

THE INFLUENCE OF COMPENSATION, JOB INVOLVEMENT, AND ROLE CONFLICT ON EMPLOYEE PERFORMANCE VIA INTRINSIC MOTIVATION AS AN INTERVENING VARIABLE AT THE BATAM CITY EDUCATION OFFICE

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Abstract

This study aims to examine the effects of compensation, job involvement, and role conflict on employee performance, with intrinsic motivation serving as an intervening variable, at the Batam City Education Office. A quantitative research approach was employed using a survey method involving 158 employees of the Batam City Education Office. Data were collected through questionnaires and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) and multiple linear regression analysis. The findings indicate that compensation has a positive and significant effect on employee performance, job involvement has a positive and significant effect on employee performance, role conflict has a positive and significant effect on employee performance, and intrinsic motivation has a positive and significant effect on employee performance. With respect to intrinsic motivation, compensation demonstrates a positive but statistically insignificant effect, while job involvement exhibits a negative and statistically insignificant effect. In contrast, role conflict exerts a positive and significant effect on intrinsic motivation. Simultaneously, compensation, job involvement, and role conflict significantly influence intrinsic motivation and employee performance. Furthermore, the mediation analysis reveals that intrinsic motivation does not mediate the relationship between compensation and employee performance, nor between job involvement and employee performance. However, intrinsic motivation positively and significantly mediates the relationship between role conflict and employee. The study concludes that improving employee performance is more effectively achieved through enhancing job involvement, constructively managing role conflict, and strengthening employees' intrinsic motivation rather than relying solely on compensation improvements. These findings provide both theoretical and practical contributions to human resource management, particularly within public sector organizations, by highlighting the strategic role of intrinsic motivation in explaining the relationship between organizational factors and employee performance.

Keywords: Compensation, Job Involvement, Role Conflict, Intrinsic Motivation, Employee Performance

INTRODUCTION

Employee performance determines whether public organizations can translate policy mandates into reliable services. In the education sector, employee performance affects program planning, budget execution, school supervision, administrative responsiveness, and the continuity of services that citizens receive. Robbins and Judge (2019) and Gibson et al. (2019) argue that performance reflects not only task completion but also contextual contribution, adaptive behavior, and the avoidance of counterproductive conduct. Consequently, a local education office needs an integrated human resource strategy that connects organizational arrangements with the psychological conditions that encourage employees to perform consistently.

The Batam City Education Office operates in a demanding administrative environment because employees coordinate programs across education levels, manage regulatory reporting, respond to schools and external stakeholders, and implement local government priorities. The thesis data show that several service indicators improved between 2024 and 2025, but some indicators fluctuated and several internal problems remained visible, including perceived inequity in compensation, uneven participation in planning, overlapping assignments, unclear responsibilities, and communication disruptions. These conditions suggest that aggregate service achievement does not automatically indicate that every employee performs optimally. The organization therefore needs evidence about

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the specific mechanisms that shape individual performance. Compensation offers one plausible explanation because employees compare the rewards they receive with their contribution, workload, and the rewards of comparable colleagues. Equity theory predicts that perceived imbalance can weaken effort and organizational reciprocity, while social exchange theory predicts that fair treatment can strengthen employees' willingness to contribute (Adams, 1965; Blau, 1964). Recent public sector studies nevertheless report mixed results. Fitriani (2021), Fauzi (2023), and Putri and Iryanti (2024) identify positive performance consequences, whereas Kurniawan and Nurohmah (2022) show that compensation does not always produce a significant psychological response. This inconsistency indicates that compensation may require a motivational mechanism before it influences performance.

Job involvement provides a second explanation because involved employees identify strongly with their work and invest cognitive, emotional, and behavioral energy in task accomplishment. The job demands and resources perspective predicts that involvement generates performance when employees receive sufficient autonomy, feedback, support, and development opportunities (Bakker & Demerouti, 2017). Suranti (2024) and Yuliani (2023) associate involvement with motivation and performance, but Syahputra (2021) emphasizes that organizational conditions can determine whether involvement produces effective behavior. In a bureaucratic setting, intense involvement may fail to improve performance when rigid procedures, excessive workload, or limited decision authority prevent employees from converting effort into results.

Role conflict provides a third and more complex explanation because employees can interpret competing demands either as obstructive pressure or as a challenge that stimulates adaptation. Marpaung (2021) and Sari (2023) emphasize the harmful consequences of incompatible role expectations, whereas Nugraheni (2023) and Ekhsan and Septian (2021) show that motivation and organizational management can alter the consequences of workplace conflict. The Batam City Education Office presents a relevant context because employees routinely combine administrative, technical, coordination, and public service responsibilities. The organization therefore needs to distinguish destructive ambiguity from manageable challenge rather than assume that every form of role conflict produces the same outcome.

Intrinsic motivation may connect these organizational conditions with performance because it encourages employees to act from interest, competence, responsibility, and the perceived meaning of public service. Self-determination theory explains that autonomy, competence, and relatedness sustain intrinsic motivation, while externally controlled arrangements can weaken it (Deci & Ryan, 2017). Hasanah (2021), Hutagalung (2020), and Qulsum (2024) link intrinsic motivation with employee performance, but the mediation evidence remains inconsistent across compensation, involvement, and conflict relationships. This study addresses that gap by testing seven direct paths and three indirect paths among compensation, job involvement, role conflict, intrinsic motivation, and employee performance at the Batam City Education Office. The study contributes a contextual explanation of why the same organizational factor may produce different performance consequences in a public bureaucracy.

LITERATURE REVIEW

Compensation and Employee Performance

Compensation includes financial and nonfinancial rewards that an organization provides in exchange for employee contribution. A fair compensation system communicates recognition, supports economic security, and signals the value that the organization assigns to work. Equity theory explains that employees compare their input and outcome ratio with relevant referents, while expectancy theory explains that rewards motivate effort only when employees believe that effort will produce performance and performance will produce valued outcomes (Adams, 1965; Vroom, 1964). These mechanisms imply that nominal reward increases cannot guarantee performance when employees perceive inequity, weak performance contingencies, or limited managerial recognition.

Empirical studies reinforce the conditional nature of compensation effects. Fitriani (2021), Fauzi (2023), and Putri and Iryanti (2024) report positive associations between compensation and performance, yet Kurniawan and Nurohmah (2022) find that compensation does not consistently affect employee attitudes. Public organizations may strengthen this inconsistency because standardized pay structures, delayed incentives, and limited managerial discretion reduce the connection between individual effort and reward. This study therefore expected compensation to affect both intrinsic motivation and performance, but it also tested whether intrinsic motivation carried the compensation effect to performance.

Job Involvement and Employee Performance

Job involvement describes the degree to which employees identify with their work, regard work as central to their self concept, and devote attention and energy to task accomplishment. Involvement can improve performance

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because highly involved employees monitor work quality, persist during difficulty, and contribute beyond formal requirements. Bakker and Demerouti (2017) explain that job resources activate engagement and performance, especially when employees possess autonomy, feedback, support, and opportunities for growth. This perspective positions involvement as a motivational state that requires an enabling work system.

Research nevertheless shows that involvement can lose its positive function when job demands exceed available resources. Suranti (2024) reports that motivation can mediate the relationship between work attachment and performance, while Yuliani (2023) links job engagement with motivation among civil servants. Syahputra (2021), however, indicates that involvement may affect performance directly without a stable motivational pathway. In a highly procedural bureaucracy, employees may invest substantial effort but experience limited discretion, fragmented coordination, and weak innovation channels. This study therefore tested whether job involvement influenced performance directly and indirectly through intrinsic motivation.

Role Conflict, Intrinsic Motivation, and Performance

Role conflict occurs when employees face incompatible expectations, overlapping assignments, competing priorities, or demands that exceed available time and authority. Traditional stress perspectives classify role conflict as a hindrance that consumes cognitive resources and reduces performance. Marpaung (2021) and Sari (2023) support this interpretation by associating role conflict with adverse work outcomes. However, the consequences depend on appraisal and organizational context. When employees perceive demanding roles as meaningful challenges and possess adequate competence and support, they may respond with problem solving, learning, and stronger effort rather than withdrawal.

Intrinsic motivation provides a plausible appraisal mechanism because employees who value their work can convert manageable pressure into purposeful action. Deci and Ryan (2017) explain that intrinsic motivation grows when work satisfies autonomy, competence, and relatedness needs. Hutagalung (2020) and Hasanah (2021) show that intrinsic motivation strengthens public sector performance, while Nugraheni (2023) indicates that motivation can alter the consequences of conflict. The present model therefore treated intrinsic motivation as both an endogenous outcome of organizational conditions and a direct predictor of employee performance. It predicted that role conflict would influence performance directly and indirectly, although the direction required empirical confirmation in the Batam context.

Research Model and Hypotheses

The conceptual model integrates extrinsic exchange, work identification, role demand, and self determination perspectives. The model specifies direct effects from compensation, job involvement, and role conflict to intrinsic motivation and employee performance, together with a direct effect from intrinsic motivation to performance. It also specifies three indirect effects through intrinsic motivation. This arrangement allows the analysis to distinguish direct organizational effects from motivational transmission and to identify whether intrinsic motivation explains the consequences of each predictor.

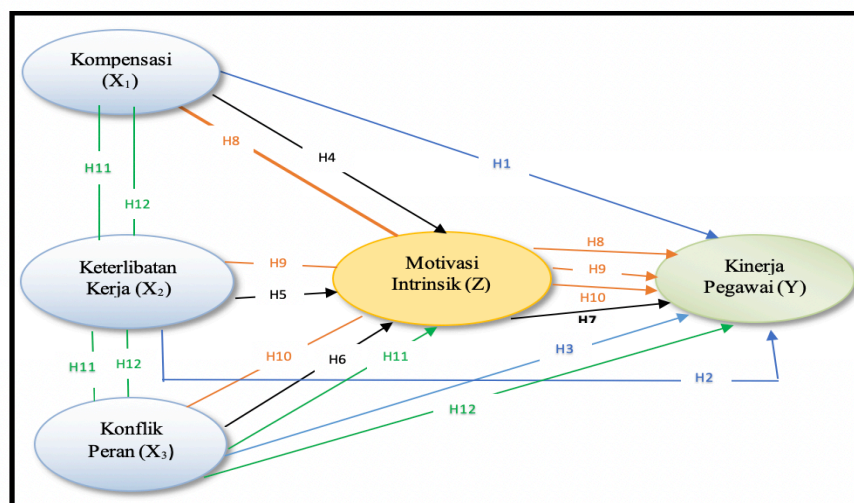


Figure 1. Conceptual model of direct and mediated relationships

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METHOD

This study used a quantitative explanatory design to examine causal relationships among compensation, job involvement, role conflict, intrinsic motivation, and employee performance. The study took place at the Batam City Education Office and covered employees across fields, subfields, and technical service units under the office's coordination. The research design followed Sugiyono's (2021) explanation of associative quantitative research because the model tested multiple direct and mediated relationships within one structural framework.

The study defined a population of 158 active employees and selected 114 respondents through purposive sampling. The sampling criteria required respondents to work actively at the Batam City Education Office, possess at least one year of tenure, understand the organizational work pattern, and complete the questionnaire voluntarily. The minimum sample calculation used the Slovin formula with a 5 percent margin of error, which produced 113.26 and resulted in a rounded minimum of 114 respondents. This sample represented 72.2 percent of the population and provided sufficient observations for the specified partial least squares model.

The questionnaire used a five point Likert scale and measured compensation, job involvement, role conflict, intrinsic motivation, and employee performance. The instrument initially contained a larger indicator pool, and the outer model assessment retained 15 indicators for each of compensation, job involvement, role conflict, and intrinsic motivation, together with 14 indicators for employee performance. The retained indicators represented financial and nonfinancial rewards, work identification and participation, overlapping and incompatible role demands, autonomy and meaningful work, and task, contextual, adaptive, and counterproductive performance dimensions.

The analysis used partial least squares structural equation modeling with SmartPLS. The measurement model assessment examined indicator loading, Cronbach's alpha, composite reliability, average variance extracted, and cross loading. The structural model assessment examined R square, Q square, standardized path coefficients, bootstrapped t statistics, and p values. The study used a 5 percent significance level and treated t values above 1.96 and p values below 0.05 as evidence of a significant path. The analysis evaluated specific indirect effects to determine mediation and used the sign and significance of each coefficient to interpret the mechanism rather than relying only on total model fit.

RESULTS AND DISCUSSION

Respondent Profile and Measurement Model

The respondent profile showed broad representation across age, gender, and education categories. Employees aged 26 to 35 formed the largest group at 37.7 percent, followed by employees aged 36 to 45 at 32.5 percent. Women represented 52.6 percent of the sample and men represented 47.4 percent. Most respondents held a diploma or bachelor degree at 61.4 percent, while 30.7 percent held postgraduate qualifications and 7.9 percent completed senior secondary education. This distribution indicates that the sample captured employees at different career stages and educational levels rather than a narrow occupational subgroup.

The measurement model produced strong internal consistency and convergent validity. Cronbach's alpha ranged from 0.983 to 0.986, composite reliability ranged from 0.985 to 0.987, and average variance extracted ranged from 0.810 to 0.837. These values exceeded the conventional thresholds of 0.70 for reliability and 0.50 for convergent validity. The model explained 80.6 percent of the variance in intrinsic motivation and 90.3 percent of the variance in employee performance. The positive Q square values of 0.656 and 0.737 also indicated predictive relevance, while the standardized root mean square residual of 0.045 indicated a low residual discrepancy. Table 1 summarizes the measurement quality and predictive power.

Table 1. Measurement model quality and predictive power

Construct	Cronbach's α	Composite reliability	AVE	R ²	Q ²
Compensation	0.984	0.986	0.820	—	—
Job involvement	0.986	0.987	0.837	—	—
Role conflict	0.983	0.985	0.810	—	—
Intrinsic motivation	0.985	0.987	0.831	0.806	0.656
Employee performance	0.984	0.985	0.827	0.903	0.737

Source: SmartPLS output, 2026.

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Direct Effects on Employee Performance and Intrinsic Motivation

The structural model produced a differentiated pattern rather than a uniform effect across the three organizational predictors. Compensation and job involvement showed small, nonsignificant direct effects on performance, whereas role conflict and intrinsic motivation showed significant positive effects. The paths to intrinsic motivation also differed: compensation showed a positive but nonsignificant coefficient, job involvement showed a negative but nonsignificant coefficient, and role conflict showed a large positive coefficient. Table 2 presents the complete direct path results.

Table 2. Direct path coefficients

Path	β	SD	t	p	Decision
Compensation → Performance	0.084	0.080	1.047	0.295	Not significant
Job involvement → Performance	0.012	0.105	0.118	0.906	Not significant
Role conflict → Performance	0.337	0.149	2.257	0.024	Significant
Compensation → Intrinsic motivation	0.153	0.150	1.018	0.309	Not significant
Job involvement → Intrinsic motivation	-0.082	0.171	0.479	0.632	Not significant
Role conflict → Intrinsic motivation	0.856	0.069	12.365	<0.001	Significant
Intrinsic motivation → Performance	0.573	0.157	3.650	<0.001	Significant

Source: SmartPLS output, 2026.

Compensation showed a positive but nonsignificant relationship with employee performance. This result indicates that higher compensation perceptions did not automatically generate measurable performance gains in the Batam City Education Office. The finding differs from Fitriani (2021), Fauzi (2023), and Putri and Iryanti (2024), who report significant compensation effects, but it aligns with Kurniawan and Nurohmah (2022), who show that compensation can fail to shape employee attitudes directly. The office's standardized public pay structure may weaken the perceived contingency between individual contribution and reward. Employees may also evaluate compensation through fairness, transparency, workload equivalence, and recognition rather than nominal value alone. Therefore, compensation requires a credible performance linkage and a fair distribution process before it can function as a strong behavioral incentive.

Job involvement also showed a positive but negligible direct relationship with performance and a negative, nonsignificant relationship with intrinsic motivation. This pattern suggests that employees can identify with their work without gaining the autonomy and psychological resources that convert involvement into stronger motivation. The result contrasts with Suranti (2024) and Yuliani (2023), who associate involvement with motivation and performance, but it supports the job demands and resources proposition that high investment produces positive outcomes only when the organization supplies adequate resources (Bakker & Demerouti, 2017). In the Batam context, employees reported limited participation in planning, uneven innovation initiative, and fluctuating development participation. Bureaucratic constraints may therefore turn involvement into obligation rather than self directed engagement. The organization should not interpret attendance or task absorption as sufficient evidence of productive involvement.

Role conflict produced a significant positive effect on performance and a very strong positive effect on intrinsic motivation. This result appears counterintuitive because traditional studies often classify role conflict as a harmful stressor (Marpaung, 2021; Sari, 2023). However, the coefficient can reflect the specific way employees interpret and manage multiple responsibilities in a public service environment. When employees possess adequate competence, understand the social value of education services, and view complex demands as meaningful challenges, they may intensify effort and problem solving. Ekhsan and Septian (2021) and Nugraheni (2023) similarly indicate that conflict consequences depend on motivation and the surrounding work system. The finding does not justify uncontrolled overload. It instead shows that manageable complexity can activate performance when the organization clarifies priorities, coordinates expectations, and provides decision support.

Intrinsic motivation showed a substantial positive effect on employee performance. This result supports self determination theory because employees perform more effectively when they experience competence, meaningful contribution, and internal responsibility rather than only external control (Deci & Ryan, 2017). The result also supports Hasanah (2021), Hutagalung (2020), and Qulsum (2024), who identify intrinsic motivation as a key performance driver. Public education work can offer strong social meaning because employees connect administrative tasks with access, quality, and student welfare. Consequently, managers should reinforce work

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meaning, acknowledge competent performance, expand appropriate autonomy, and build learning opportunities. These practices can produce a more durable performance foundation than financial intervention alone.

Mediating Role of Intrinsic Motivation

The specific indirect effect analysis showed that intrinsic motivation did not transmit the effects of compensation or job involvement to employee performance. In contrast, intrinsic motivation significantly transmitted the effect of role conflict to performance. Table 3 reports the three indirect paths and demonstrates that the motivational mechanism operated selectively rather than uniformly across organizational conditions.

Table 3. Specific indirect effects through intrinsic motivation

Indirect path	β	SD	t	p	Mediation
Compensation → Motivation → Performance	0.088	0.088	1.001	0.317	Not supported
Job involvement → Motivation → Performance	-0.047	0.099	0.473	0.636	Not supported
Role conflict → Motivation → Performance	0.490	0.147	3.346	0.001	Supported

Source: SmartPLS output, 2026.

The nonsignificant compensation mediation path indicates that intrinsic motivation did not transform compensation into performance. Compensation operates primarily as an extrinsic condition, and the path from compensation to intrinsic motivation lacked statistical strength. This result supports Hutagalung's (2020) argument that internal motivation can exert a stronger influence than financial rewards and supports Kurniawan and Nurohmah's (2022) evidence that compensation does not always shape psychological outcomes. Managers should therefore avoid assuming that a compensation adjustment automatically increases internal commitment. They need to combine transparent reward administration with recognition, autonomy, competence development, and a credible connection between contribution and organizational purpose.

The nonsignificant job involvement mediation path shows that involvement did not increase performance through intrinsic motivation. The negative coefficient from involvement to intrinsic motivation suggests that employees may experience involvement as intense responsibility without sufficient control or resource support. This interpretation explains why an employee can spend considerable time and attention on work while failing to experience self directed motivation. The result differs from Suranti (2024), but it remains compatible with the resource conditions described by Bakker and Demerouti (2017). The office should improve involvement quality by allowing meaningful participation, clarifying decision rights, reducing unnecessary procedural duplication, and connecting employee suggestions with observable managerial action.

The significant role conflict mediation path provides the study's central theoretical contribution. Role conflict increased intrinsic motivation, which then increased performance, and the indirect coefficient of 0.490 exceeded the direct coefficient of 0.337. This pattern suggests that intrinsic motivation converted complex role demands into purposeful performance. Employees may have interpreted multiple responsibilities as evidence of trust, professional challenge, or public service importance, particularly when they could use competence and initiative to resolve competing demands. This mechanism extends studies that treat role conflict only as a hindrance and supports the view that contextual appraisal determines its consequences (Ekhsan & Septian, 2021; Nugraheni, 2023). Nevertheless, managers must distinguish constructive challenge from chronic ambiguity. They should clarify priorities, balance workload, coordinate stakeholder expectations, and protect recovery time so that role complexity remains manageable.

The findings generate practical implications for public human resource management. First, the office should increase compensation transparency and align allowances with documented workload and responsibility, but it should not treat compensation as the sole performance lever. Second, the office should redesign involvement around substantive participation rather than symbolic attendance. Third, leaders should manage role conflict through clear task ownership, cross unit coordination, escalation protocols, and realistic deadlines. Fourth, the office should strengthen intrinsic motivation through meaningful feedback, recognition, competence development, and controlled autonomy. These interventions address both organizational structure and employee psychology, which the model identifies as interdependent sources of performance.

CONCLUSION

This study demonstrates that compensation, job involvement, and role conflict do not influence employee performance through identical mechanisms. Compensation and job involvement showed nonsignificant direct effects on performance and nonsignificant effects on intrinsic motivation. Role conflict showed significant positive effects

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on both intrinsic motivation and performance, while intrinsic motivation showed a significant positive effect on performance. The mediation analysis confirmed that intrinsic motivation transmitted only the role conflict effect. The results therefore position intrinsic motivation as a selective mechanism that converts manageable role complexity into stronger performance rather than a universal mediator for every human resource practice.

The Batam City Education Office should combine fair reward governance, meaningful participation, role clarification, workload coordination, recognition, competence development, and appropriate autonomy. The organization should treat the positive role conflict coefficient cautiously because chronic overload and ambiguity can still damage employee well being and service quality. This study focused on one local government office, used cross sectional self report data, and relied on a purposive sample, so future research should test the model across agencies and regions, incorporate longitudinal or mixed methods designs, and examine leadership, organizational commitment, job satisfaction, and public service motivation as additional mechanisms.

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