



Contents lists available at [Journal IICET](https://journal.iicet.org)  
**JPPI (Jurnal Penelitian Pendidikan Indonesia)**  
ISSN: 2502-8103 (Print)ISSN: [2477-8524](https://doi.org/10.29210/020221540)(Electronic)  
Journal homepage: <https://jurnal.iicet.org/index.php/jppi>



# The effect of goal setting leadership on motivation and work productivity moderated with remote working in the healthcare industry

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## Article Info

### Article history:

Received Feb 15<sup>th</sup>, 2022

Revised Jul 16<sup>th</sup>, 2022

Accepted Nov 10<sup>th</sup>, 2022

### Keyword:

Goal setting leadership,  
Work productivity,  
Remote working

## ABSTRACT

This research was conducted to determine the effect of Goal Setting Leadership on Motivation and Work Productivity moderated by Remote Working. The contribution of this research is expected to add information and provide tangible benefits for the organization and its success in the health care industry so that the objectives to be achieved in this research can be achieved well for the leaders. The analytical tool in this study will use the Structural Equation Model (SEM) and the research was conducted using a survey using a questionnaire via google form distributed in January – May 2021 where the respondents used were 195 employees consisting of non-health employees in the health care industry in Jabodetabek. Data were analyzed using Structural Equation Model (SEM). The results of this study indicate that the first, Good Goal Setting Leadership will increase high motivation, secondly, high motivation will increase good work productivity, thirdly good goal-setting leadership will increase high work productivity. Furthermore, the Remote Working variable as a moderating role on Leadership Goal Setting and Work Productivity will give positive results.



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## Introduction

Goal setting leadership in an organization is highly expected, so someone must be committed to a goal to be able to achieve the goals expected by the organization. The Motivation of every employee is needed for the organization to increase work productivity. But unfortunately, the current Covid-19 pandemic problem can have an impact on employee work productivity in carrying out their work. With this Covid-19 pandemic where someone has to do work through Remote Working or work from home (Rudnicka et al., 2020)

Alexanders & Jenny (2019) said that having a clear goal-setting leadership style is an important part of a teacher for students and students. They will learn to have the ability to solve problems and can shape their future. This happens because individuals who have goal setting can see future possibilities and see the biggest picture of that future (Ruggio, 2018). In real life, previous research has proven that individuals or students who have a goal-setting are more likely to complete their dissertation on time compared to individuals who do not have a goal-setting. Blanchard 2018). In addition, research conducted by Nauton (2019) found that 33% of subjects succeeded in achieving their goals when they wrote down the goals they wanted to achieve compared to those who only thought about them. This finding is by the opinionSetiawan (2017) that goal setting

leadership can influence one's activities in several ways that direct attention and action, drive one's efforts, maintain movement in business or motivate someone to make strategies that are by their abilities in achieving a goal.

It is necessary to conduct research on leadership because the efficacy with which organizational leaders make decisions is one of the most important factors in determining the goals of the organization. According to Ekosiswoyo (2016), a leader or executive is a role model when making a decision with the aim of a project that can be run smoothly, completed on time, and play a key or critical role by setting policies and implementing company goals to achieve goals. In other words, a leader or executive makes decisions with the aim of a project that can be run smoothly and completed on time. Leadership goal setting in this study is a regulation of a person's behavior or actions (Earl & Joanne 2019). Bernard et al (2019) said that the thing that can encourage and motivate individuals so that their work productivity is high is to start providing clear goal settings in the form of determining activities before doing something, then determining what must be done first. Individuals who have a goal that has been made and planned will be much more focused on the goals to be achieved, and there is an effort to carry out appropriate activities to achieve tasks and clear demonstrate self-regulation capacity. (Van den Berg et al., 2020). Having a goal setting can increase one's persistence and can make a strategy, how to think and perceive more efficiently.

With clear goals, individuals also become less prone to anxiety, disappointment, and frustration (Mikami 2020). An individual who has a clear goal will help workers work harder than an individual who does not have a goal. Therefore, goal-setting leadership with motivation has a positive and significant relationship.

Voraphani (2019) researched conducted on goal setting leadership and work motivation, Teamwork, and Job Performance are interconnected and have a positive effect. Motivation has a continuous effect on work productivity, as well as on internal motivation and external motivation that can affect work productivity (Liana, 2020).

An understanding of work motivation lies in the needs, encouragement, goals carried out for the organization. Motivation is a basic process that involves the need to regulate the movement of employee performance in achieving organizational goals (Molatsana et al., 2014). The motivational factors that influence workforce turnover include job involvement, performance management, culture, and organizational management. Engagement occurs when employees are committed to their work and are motivated to achieve a good level of performance and produce good work productivity as well. The results can only be achieved when employers offer implied contracts with their employees, which elicit positive and specific behavior towards organizational goals (Güngör, 2011).

According to Himawan et al., (2020) Remote Working is an activity or rule to supervise employees indirectly and one of them can be given sanctions or warnings that have been made according to company rules for employees who do not follow a rule, several countries that have implemented remote working activities or rules. According to research from (Dingel & Neiman, 2020) explain jobs to several well-known countries, which state that if there is an economy that is considered low, it can be done from home without having to come to the office. According to Molinno (2020) Productivity is explained that there is a high statement about the importance of a work environment at home in increasing productivity and effective work of employees. When there was no outbreak or pandemic, several working employees came to the office every day, but during this outbreak, some employees were required to work at home (Remote Working / WFH) with instructions from the governor at the time or the respective regional heads. regions try to make rules in implementing PSBB according to applicable rules. From the research read (Delweer, 2020) It is explained that there is a calculation of the number of employees who are at home with those who are active or work in the office, it is considered that an employee who works from home has a happy feeling and is more effective so that it is considered to minimize the possibility of resigning or quitting his job.

There is a Remote Working/work from home policy that is considered a burden to some employees, namely productivity, the research that has been discussed it is also explained that the higher work productivity when working from home is influenced by the existence of social facilities (Kline, 2020). according to Sofia (2020), more occurs in increasing work effectiveness in one's productivity when doing work with other people more quickly and comfortably than when working alone from home because there are no friends to discuss.

However, several previous studies (Kyli, 2020; Cano, 2020; Karim, 2020; Geberemariam, 2020; Castellano, 2021) determining the leadership goal setting on work productivity can be seen through work planning or goals that are more objective, when compared to an employee with time, professionalism and quantity in results and means for employees, and it is very important to make motivation as a mediating variable on work productivity, so using the addition of these variables will make an employee's work

productivity or vice versa weaken an employee's work productivity and the Remote Working variable as a variable that will moderate work productivity.

Based on the research gap above, it can be concluded that the goal of this research that can be achieved is to explain the influence of Goal Setting leadership on work productivity through motivation and moderation by Remote Working during the Covid-19 pandemic in the type C health care industry in Jabodetabek.

## Method

### Relationship Between Variables and Development Of Hypotheses

#### *Relationship between Goal Setting Leadership and Motivation*

Leadership Goal setting with motivation has a positive and significant relationship Mikami (2020). A goal that is considered important must be considered how to increase motivation in learning, from some students, especially in learning a material given from the lecturers, some students who already have a clear and definite goal towards their education are more tend to have a high and very good learning motivation, but on the contrary, a student who does not have a clear goal of the learning material to be studied is more likely to have no interest in his education and has very low motivation. (Setiawan, 2017).

Voraphani (2019) conducted researched on goal setting leadership and work motivation, Teamwork, and Job Performance are interconnected and have a positive effect. The results of research from Daniel & Juriana (2019), which show that the application of goal setting leadership and descriptions that can increase the motivation of a futsal player at Daksina Academy. A goal setting is obtained (goal setting) is part of a very important aspect given to the players. Leadership Goal setting can also give players an idea of what they need to achieve. Based on this, related to the goal-setting leadership variable on motivation, the hypothesis in this study was obtained, namely:

**H1:** Leadership Goal Setting has a positive effect on motivation

#### *The Relationship between Motivation and Work Productivity*

Motivation has a significant effect on work productivity for all employees (Liana, 2020). Motivation has a significant effect on employee work productivity with a large contribution of influence (Sarwani, Akbar, Handoko, & Ilham, 2020). The motivation that is seen externally (working conditions or situations, good leadership, appropriate financial and social security) can be an influence on good employee productivity for the company. However, an analysis obtained from an internal motivation (a job that is considered very fun, a job that can be challenging, and a job that makes us feel interesting) and can have a good influence on productivity for employees at work. (Tabe, 2019). The effect of this motivation on employee productivity is quite significant (Güngör, 2011).

The work productivity of a person or several employees can be determined from several roles such as expertise, motivation, and workspace infrastructure, in a company or organization. With motivation, the enthusiasm in working will be much better, so that it can provide the best results for the company itself (Karim, 2020). Based on the results, related to the motivation variable on work productivity, the hypothesis in this study was obtained, namely:

**H2:** Motivation has a positive effect on Work Productivity

#### *Relationship between Goal Setting Leadership and Work Productivity*

Leadership Goal Setting affects the work productivity of the Regional Secretariat of Pangkep employees (Haeruddin, Idris, & Sjarlis, 2021). It was found that there is an influence that can be considered positive and significant, namely between leadership on work productivity of the employees of the Secretariat Office of the Regional House of Representatives, South Sulawesi Islands Regency, leadership is also a variable that has a dominant influence and results on work productivity of the employees of the Secretariat Office of the Regional House of Representatives. South Sulawesi Islands Regency (Agustini, Alam, & Djlalante, 2020). Leadership Goal Setting is significantly positively related to work productivity in the learning system at a Houston university (Bernard et al., 2019). Based on this, related to the Goal Setting leadership variable on work productivity, the hypothesis in this study was obtained, namely:

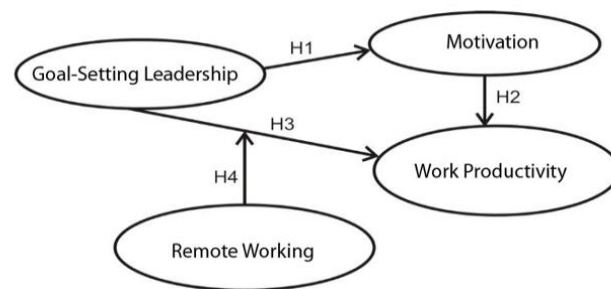
**H3:** Goal Setting Leadership has a positive effect on Work Productivity

#### *Remote Working Moderating the Relationship Between Goal Setting Leadership and Work Productivity*

According to research Mungkasa (2020) a leader experiences obstacles that will arise when remote working or WFH this often occurs because some leaders feel they do not trust their subordinates, and when a job that is considered to require a high intensity of collaboration time with various groups requires a regular schedule for meetings which will be tiring, but in fact, this has proven to work well. Work productivity is affected by

remote working (WFH) during a very influential pandemic (Narpati, et al., 2021). According to Simarmata (2020) who are considered to work online or work from home (WFH) has a positive influence on work productivity. Goal setting leadership can provide new energy for subordinates, a leader is considered a father or father figure for most of his subordinates (Leader as a Father), and leadership that is oriented towards welfare for his employees (invest people), from several leadership criteria that have been established. As explained above, it can be concluded that during this COVID-19 pandemic or in this work from the home era, a strong, sturdy, tough leadership spirit is needed for every individual, whether as a leader or subordinate. So it is expected that with a capable leadership spirit will be able to carry out their duties well and their responsibilities are also good in an organization even though they are considered only working from home. (Castellano, 2021). Based on this, related to the goal-setting leadership variable on work productivity moderated by remote working, the hypothesis in this study was obtained, namely:

**H4:** Remote working moderates the relationship between goal setting leadership and work productivity



**Figure 1.** Research model

### Measurement

In this study, there are 2 (two) exogenous variables, namely goal setting leadership, and 2 (two) endogenous variables consisting of work motivation and work productivity and one moderating variable is remote working. Measurement of the goal-setting leadership variable using the dimension (Famakin & Abisuga, 2016) namely: Specific, measurable, achievable, realistic, timely. Measurement of motivational variables using the dimension (Nientied & Toska, 2019) consisting of Intrinsic motivation, identified regulations, external regulations, Integrated rules, Projected regulations, A- Motivation. Measurement of work productivity variables using the dimensions Delwer (2000) consisting of a quantity of work, quality of work, and timeliness. Remote Working variable measurement using dimensions Kline (2000) consisting of economic, environmental, and social.

In this study, it is customary to use confirmatory factor analysis measurements to test the validity by looking at the values of the Kaiser-Meyer-Olkin measure of sampling (KMO) and measure of sampling adequacy (MSA). The results of the confirmatory factor analysis test show that all the indicators of leadership Goal Setting, Motivation, Work Productivity, and Remote Working have been assessed as valid, namely with KMO and MSA values  $> 0.005$  then a value of 1 for the component matrix. There are 11 valid questions on the Goal Setting leadership variable with a KMO value of  $0.926 > 0.5$ . There are 17 valid questions on the Motivation variable with a KMO value of  $0.932 > 0.5$ . There are 5 valid questions on the Work Productivity variable with a KMO value of  $0.801 > 0.5$ . There are 6 valid questions on the Remote Working variable with a KMO value of  $0.876 > 0.5$ . Furthermore, the reliability test on all indicators of leadership Goal Setting, Motivation, Work Productivity, and Remote Working has shown its value for Cronbach's alpha value  $> 0.5$  which means consistent or called reliable (Malhotra, 2010). (results can be seen in appendix 5).

### Data analysis method

This study is a quantitative study using the Structural Equation Model (SEM) method so as to determine the minimum number of samples that represent, or rather the number of samples must be 5 times (five times) the number of statements analyzed. (Hair et al., 2014). The questionnaire in this study revealed 39 statements, so the minimum number of samples required was 195 non-health workers. The aspects studied are goal setting, motivation, work productivity, and remote work. The measurement method for this data uses a Likert scale, namely an interval scale of 1 (one) to 5 (five). Alternative values of an answer will be continued and processed, processed to be used as a measuring tool for variables to be studied using statistical calculations. Then proceed with finding the average value of each respondent's answer by making a range of score intervals with the lowest score classification of 1 (one) and the highest score of 5 (five).

Data management and data analysis using SPSS 23 and Lisrel 8.8 software. Based on the results of data processing, researchers conducted a factor analysis to test the validity and reliability of SPSS. The validity test was carried out by looking at the sample size of Kaise Meyer Olkin (KMO) and the sample size of Measures of Sampling Adequacy (MSA). In this test, the values obtained must be greater than 0.5, which means the analysis of factors is feasible and can be processed further. (Doll et al., 1994). This research was conducted by using a causality model to see the relationship between variables. test using Cronbach's Alpha measurement, getting closer to Cronbach's Alpha value with 1 good increase (Hair et al., 2014).

## Result and Discussion

### Respondent analysis

Respondents for this study were several employees who had worked in the health care industry or type C Hospital in the Greater Jakarta area, distributing questionnaires in the form of a google form link to several hospitals in the Jabodetabek area starting in January 2021. Respondents were back-office employees or non-health workers consisting of management, administration, and personnel / HR. Based on the data that has been obtained, it shows that there are more female respondents as many as 142 people (73%) and for men as many as 53 people (27%). Characteristics of respondents based on age, it is known that the majority are aged 31-40 years, namely 94 people (48%). From the level of education, the majority of respondents are D3/S1 as many as 105 people (54%). From a working perspective, more respondents who have worked more than 3 years as many as 81 people (41%). Characteristics of respondents based on work division, the majority were management division with 111 people (57%) and followed by administration division with 45 people (28%). So that the total number of respondents used is 195 respondents. This means that the number of samples is representative for conducting this research because the sample size is according to the reference of Hair et al. (2014) for SEM is greater than 100 samples. This means that the number of samples is representative for conducting this research because the sample size is according to the reference of Hair et al. (2014) for SEM is greater than 100 samples. This means that the number of samples is representative for conducting this research because the sample size is according to the reference of Hair et al. (2014) for SEM is greater than 100 samples.

### Construct Validity and Reliability Test

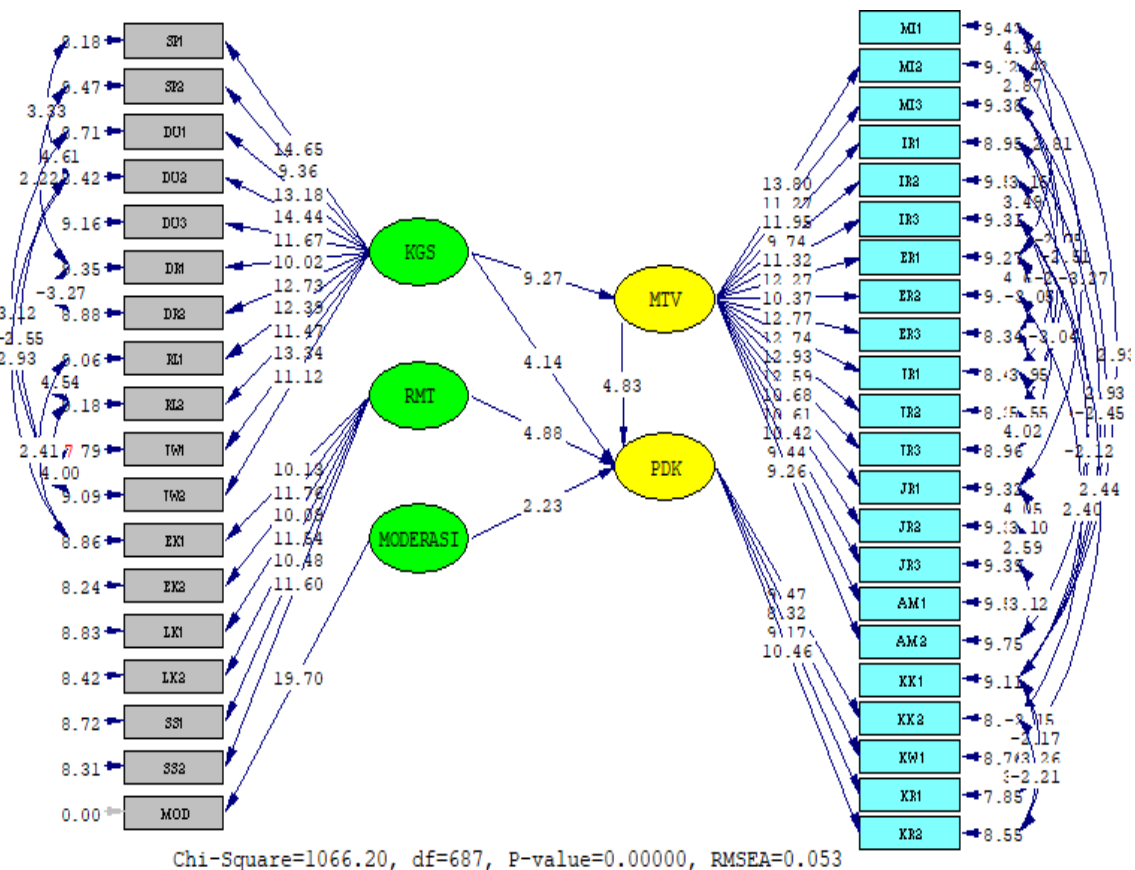
The construct validity and reliability tests were carried out based on recommendations from (Hair et al., 2014) the construct validity measurement in this study was accepted and declared valid, because most of the indicators in each variable had a loading factor value of more than 0.50. Then the results of the calculation of construct reliability and variance extracted in this study can be said to meet the overall requirements. According to (Hair et al., 2014) the value of the construct reliability test must be able to meet the reliability requirements with a value for CR above or more than 0.60 and VE value above 0.50. In this study, all variables calculated for CR showed values above 0.60 and VE values above 0.50, namely: Leadership Goal Setting (KGS) (CR=0.937; VE=0.577), Motivation (MTV) (CR=0.960; VE = 0.589), Work Productivity (CR=0.876; VE=0.589) and Remote Working (RMT) (CR=0.860; VE=0.506). Further details on the validity and reliability of constructs can be seen in appendix 5 (five).

### Structural Test Analysis

The analysis of this structural test is carried out to determine the value of  $R^2$  in each equation. At the value of  $R^2$ , the function can see how far the independent variable can be explained from the dependent variable. Based on the results obtained from the SEM analysis, the results of the analysis are: first, the Motivation variable (MTV) is influenced by the Leadership Goal Setting (KGS) variable with an  $R^2$  value of 0.54. Thus it can also be interpreted that 54% of the variance of Motivation (MTV) can also be explained by the Leadership Goal Setting (KGS), while for the remaining 46% so that it can be explained in other variables not found in this study. The second subsequent analysis is that Work Productivity (PDK) is jointly influenced by Leadership Goal Setting (KGS), Remote Working (RMT), and the moderating role of KGS\_RMT with an  $R^2$  value of 90% while the remaining 10% can be explained by other variables.

### Analysis of the Fit of the Whole Model

Based on the results of the analysis of this suitability test, most of the tests this time showed very good match results, namely the Chi-Square test, ECVI test, CAIC test, AIC, Fit Index, Critical N, and the Goodness of Fit test. Based on the results of the analysis, it can be seen that there is a match in the overall model (goodness of fit) although some are still at the marginal fit level. The complete data can be seen in appendix 5 (five). The results of the study are as illustrated in the following T-Value (Figure 2).



**Figure 2.** T-Value: the results of the study

Source: SEM Lisrel (2021)

In this study, some results show that good goal-setting leadership can increase employee motivation in the health care industry. From the level of education, the majority of respondents are D3/S1 as many as 105 people (54%). In terms of years of service, the majority of respondents who have worked for more than three (3) years are 81 people (41%). Characteristics of respondents based on work division, the majority are management division as many as 111 people (57%). This means that good goal-setting leadership can increase employee motivation, which can be seen from several characteristics of the tenure and work division. This goal-setting leadership can be a very important thing to consider in increasing work motivation and positively this kind of leadership can be supported by employees because it is considered to have a strong driving force employees, employees who have good goals for their work are considered to have good work motivation. On the other hand, employees who do not have clear motivation and goals for their work are considered to have no working interest in their work and have less work motivation. This is supported by the statement, On the other hand, employees who do not have clear motivation and goals for their work are considered to have no working interest in their work and have less work motivation. This is supported by the statement, On the other hand, employees who do not have clear motivation and goals for their work are considered to have no working interest in their work and have less work motivation. This is supported by the statementSetiawan (2017); Daniel & Juriana (2019); Voraphani (2019); and (Mikami, 2020) that goal setting leadership has a positive influence on work motivation.

Furthermore, in this study, results are showing that a very good motivation will increase the productivity of a high job in employees who work in the health care industry. This means that good work motivation can increase one's work productivity. An employee who has a motivation for a good job and certainly high morale is personally able to contribute more to the company so that his work productivity has been confirmed to be very good, and an employee is considered responsible for being able to complete a job properly. time or that has been targeted by the leadership. In line with that, one's work motivation can increase work productivity. This is supported by the statementGüngör (2011); Tabe (2019); Liana (2020); Sarwani (2020); (Karim, 2020) namely motivation has a good influence on productivity in a job.



In this study, which has been obtained where the results show that excellent goal-setting leadership will finitely increase work productivity for employees who work in the health care industry. This means that good goal-setting leadership can increase high work productivity in an employee. Excellent goal-setting leadership will result in good work productivity for employees so that employees are ready to commit to their company and organization. Employees who produce high work productivity will have an impact on their leaders who can provide good support and commitment. This is supported by the statement Bernard (2019); Augustini (2020); Haeruddin (2021) namely that goal-setting leadership has a positive influence on work productivity.

*Remote Working* has been shown to have a moderating role in the relationship between goal setting leadership and work productivity. Remote Working will strengthen the relationship between goal-setting leadership and work productivity. Remote Working moderates goal-setting leadership and work productivity during a pandemic working from home (WFH) have a positive influence. Where a leader can influence his members to work according to the targets given even though they are not monitored directly, but members can complete the expected work. It was concluded that during the covid-19 pandemic, in the current work from home atmosphere, a leader who is considered strong for each of his workers is also needed to increase work productivity using Remote Working which is carried out properly, so that it is hoped that with good goal setting leadership, then you can complete tasks and responsibilities well in a company or organization even though you work from home. This is supported by the statement Castellano, (2021); Narpati, et al., (2021); and Simarmata (2020).

## Conclusion

There are several effects of goal setting leadership on motivation and work productivity, then Remote Working as a moderating variable that strengthens the goal-setting leadership variable and works productivity variable. Goal setting leadership has a positive influence on work motivation as the first hypothesis of this study. For a very good motivation able to increase work productivity very high, then the next hypothesis is obtained, namely good goal-setting leadership will affect good work productivity. This study aims to determine the influence of goal-setting leadership on work motivation and productivity moderated by remote working in the health care industry. Where the standard working hours are usually 8 hours a day, but during a pandemic, employees start working from home which does not have standard working hours anymore, and work absences that always use finger scans are no longer used while working from home. Therefore, the implications that can be put forward are to continue to increase work motivation and productivity by looking at the goal-setting leadership dimension with the Remote Working dimension.

Furthermore, in this study there are also some limitations, namely only discussing the variables of Leadership Goal Setting, Motivation, Work Productivity, and Remote Working. Then, there are also some possibilities that the respondents did not fill in properly or only filled in based on the expected ideal atmosphere and conditions and not on the actual conditions that were happening or were running at that time. Future research developments can add other variables besides goal setting leadership, motivation, work productivity, and Remote Working as other variables can be suggested, namely work environment variables and conditions that are different from the current one during the covid 19 pandemic. This research can then be obtained to expand The scope of his research is not only in the Jabodetabek area (Jakarta-Tangerang and its surroundings) and in Type C Hospitals only, but also in the health care industry throughout Indonesia or other industrial fields and can expand the sample and population to a wider range so not only in Indonesia. only part of the work division (back-office).

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