

## REFERENCES

- Adams, J., 1965. Injustice in social exchange. *Advances in experimental social psychology*, 2, pp.267-299.
- Alderfer, C., 1972. *Existence, relatedness and growth: Human needs in organizational settings*. New York: Free Press.
- Allen, M., 2018. *Who do you think you are? Seven generations to choose from*. [online] The Active Age. Available at: <<https://theactiveage.com/who-do-you-think-you-are-seven-generations-to-choose-from/>> [Accessed 12 August 2022].
- Altman, D. and Bland, J., 1995. Statistics notes: The normal distribution. *BMJ*, 310(6975), pp.298-298.
- Armstrong, M., 2003. *A Handbook of Human Resource Management Practice*. 9th ed. London: Kogan Page, pp.215-229.
- Arnold, J., Cooper, C. and Robertson, I., 1991. *Work psychology*. London: Pitman, pp.265-282.
- Arunkumar, S., 2014. An Empirical Study: Relationship Between Employee Motivation, Satisfaction and Organizational Commitment. *International Journal of Management and Business Research*, 4(2), pp.81-93.
- Aulia, D. and Darda, A., 2012. Pengaruh Renumerasi terhadap Kepuasan Kerja PNS yang Bertugas pada Sekretariat Direktorat Jenderal Anggaran Kementerian Keuangan. *Business Economics and Management*, 1(3).
- Azahari, R., 2021. *Perjalanan Reformasi Birokrasi Kementerian Keuangan*. Jakarta: Bureau of Organisation and Administration of the Ministry of Finance of the Republic of Indonesia.
- Belfield, R. and Marsden, D., 2003. Performance pay, monitoring environments, and establishment performance. *International Journal of Manpower*, 24(4), pp.452-471.
- Bellé, N., 2015. Performance-Related Pay and the Crowding Out of Motivation in the Public Sector: A Randomized Field Experiment. *Public Administration Review*, 75(2), pp.230-241.
- Bender, R., 2004. Why Do Companies Use Performance-Related Pay for Their Executive Directors? *Corporate Governance*, 12(4), pp.521-533.
- Blumberg, B., Cooper, D. and Schindler, P. 2005. *Business Research Methods*. Maidenhead: McGraw-Hill.
- Booth, A. and Frank, J., 1999. Earnings, Productivity, and Performance-Related Pay. *Journal of Labor Economics*, 17(3), pp.447-463.

- Boumans, N., de Jong, A. and Janssen, S., 2011. Age-Differences in Work Motivation and Job Satisfaction. The Influence of Age on the Relationships between Work Characteristics and Workers' Outcomes. *The International Journal of Aging and Human Development*, 73(4), pp.331-350.
- Bourque, L. and Fielder, E., 2003. *How to conduct self-administered and mail surveys*. Thousand Oaks, California: Sage.
- Brown, M. and Heywood, J., 2002. *Paying for performance: An international comparison*. New York: M. E. Sharpe.
- Buchanan, B., 1975. Red-Tape and the Service Ethic: Some Unexpected Differences Between Public and Private Managers. *Administration & Society*, 6(4), pp.423-444.
- Buelens, M. and Van den Broeck, H., 2007. An Analysis of Differences in Work Motivation between Public and Private Sector Organizations. *Public Administration Review*, [online] 67(1), pp.65-74. Available at: <[https://onlinelibrary.wiley.com/doi/epdf/10.1111/j.1540-6210.2006.00697.x?saml\\_referrer](https://onlinelibrary.wiley.com/doi/epdf/10.1111/j.1540-6210.2006.00697.x?saml_referrer)> [Accessed 7 July 2022].
- Bullen, P., 2021. *How to choose a sample size (for the statistically challenged)*. [online] tools4dev. Available at: <<https://tools4dev.org/resources/how-to-choose-a-sample-size/>> [Accessed 23 July 2022].
- Burgess, T., 2001. *Guide to the design of questionnaires: A general introduction to the design of questionnaires for survey research*. 1st ed. Leeds: University of Leeds.
- Card, D., et al., 2016. *Firms and Labor Market Inequality: Evidence and Some Theory*.
- Chinyio, E., Suresh, S. and Salisu, J., 2018. The impacts of monetary rewards on public sector employees in construction: A case of Jigawa state in Nigeria. *Journal of Engineering, Design and Technology*, 16(1), pp.125-14
- Clark, T., et al., 2021. *Bryman's Social Research Methods*. 6th ed. Oxford: Oxford University Press.
- Cotton, C., 2022. *Performance Related Pay | Factsheets | CIPD*. [online] CIPD. Available at: <[https://www.cipd.co.uk/knowledge/fundamentals/people/pay/performance-fact-sheet#\\_gref](https://www.cipd.co.uk/knowledge/fundamentals/people/pay/performance-fact-sheet#_gref)> [Accessed 17 July 2022].
- Dahlström, C. and Lapuente, V., 2010. Explaining Cross-Country Differences in Performance-Related Pay in the Public Sector. *Journal of Public Administration Research and Theory*, 20(3), pp.577-600.
- Downs, A., 1967. *Inside Bureaucracy*. Boston: Little, Brown and Company.
- Eisenhardt, K., 1989. Building Theories from Case Study Research. *The Academy of Management Review*, 14(4), p.532.
- Feng, C., et al., 2014. Log-transformation and its implications for data analysis. *Shanghai Arch Psychiatry*, 26(2).

- Forest, V., 2008. Performance-related pay and work motivation: theoretical and empirical perspectives for the French civil service. *International Review of Administrative Sciences*, 74(2), pp.325-339.
- Forester, A., 2016. *A complete guide to statistical analysis with the SPSS application*. <https://www.slideshare.net>.
- Gagné, M. and Deci, E., 2005. Self-determination theory and work motivation. *Journal of Organizational Behavior*, 26(4), pp.331-362.
- García-Lacalle, J., Royo, S. and Yetano, A., 2020. Stewards in an “Odd” Kingdom: Performance and Remuneration of the Boards of Directors of NHS Foundation Trusts. *International Public Management Journal*, 23(6), pp.770-797.
- Grande, T., 2015. *Normality Testing for Dependent Variables Across All Levels of Independent Variables in SPSS*. [online] Youtube.com. Available at: <<https://www.youtube.com/watch?v=scZ2dlmJluM>> [Accessed 13 August 2022].
- Groves, R., Cialdini, R. and Couper, M., 1992. Understanding The Decision to Participate in a Survey. *Public Opinion Quarterly*, 56(4), p.475.
- Gupta, A., et al., 2019. Descriptive statistics and normality tests for statistical data. *Annals of Cardiac Anaesthesia*, 22(1), p.67.
- Harkness, J. and Schoua-Glusberg, A., 1998. *Questionnaires in translation*. pp.87-126.
- Hasnain, Z., Manning, N. and Pierskalla, J., 2012. Performance-Related Pay in the Public Sector: A Review of Theory and Evidence. *Policy Research Working Papers*, (6043).
- Heale, R. and Twycross, A., 2015. Validity and reliability in quantitative studies. *Evidence Based Nursing*, 18(3), pp.66-67.
- Herzberg, F., Mausner, B. and Snyderman, B., 1959. *The Motivation to work*. New York: Wiley.
- Herzberg, F., 1968. *One more time: How do you motivate employees?* Boston: Harvard Business Press.
- Honore, J., 2009. EMPLOYEE MOTIVATION. *Consortium Journal of Hospitality & Tourism*, 14(1).
- Hull, C., 1951. *Essentials of Behavior*. New Haven, Connecticut: Yale University Press.
- Hussey, R., 1989. Costing for Labour. In: R. Hussey, ed., *Cost and Management Accounting*. London: Palgrave.
- Indonesian Central Statistics Agency, 2022. *Population Aged 15 Years Old and Over by Age Group and Type of Activity: 2008-2022*. [online] Available at: <<https://www.bps.go.id/statistable/2016/04/04/1904/penduduk-berumur-15-tahun-ke-atas-menurut-golongan-umur-dan-jenis-kegiatan-selama-seminggu-yang-lalu-2008---2022.html>> [Accessed 12 August 2022].

- Indonesian Institute of Sciences, 2013. *Komparasi Sistem Remunerasi pada Instansi Pemerintah dan BUMD*. Jakarta: LIPI Press.
- Jackson, S., Schuler, R. and Werner, S., 2017. *Managing Human Resources*. 12th ed. Oxford: Oxford University Press.
- Jan van Helden, G., Johnsen, Å. and Vakkuri, J., 2008. Distinctive research patterns on public sector performance measurement of public administration and accounting disciplines. *Public Management Review*, 10(5), pp.641-651.
- Jenkins, D. and Quintana-Ascencio, P., 2020. A solution to minimum sample size for regressions. *PLOS ONE*, 15(2).
- Kamselem, K., et al., 2022. Testing the nexus between reward system, job condition and employee retention through intervening role of employee engagement among nursing staff. *Arab Gulf Journal of Scientific Research*.
- Kauhanen, A. and Piekkola, H., 2006. What Makes Performance-Related Pay Schemes Work? Finnish Evidence. *Journal of Management & Governance*, 10(2), pp.149-177.
- Kessler, I. and Purcell, J., 1992. Performance Related Pay: Objectives and Application. *Human Resource Management Journal*, 2(3), pp.16-33.
- Knoke, D. and Wright-Isak, C., 1982. Individual motives and organizational incentive systems. *Research in The Sociology of Organizations*, 1, pp.209-254.
- Koch, P. and Hauknes, J., 2005. *On innovation in the public sector – today and beyond*. Oslo: NIFU STEP.
- Kumar, R., 2011. *Research methodology: A step-by-step guide for beginners*. 3rd ed. Sage.
- Larkin, I., Pierce, L. and Gino, F., 2012. The psychological costs of pay-for-performance: Implications for the strategic compensation of employees. *Strategic Management Journal*, 33(10), pp.1194-1214.
- Larsson, B., Ulfsdotter Eriksson, Y. and Adolfsson, P., 2021. Motivating and Demotivating Effects of Performance-Related Pay in Swedish Public Sector Organizations. *Review of Public Personnel Administration*, 42(3), pp.444-463.
- Latham, G. and Locke, E., 1979. Goal setting—A motivational technique that works. *Organizational Dynamics*, 8(2), pp.68-80.
- Lawler E., 1971. *Pay and organisational effectiveness: a psychological view*. New York: McGraw-Hill.
- Lawler, E., 1990. *Strategic pay: Aligning organizational strategies and pay systems*. San Francisco: Jossey-Bass Publishers.
- Lazear, E. and Oyer, P., 2004. Internal and external labor markets: a personnel economics approach. *Labour economics*, 11(5), pp.527-554.

- Lei, S., 2010. Intrinsic and Extrinsic Motivation: Evaluating Benefits and Drawbacks from College Instructors' Perspectives. *Journal of Instructional Psychology*, 37(2), pp.153-160.
- Leleh, R., 2020. *A review of carrot and stick approach to leadership*. [online] <https://ligsuniversity.com/>. Available at: <<https://ligsuniversity.com/blog/a-review-of-carrot-and-stick-approach-to-leadership>> [Accessed 29 July 2022].
- Löfgren, K., 2013. *Normality test using SPSS: How to check whether data are normally distributed*. [online] youtube.com. Available at: <<https://www.youtube.com/watch?v=IiedOyglLn0>> [Accessed 13 August 2022].
- Lucifora, C., 2015. Performance-related pay and labor productivity. *IZA World of Labor*.
- Manolopoulos, D., 2008. An evaluation of employee motivation in the extended public sector in Greece. *Employee Relations*, 30(1), pp.63-85.
- Marini, F., 1972. *Toward a New Public Administration: The Minnowbrook Perspective*. Scranton: Chandler Publishing Company.
- Marsden, D. and French, S., 1998. *What a performance: performance related pay in the public services*. London: Centre for Economic Performance, London School of Economics and Political Science.
- Marsden, D. and Richardson, R., 1994. Performing for Pay? The Effects of 'Merit Pay' on Motivation in a Public Service. *British Journal of Industrial Relations*, 32(2), pp.243-261. Maslow, A., 1954. *Motivation and personality*. New York: Harper and Brothers.
- McNabb, R. and Whitfield, K., 2007. The impact of varying types of performance-related pay and employee participation on earnings. *The International Journal of Human Resource Management*, 18(6), pp.1004-1025.
- Metawie, M. and Gilman, M., 2022. Problems with the implementation of performance measurement systems in the public sector where performance is linked to pay: A literature review drawn from the UK. In: 3rd Conference on Performance Measurements and Management Control. [online] Available at: <[chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://d1wqtxts1xzle7.cloudfront.net/39712842/10.1.1.104.9267-with-cover-page-v2.pdf?Expires=1658229940&Signature=fxGsHVJvEItDqeEh9WXBn55L25zcWE6on-0GppqLD13~XMdvEsFaP~I7L~lwGhTJzJzLePd1f2iBQ7o5T1SyiPzPK2B-9Jh8IbJgusXcmgXtO9PrVrtgxVTWBUP0B~ivOV2mDLqNgveijjqRAh6WlssRxXlnIPff3DeTwoIwgG0YTWmxcJ3qBB4M9KBPIPIYRg2wqVuPBDVfoFvjhnHARbFvVqPianTV57y~6YPFX0JVSQ1G32YZu4b-CGeOgoZ7T5am4f5KsIZgRKy3a8Aow6QM6Bbyw3ZgKv8M8oKWETynQATeO ODOwAmOLM9M7QU8-ECZN4CemSEl8-n17kNEKw\\_\\_\\_\\_\\_&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA](chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://d1wqtxts1xzle7.cloudfront.net/39712842/10.1.1.104.9267-with-cover-page-v2.pdf?Expires=1658229940&Signature=fxGsHVJvEItDqeEh9WXBn55L25zcWE6on-0GppqLD13~XMdvEsFaP~I7L~lwGhTJzJzLePd1f2iBQ7o5T1SyiPzPK2B-9Jh8IbJgusXcmgXtO9PrVrtgxVTWBUP0B~ivOV2mDLqNgveijjqRAh6WlssRxXlnIPff3DeTwoIwgG0YTWmxcJ3qBB4M9KBPIPIYRg2wqVuPBDVfoFvjhnHARbFvVqPianTV57y~6YPFX0JVSQ1G32YZu4b-CGeOgoZ7T5am4f5KsIZgRKy3a8Aow6QM6Bbyw3ZgKv8M8oKWETynQATeO ODOwAmOLM9M7QU8-ECZN4CemSEl8-n17kNEKw_____&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA)> [Accessed 19 July 2022].

- Newton, R. and Rudestam, K., 2012. *Your Statistical Consultant: Answers to Your Data Analysis Questions*. Thousand Oaks: Sage Publications, Inc., pp.247-276.
- Park, J., 2021. What Makes Performance-Related Pay Effective in the Public Sector? Target, Pay Design, and Context. *Review of Public Personnel Administration*, pp.0734371X2199072.
- Perry, J. and Wise, L., 1990. The motivational bases of public service. *Public Administration Review*, pp.367-373.
- Perry, J., Engbers, T. and Jun, S., 2009. Back to the Future? Performance-Related Pay, Empirical Research, and the Perils of Persistence. *Public Administration Review*, 69(1), pp.39-51.
- Peters, R., 1960. *The Concept of Motivation*. 1st ed. London: Routledge.
- Prendergast, C., 1999. The Provision of Incentives in Firms. *Journal of Economic Literature*, 37(1), pp.7-63.
- Purwanto, E. and Susanto, E., 2010. Meninjau Kembali Remunerasi Sebagai Instrumen untuk Mewujudkan Profesionalisme PNS: Perspektif Teori Motivasi Internal dan Eksternal. *Journal of Civil Service Policy and Management*, 4(2).
- Rahimi, F., 2015. A quantitative test analysis: Implementing an interpretive approach to validity argument. *Cumhuriyet University Science Journal*, 36(3).
- Rainey, H., 1982. Reward Preferences among Public and Private Managers: In Search of the Service Ethic. *The American Review of Public Administration*, 16(4), pp.288-302.
- Rainey, H., 1983. Public Agencies and Private Firms: Incentive Structures, Goals, and Individual Roles. *Administration & Society*, 15(2), pp.207-242.
- Reiss, S., 2012. Intrinsic and Extrinsic Motivation. *Teaching of Psychology*, 39(2), pp.152-156.
- Robinson, M., 2017. Using multi-item psychometric scales for research and practice in human resource management. *Human Resource Management*, 57(3), pp.739-750.
- Rubery, J., 1995. Performance-Related Pay and The Prospects for Gender Pay Equity. *Journal of Management Studies*, 32(5), pp.637-654.
- Ryan, R. and Deci, E., 2000. Self-Determination Theory and the Facilitation of Intrinsic Motivation, Social Development, and Well-Being. *American Psychologist*, 55(1), pp.68-78.
- Rynes, S., Gerhart, B. and Minette, K., 2004. The importance of pay in employee motivation: Discrepancies between what people say and what they do. *Human Resource Management*, 43(4), pp.381-394.
- Sachau, D., 2007. Resurrecting the Motivation-Hygiene Theory: Herzberg and the Positive Psychology Movement. *Human Resource Development Review*, 6(4), pp.377-393.

- Saunders, M., Lewis, P. and Thornhill, A., 2007. *Research methods for business students*. 4th ed. Harlow: Financial Times/Prentice Hall.
- Saunders, M., Lewis, P. and Thornhill, A., 2019. *Research methods for business students*. Harlow: Pearson Education.
- Schneider, B. and Alderfer, C., 1973. Three Studies of Measures of Need Satisfaction in Organizations. *Administrative Science Quarterly*, 18(4), pp.489-505.
- Shepperd, J. and Taylor, K., 1999. Social Loafing and Expectancy-Value Theory. *Personality and Social Psychology Bulletin*, 25(9), pp.1147-1158.
- Simone, S., 2015. Expectancy Value Theory: Motivating Healthcare Workers. *American International Journal of Contemporary Research*, 5(2), pp.19-23.
- Skinner, Q., 1974. Some Problems in the Analysis of Political Thought and Action. *Political Theory*, 2(3), pp.277-303.
- Suff, P., Reilly, P. and Cox, A., 2007. *Paying for Performance: New trends in performance-related pay*. [online] employment-studies.co.uk. Available at: <<https://www.employment-studies.co.uk/resource/paying-performance>> [Accessed 24 July 2022].
- Susanto, H., 2016. Remunerasi dan Problem Reformasi Birokrasi di Indonesia. *Publisia: Jurnal Ilmu Administrasi Publik*, 1(1), pp.54-69.
- Taherdoost, H., 2016. Sampling Methods in Research Methodology; How to Choose a Sampling Technique for Research. *SSRN Electronic Journal*.
- Taylor, F., 1911. *The principles of scientific management*. New York: Harper & Brothers. Vroom, V.H., 1964. *Work and motivation*. New York: Wiley.
- Wegrich, K., 2022. *public sector | economics*. [online] Encyclopedia Britannica. Available at: <<https://www.britannica.com/topic/public-sector>> [Accessed 30 July 2022].
- Wright, B., 2001. Public-Sector Work Motivation: A Review of the Current Literature and a Revised Conceptual Model. *Journal of Public Administration Research and Theory*, 11(4), pp.559-586.
- Yeh, W., Cheng, Y. and Chen, C., 2009. Social patterns of pay systems and their associations with psychosocial job characteristics and burnout among paid employees in Taiwan. *Social Science & Medicine*, 68(8), pp.1407-1415.