance, that

truly enhance job performance by fostering intrinsic motivation and engagement. Non-financial benefits aligning with hygiene factors, such as a positive work environment and job security, create a foundation for job performance by addressing employees' basic needs and preventing potential dissatisfaction. These factors contribute to a sense of stability and psychological safety, enabling employees to focus their attention and energy on their tasks. However, Herzberg's theory emphasises that the presence of these hygiene factors alone does not lead to sustained high levels of job performance. Organisations seeking to truly enhance job performance must also incorporate motivators, which coincide with many non-financial benefits, such as opportunities for skill development, recognition, and meaningful work. These motivators align with employees' higher-order needs and desires for personal growth, accomplishment, and a sense of purpose.

Non-financial benefits that offer opportunities for skill development and growth are particularly aligned with the motivator aspect of Herzberg's theory. Professional development programmes, training workshops, and mentorship opportunities not only contribute to employees' job satisfaction but also empower them to enhance their skills and capabilities. When employees feel that their organisation invests in their professional growth, they are more likely to be engaged, motivated, and committed to performing at their best. This alignment between non-financial benefits and motivators, as outlined in Herzberg's theory, highlights the strategic value of such benefits in fostering job performance by addressing both the foundational and aspirational dimensions of employee needs.

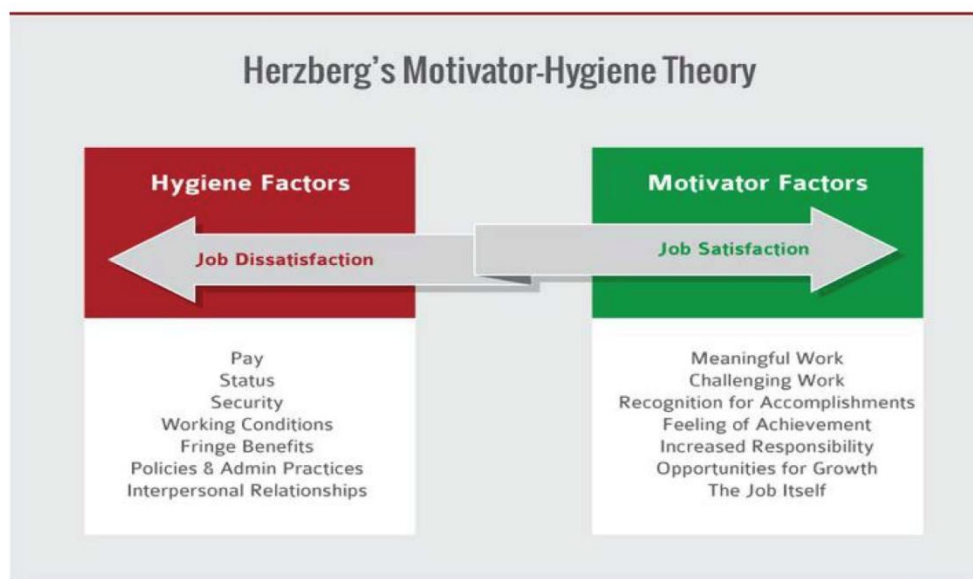


Figure 1: Herzberg's Motivation Hygiene Theory

Figure 1, showed The Herzberg Motivational Theory, developed by Frederick Herzberg in the 1950s, has significantly contributed to our understanding of employee motivation within the workplace. This theory, often referred to as the Two-Factor Theory or the Motivation-Hygiene Theory, posits that there are two sets of factors that influence employee satisfaction and motivation. The first set, termed hygiene factors, includes elements such as job security, working conditions, company policies, and interpersonal relationships. Herzberg argued that these factors are essential to prevent job dissatisfaction but do not inherently lead to long-term motivation. The second set, known as motivators, encompasses factors like achievement, recognition, the nature of the work itself, responsibility, and growth opportunities. These

factors are deemed intrinsic to the job and are believed to be the true sources of motivation, leading to higher job satisfaction and improved performance.

The Herzberg Motivational Theory provides valuable insights into the complexity of employee motivation and highlights the importance of addressing both hygiene and motivator factors to create a truly motivating work environment. It suggests that while providing adequate working conditions and benefits is necessary to prevent dissatisfaction, they do not necessarily foster enthusiasm and exceptional performance. To achieve sustainable motivation and job satisfaction, organizations must focus on enhancing the intrinsic aspects of work, such as offering opportunities for skill development, recognizing achievements, and providing meaningful and challenging tasks. By understanding and applying this theory, employers can design jobs that tap into employees' innate desire for growth, accomplishment, and personal fulfillment, resulting in a more engaged and productive workforce. Herzberg's Motivation Hygiene Theory provides a framework for understanding the intricate relationship between non-financial benefits and job performance. While hygiene factors create a baseline of satisfaction by addressing basic needs, it is the presence of motivators—often encompassing non-financial benefits such as professional development opportunities, work-life balance initiatives, and recognition programmes—that elevates job performance through intrinsic motivation and engagement. Organisations that recognise and strategically integrate both aspects can create an environment where employees are not only content but also empowered to excel in their roles, contributing positively to organisational success.

3. METHODOLOGY

This study uses a quantitative research method in the form of a survey. Survey research is a simple and popular method to identify the general characteristics of a population (Chua, 2006). A simple random sampling method or technique was used to get respondents. The simple random sampling technique is the same technique used in the study of Lim Siok Ling et al. (2022). While the method of collecting data is through the distribution of questionnaires, this questionnaire is used and distributed online (Google Form) to collect all data on the job performance of academic employees at a private university via non-financial benefits. This method is used because it is proven to help speed up the data collection process and save costs (Batubara, 2017). A population is an object or subject that is in a region and meets certain conditions targeted by the researcher to be selected as respondents involved as a sample for the study (Asari, 2018). In this study, the researcher determined a population sample among academic employees at Universiti Islam Antarabangsa Selangor (UIS). According to the formula used by Tabachnick and Fidell, the sample size needed is greater than 58 lecturers. As a result, this survey successfully gathered a total of 90 respondents, and the number is sufficient. It will be processed into statistical values using the Statistical Package for the Social Sciences (SPSS) software to conduct appropriate analysis and answer the research objectives. In order to collect data, a questionnaire in the form of Google Forms will be distributed through email to the respondents involved, namely academic employees at UIS. The questionnaire was distributed via social media platforms such as WhatsApp, Telegram, and email.

4. RESULTS AND DISCUSSIONS

SPSS version 27 software was used to analyze the data. The period for data collection is for 3 weeks, starting from March 26 to April 10, 2023. Next, the findings are as follows:

Table 1: Correlation Value

| Variables | Correlation Value | Significant Value | Relationship Strength |
|-----------------------|--------------------------|--------------------------|------------------------------|
| Fringe Benefit | 0.639** | <0.001 | Medium |

** . Correlation is significant at the 0.01 level (2-tailed).

The exploration of fringe benefits in relation to job performance yielded noteworthy findings. The analysis revealed a correlation coefficient of 0.639, indicative of a medium-strength relationship between these two variables. The significance level, denoted by $p < 0.01$, was subsequently subjected to rigorous testing. Notably, the recorded significance value of 0.00, as extracted from table 4.8, underscores the statistical robustness of the observed relationship. These results substantiate the notion that fringe benefits are indeed associated with job performance among the examined cohort of participants.

The positive correlation discovered between fringe benefits and job performance bears significant implications for both academic and organisational management. The findings suggest that the provision of fringe benefits contributes positively to the enhanced performance of academic employees. Such benefits, which often encompass non-financial benefits such as healthcare, professional development opportunities, and flexible work arrangements, evidently play a role beyond financial benefits in shaping employees' effectiveness. This aligns with the evolving understanding that employees' overall well-being and satisfaction directly influence their engagement and output in the workplace.

The observed positive relationship between fringe benefits and job performance also resonates with existing theoretical frameworks. Herzberg's Two-Factor Theory, for instance, posits that while certain factors, termed "hygiene factors," prevent job dissatisfaction, it is the presence of "motivators" that fosters job satisfaction and performance. Employees view the provision of fringe benefits, which are comparable to motivators, as acknowledging their needs and aspirations beyond the scope of their primary employment. This recognition leads to increased job satisfaction, intrinsic motivation, and, subsequently, higher job performance.

In conclusion, the empirical findings substantiate a positive link between fringe benefits and job performance among academic employee. The medium-strength correlation coefficient and the statistically significant p-value reinforce the idea that fringe benefits significantly influence the performance of academic staff. These results have implications beyond the current study, signaling the need for educational institutions and organisations alike to recognise the pivotal role of non-monetary incentives in nurturing a contented and engaged workforce, ultimately fostering elevated levels of job performance.

5. CONCLUSIONS

In conclusion, leveraging non-financial benefits to enhance the job performance of academic employees at a private university holds immense promise in today's dynamic educational landscape. As this essay has demonstrated, traditional notions of job satisfaction and motivation have evolved beyond monetary rewards, prompting a shift towards a holistic approach that caters to the multifaceted needs of educators. The strategic implementation of non-financial benefits, such as flexible work arrangements, professional development opportunities, and a supportive work environment, has the potential to yield remarkable outcomes. By acknowledging the intrinsic motivations of academic employees, these benefits foster a sense of belonging and fulfilment, thereby promoting increased engagement, creativity, and dedication in their roles. Furthermore, the cultivation of a positive work environment through non-financial benefits cultivates a culture of collaboration and mutual growth, ensuring that educators thrive personally and professionally, ultimately translating into elevated teaching quality, research output, and overall institutional success.

In a competitive higher education landscape, private universities are recognising the significance of non-financial benefits in both attracting and retaining top-tier academic talent. This essay underscores that offering personalised professional development opportunities, such as research grants, conference sponsorships, and access to cutting-edge technology, can empower academic employees to enhance their expertise, thereby enriching their teaching methodologies and research contributions. The provision of flexible work arrangements, including options for remote work or adaptable schedules, demonstrates a commitment to work-life balance, reducing burnout, and enhancing overall job satisfaction. These non-financial benefits foster a reciprocal relationship between the university and its academic staff, instilling a sense of loyalty and dedication that is instrumental in bolstering job performance. In conclusion, the integration of non-financial benefits into the fabric of private universities' human resource strategies can significantly contribute to elevating the job performance of academic employees. By aligning with their intrinsic motivations and acknowledging the evolving landscape of work, universities can create an environment where educators feel valued, motivated, and empowered to excel, resulting in a positive impact on educational quality, research output, and the institution's reputation as a whole.

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