

Influence Supervisory Support and Rewards Towards Official Technical Implementation of Activities (PPTK) in West Kotawaringin District Government with Dedication as a Moderating Variable

Mashuri

Faculty of Economy, Universitas Islam Sultan Agung, Semarang, Indonesia, E-mail: msh.mashuri84@gmail.com

Abstract. *This study aims to analyze the influence of rewards and supervisory support on human resource performance and the role of dedication as a moderating variable in PPTK (Technical Implementing Officers) in the West Kotawaringin Regency Government. The type of research used is explanatory research with an associative approach to determine the relationship between variables. The study population includes all PPTK as many as 160 people. The sampling technique used purposive sampling with the criteria as active PPTK, having a minimum of one year of service, being directly involved in the implementation of government activities, and understanding the administration and financial reporting systems. Based on Slovin's calculation, a sample of 114 respondents was obtained. Data collection was conducted through a closed-ended questionnaire with a Likert scale of 1–5, ranging from Strongly Disagree to Strongly Agree. Data analysis was conducted using Partial Least Square (PLS). The results showed that rewards have a positive and significant effect on HR performance, as does supervisory support, which also has a positive and significant effect on HR performance. Furthermore, dedication has been shown to moderate the relationship between rewards and HR performance, meaning that the higher the employee's dedication, the stronger the influence of rewards in improving performance. These findings indicate that improving HR performance in PPTK is influenced not only by the reward system and superior support, but also by psychological factors such as work dedication. Therefore, HR management needs to be integrated, taking into account both structural and psychological aspects to achieve optimal performance.*

Keywords: *Dedication; HR Performance; Reward; Supervisory Support.*

1. Introduction

West Kotawaringin Regency is located in the western part of Central Kalimantan Province. Astronomically, this region is located between 1°26' and 3°33' South Latitude and 111°20' and 112°6' East Longitude. The regency's capital is Pangkalan Bun, with an area of

approximately 10,759 km², or approximately 6.2% of the total area of Central Kalimantan Province. Based on Law Number 5 of 2002 concerning the establishment of new autonomous regions, the West Kotawaringin Regency was divided into three regencies: West Kotawaringin Regency, Sukamara Regency, and Lamandau Regency.

West Kotawaringin Regency Budget Realization for 2022–2024

Year	Budget Realization (Rp)	Absorption Percentage (%)
2022	1,419,774,027,556	90.83
2023	1,620,028,390,679	95.00
2024	1,865,057,381,272	94.50

Based on data on West Kotawaringin Regency's budget realization from 2022 to 2024, there is a trend of increasing budget values accompanied by fluctuations in the realization rate. In 2022, total budget realization reached Rp1,419,774,027,556 with an absorption rate of 90.83%. In 2023, total realization increased significantly to Rp1,620,028,390,679, an increase of approximately 14% compared to the previous year.

In addition, the budget absorption rate also increased to 95.00%, indicating improved efficiency in the implementation of regional government programs and activities.

Entering 2024, the budget realization value increased again to Rp1,865,057,381,272, representing growth of approximately 15% compared to 2023. However, the absorption rate decreased slightly to 94.50%. This slight decrease is likely due to new programs or activities still in the adjustment phase or delays in implementation at the end of the fiscal year.

The Technical Implementation Officer (PPTK) plays a highly strategic role in achieving the realization of government programs and activities. As the technical implementer in the field, the PPTK is responsible for ensuring that all activities planned in the budget document are implemented according to established provisions, schedules, and targets.

The PPTK plays a role in coordinating activity implementation, from technical planning and budgeting to reporting. They act as a liaison between the Commitment Making Officer (PPK) and the project implementers in the field, ensuring that budget allocations are effective, efficient, and in accordance with applicable regulations.

In addition, the PPTK's role also includes overseeing the implementation of activities to ensure they are in accordance with established work plans and technical specifications, including timeliness, quality of results, and appropriate budget utilization.

highly dependent on the performance of PPTK in carrying out managerial functions and controlling activities.

The success of local government programs and activities, both physically and financially, is inextricably linked to the performance and dedication of the Public Service Agency (PPTK).

Optimal performance by the PPTK will drive increased budget absorption and the success of development programs, which directly impact public services and community welfare. Therefore, the existence of the PPTK is a key factor in realizing effective, transparent, and accountable governance.

One identifiable cause of the decline in budget absorption is a lack of support from superiors. Supervisory support has been recognized as a key element contributing to creating a conducive work environment by providing direction, feedback, and recognition to subordinates (Chan, 2017). Support and guidance from superiors, along with positive relationships with coworkers, can increase feelings of appreciation and motivation (Shi & Gordon, 2020). Supervisory support encompasses the guidance, feedback, and emotional support provided by superiors to their subordinates, which are crucial in creating a positive work environment (Mishra et al., 2019).

Supervisory support can be defined as a form of support, direction, and guidance provided by direct superiors to employees in carrying out their duties (Boakye et al., 2021). This support is not only in the form of technical instructions, but also includes attention to employee needs, providing motivation, constructive feedback, and creating a conducive work environment (Mishra et al., 2019). With supervisory support, employees feel cared for and appreciated, thus being more motivated to perform optimally (Rauf et al., 2021a).

Supervisory support plays a crucial role in improving human resource performance because it can enhance work discipline, strengthen a sense of responsibility, and encourage employees to be more committed to serving the public (Achour et al., 2017). Superiors who provide clear direction, support competency development, and provide solutions to work obstacles will help employees improve their productivity and performance (Eisenberger et al., 2025). Thus, supervisory support is not only a factor supporting individual success but also directly contributes to achieving organizational goals and improving the quality of public services.

Another factor believed to have a significant influence on HR performance is rewards (Malek et al., 2020). A fair and transparent reward system serves to strengthen the relationship between employees and the organization, creating a deep sense of mutual trust (Zhang & Min, 2021). Overall, a reward system is a key element in increasing employee motivation, satisfaction, and performance within an organization (Kanu, 2020).

Rewards given to employees should consider the proportionality between the workload, responsibilities, and risk level of each individual's job (Koo et al., 2020). Distributive justice requires that employees who face higher work complexity, such as those assigned to Employees working in the field, dealing directly with importers, or handling legal cases receive compensation commensurate with the stress and risks they endure. Conversely, if rewards are distributed evenly without regard for variations in workload, this can create feelings of unfairness, decrease motivation, and trigger conflict or decreased performance among employees. According to equity theory by Adams (1965), employees will feel satisfied if the ratio between their contribution (effort) and the results (rewards) they

receive is assessed as comparable to that of their peers (Hussain et al., 2019). It is crucial for organizations to implement a transparent, objective, and performance-based reward system, along with the actual responsibilities of each individual, to maintain employee morale and productivity (Riaz et al., 2020).

Rewards are often considered a crucial factor influencing employee performance, but research findings on this subject are mixed. The findings of this study indicate that while financial rewards consistently impact performance (Alkandi et al., 2023; NNUbia & Lovina, 2020), there are certain circumstances under which monetary incentives such as salary and commission can significantly improve human resource performance (Anthonius, 2022; Briscoe et al., 2023).

Previous research has shown that there is still controversy regarding the relationship between the role of supervision and performance. Support from superiors does not directly influence performance (Malik et al., 2020). Conversely, research findings indicate that perceived organizational support has a positive and significant impact on employee performance (Ridwan et al., 2020). In this study *Work engagement* proposed as a mediator.

Based on the research controversy between the role of supervisory support and rewards, this study proposes dedication as a moderating variable. Dedication is defined as a positive and emotionally stable attitude toward work with the goal of achieving meaningful results for oneself, both in the form of fulfilling professional demands and developing self-identity (Mills, 2019). Meanwhile, job dedication refers to a person's disciplined behavior at work, which includes adherence to rules, hard work, resilience in completing tasks, and the ability to take initiative in problem-solving (Dwi Ramdhani, 2024).

The achievement of organizational goals and interests is greatly influenced by their performance in carrying out their duties and responsibilities. Highly dedicated employees tend to better understand and support the company's values and are willing to go the extra mile to maintain the company's image (Jaya & Ariyanto, 2021). Therefore, highly dedicated employees are a valuable asset for a company in achieving its stated goals.

2. Research Methods

The type of research used in this study is explanatory research, which is associative in nature, aiming to determine the relationship between two or more variables (Sugiyono, 2012). This study aims to explain hypothesis testing with the intention of confirming or strengthening the hypothesis, with the hope that it will ultimately strengthen the theory used as a basis. In this case, the influence of supervisory support, rewards, HR performance, and dedication is examined.

3. Results and Discussion

3.1. The Influence of Rewards on HR Performance

The research results show that rewards have a positive and significant effect on HR performance. This finding is supported by research showing that rewards and motivation have a significant positive effect on employee job performance (Malek et al., 2020).

Reward In this study, it is measured from the reflection of five indicators, namely financial reward indicators (salary, bonuses, incentives, allowances), career development (promotion, training), non-financial rewards (recognition, praise, certificates), welfare (facilities, guarantees), and consistency/fairness. While HR performance in this study is measured from the reflection of six indicators, namely indicators of quality, quantity, timeliness, cost effectiveness, level of supervision required, interpersonal relationships.

The Reward variable shows that the indicator with the highest outer loading value is non-financial rewards, such as performance recognition, praise, and award certificates. Meanwhile, in the HR Performance variable, the indicator with the highest outer loading value is the quantity of work output. These findings indicate that non-financial rewards play the most dominant role in shaping perceptions of the reward system. This suggests that when organizations consistently provide recognition and appreciation, employee work motivation tends to increase, thus has a direct impact on increasing the amount of work completed. In other words, the more attention an organization places on non-financial rewards, the greater the incentive for employees to increase their work productivity by increasing the quantity of work produced.

On the other hand, the indicator with the lowest outer loading value in the Reward variable is financial rewards, which include salary, bonuses, incentives, and allowances. In the HR Performance variable, the indicator with the lowest value is cost effectiveness. These results indicate that financial rewards are not yet a primary factor influencing HR performance in terms of cost efficiency. This means that increased welfare in the form of material does not necessarily have a direct impact on employees' ability to manage resources economically and efficiently. This finding suggests that cost effectiveness is more influenced by other factors, such as work culture, supervision, internal control systems, and employee awareness of the importance of efficiency in carrying out tasks, rather than by the financial reward system alone.

3.2. The influence of supervisory support on HR performance

The research results show that supervisory support has a positive and significant effect on HR performance. This finding is reinforced by research that revealed that support from superiors positively impacts work performance (Zeb et al., 2023).

The supervisory support variable in this study was measured using four indicators: emotional support, assessment support, information support, and physical support.

Meanwhile, human resource performance in this study was measured using six indicators: quality, quantity, timeliness, cost-effectiveness, required level of supervision, and interpersonal relationships.

For the supervisory support variable, the indicator with the highest outer loading value is assessment support, while for the HR performance variable, the highest indicator is reflected in the quantity of work output. These findings indicate that objective feedback, fair performance evaluation, and clear work standards play a dominant role in increasing employee productivity. In other words, the better the assessment support mechanism perceived by employees, the higher the amount of work output they are able to produce. This demonstrates that transparent and constructive performance evaluations can encourage employees to work more optimally, focus on targets, and improve work performance quantitatively.

Meanwhile, the indicator with the lowest outer loading value for the supervisory support variable was emotional support, and for the HR performance variable, cost effectiveness. These results indicate that while empathetic support from superiors, concern for psychological well-being, and assistance in dealing with work pressure still contribute positively to performance, their effects are relatively smaller compared to appraisal support. That is, increased emotional support has not directly and significantly impacted the efficiency of resource use or control of work costs. However, emotional support remains crucial as a foundation for a healthy work climate, as it can strengthen employee motivation, loyalty, and emotional stability, ultimately potentially improving performance indirectly in the long term, including in terms of efficiency.

3.3. Moderation of Dedication in the Influence of Rewards on HR Performance

The results of the study indicate that the interaction between dedication and rewards significantly influences HR performance. This means that dedication moderates the relationship between rewards and HR performance. Research conducted by (Corbeanu & Iliescu, 2023) indicates that dedication has a positive and significant influence on employee performance.

Dedication formed or explained well by the indicators of High Involvement in work, Feeling that work has meaning and significance, Enthusiasm, Inspiration, Pride in work, Enjoyment in facing challenges. Then Rewards in this study were measured from the reflection of five indicators, namely Financial Rewards (salary, bonuses, incentives, allowances), Career Development (promotion, training), Non-financial Rewards (recognition, praise, certificates), Welfare (facilities, guarantees), and Consistency/fairness. While HR Performance in this study was measured from the reflection of six indicators, namely indicators of Quality, Quantity, Timeliness, Cost-effectiveness, Level of supervision required, Interpersonal relationships.

The results of the outer loading analysis show that for the Dedication variable, the indicator

with the highest value is pride in work. For the Reward variable, the indicator with the largest contribution is non-financial rewards such as recognition, praise, and certificates. Meanwhile, for the Human Resources Performance variable, the most dominant indicator is the quantity of work output.

These findings indicate that the stronger an individual's sense of pride in their work, the greater the impact of non-financial rewards on improving performance. This means that non-material recognition and appreciation are the primary drivers for employees with high job pride to produce greater output, both in terms of work volume and productivity. This confirms that intrinsic motivation fostered by job pride can enhance the effectiveness of non-financial rewards in driving optimal performance.

Conversely, the lowest outer loading results indicate that enthusiasm is the weakest indicator for the Dedication variable. The lowest indicator for the Reward variable is financial rewards such as salary, bonuses, incentives, and allowances. Meanwhile, the lowest indicator for the HR Performance variable is cost-effectiveness.

This suggests that increased work enthusiasm strengthens the influence of financial rewards on cost efficiency in task execution. This means that employees with high work enthusiasm tend to be more prudent and responsible in utilizing resources. Therefore, the financial compensation provided not only impacts individual satisfaction but also encourages more frugal, efficient, and cost-control-oriented work behavior. Thus, enthusiasm acts as a psychological factor that magnifies the impact of financial rewards on organizational efficiency.

4. Conclusion

The research findings confirm that improving the performance of human resources (PPTK) in the West Kotawaringin Regency Government is not solely dependent on rewards, but is also influenced by superior support and individual psychological factors. Therefore, organizations need to implement an integrated human resource management system that balances material, psychological, and structural aspects to achieve optimal and sustainable performance. Based on the results of data analysis and discussion, it can be concluded that: 1) Reward have a positive and significant impact on HR performance. These results indicate that financial rewards, career development, non-financial rewards, welfare, and consistency/fairness contribute positively to HR performance. 2) Supervisory support has a positive and significant effect on HR performance. Emotional support, assessment support, information support, and physical support have been shown to be driving factors in improving Quality, Quantity, Timeliness, Cost-effectiveness, Level of supervision required, and Interpersonal relationships. 3) Dedication has been shown to moderate the relationship between rewards and HR performance. This finding suggests that employees' psychological state plays a role. A significant role in determining the effectiveness of a reward system on performance. High involvement in work, a sense of meaning and significance in work, enthusiasm, inspiration, pride in work, and enjoyment in facing challenges have been shown

to strengthen the impact of rewards on performance improvement. This means that rewards will further improve performance if human resource dedication is high.

5. References

Journals:

- Achour, M., Binti Abdul Khalil, S., Binti Ahmad, B., Mohd Nor, M. R., & Zulkifli Bin Mohd Yusoff, M. Y. (2017). Management and supervisory support as a moderator of work–family demands and women’s well-being: A case study of Muslim female academicians in Malaysia. *Humanomics*, 33(3), 335–356. <https://doi.org/10.1108/H-02-2017-0024>
- Akgunduz, Y., Bardakoglu, O., & Kizilcalioglu, G. (2023). Happiness, job stress, job dedication and perceived organizational support: a mediating model. *Journal of Hospitality and Tourism Insights*, 6(2), 654–673. <https://doi.org/10.1108/JHTI-07-2021-0189>
- Alkandi, I. G., Khan, M. A., Fallatah, M., Alabdulhadi, A., Alanizan, S., & Alharbi, J. (2023). The Impact of Incentive and Reward Systems on Employee Performance in the Saudi Primary, Secondary, and Tertiary Industrial Sectors: A Mediating Influence of Employee Job Satisfaction. *Sustainability* (Switzerland), 15(4). <https://doi.org/10.3390/su15043415>
- Anthonius. (2022). THE EFFECT OF WORK STRESS AND FINANCIAL REWARD TOWARDS SALES & MARKETING WORK PERFORMANCE IN THE HOTEL INDUSTRY. *Competitive Jurnal Akuntansi Dan Keuangan*, 6(1), 2022.
- Aselage, J., & Eisenberger, R. (2003). Perceived organizational support and psychological contracts: A theoretical integration. *Journal of Organizational Behavior*, 24(5), 491.
- Asif, R., & Nisar, S. (2022). Policies, Rewards and Opportunities: Antecedents of Employee Retention. *Indian Journal of Commerce & Management Studies*, XIII(1), 18. <https://doi.org/10.18843/ijcms/v13i1/03>
- Astuty, I., & Udin, U. (2020). The Effect of Perceived Organizational Support and Transformational Leadership on Affective Commitment and Employee Performance. *Journal of Asian Finance, Economics and Business*, 7(10), 401–411. <https://doi.org/10.13106/jafeb.2020.vol7.no10.401>
- Baqir, M., Hussain, S., Student, M., Waseem, R., & Islam, K. M. A. (2020). IMPACT OF REWARD AND RECOGNITION, SUPERVISOR SUPPORT ON EMPLOYEE ENGAGEMENT. *American International Journal of Business and Management Studies*, 2(3). www.acseusa.org/journal/index.php/aijbms
- Boakye, K. G. , Apenteng, B. A. , Hanna, M. D. , K., Kimsey, L., Mase, W. A., & Opoku, S. T. (2021). The impact of interpersonal support, supervisory support, and employee

engagement on employee turnover intentions: Differences between financially distressed and highly financially distressed hospitals. *Health Care Management Review*, 46(2), 135–144.

- Briscoe, P., Aiwuyo, O. M., & Iwuagwu, O. B. (2023). The (Non) Influence of Monetary Incentives on Teacher Job Performance in Edo Central Senatorial District, Nigeria. *World Journal of Educational Research*, 10(2), p101. <https://doi.org/10.22158/wjer.v10n2p101>
- Chan, S. C. H. (2017). Benevolent leadership, perceived supervisory support, and subordinates' performance: The moderating role of psychological empowerment. *Leadership and Organization Development Journal*, 38(7), 897–101. <https://doi.org/10.1108/LODJ-09-2015-0196>
- Corbeanu, A., & Iliescu, D. (2023). The Link between Work Engagement and Job Performance: A Meta-Analysis. *Journal of Personnel Psychology*, 22(3), 111–122. <https://doi.org/10.1027/1866-5888/a000316>
- Dounavi, K., Fennell, B., & Early, E. (2019). Supervision for certification in the field of applied behaviour analysis: Characteristics and relationship with job satisfaction, burnout, work demands, and support. *International Journal of Environmental Research and Public Health*, 16(12). <https://doi.org/10.3390/ijerph16122098>
- Eisenberger, R., Shanock, L. R., & Wen, X. (2025). Annual Review of Organizational Psychology and Organizational Behavior Perceived Organizational Support: Why Caring About Employees Counts. *Annu. Rev. Organ. Psychol. Organ. Behav.* 2020, 7, 21. <https://doi.org/10.1146/annurev-orgpsych-012119>
- Hair, J. F. (2021). Next-generation prediction metrics for composite-based PLS-SEM. *Industrial Management and Data Systems*, 121(1), 5–11. <https://doi.org/10.1108/IMDS-08-2020-0505>
- Hair, J. F., Howard, M. C., & Nitzl, C. (2020). Assessing measurement model quality in PLS-SEM using confirmatory composite analysis. *Journal of Business Research*, 109, 101–110. <https://doi.org/10.1016/j.jbusres.2019.11.069>
- Hasibuan, S. M., & Bahri, S. (2018). Pengaruh Kepemimpinan, Lingkungan Kerja dan Motivasi Kerja Terhadap Kinerja. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 1(1), 71–80. <https://doi.org/10.30596/maneggio.v1i1.2243>
- Hussain, S. D., Khaliq, Dr. A., Nisar, Q. A., Kamboh, A. Z., & Ali, S. (2019). Impact of Employees' Recognition, Rewards and Job Stress on Job Performance. *SEISENSE Journal of Management*, 2(2), 69–82. <https://doi.org/10.33215/sjom.v2i2.121>

- Jaya, L. H. S., & Ariyanto, E. (2021). The Effect of Vigor, Dedication and Absorption on the Employee Performance of PT Garuda Indonesia Cargo. *European Journal of Business and Management Research*, 6(4), 311–316. <https://doi.org/10.24018/ejbmr.2021.6.4.1006>
- Johnson, J. S., Friend, S. B., & Esteky, S. (2022). Can rewards induce corresponding forms of theft? Introducing the reward-theft parity effect. *Business Ethics, Environment and Responsibility*. <https://doi.org/10.1111/beer.12433>
- Kanu, A. (2020). The rewards and challenges of entrepreneurial marketing in SMEs. *British Journal of Management and Marketing Studies*, 3(4).
- Karasek, Bakker, A. B., Demerouti, E., Nachreiner, F., & Schaufeli, W. B. (2001). The Job Demands-Resources Model of Burnout. In *Journal of Applied Psychology*, 86(3), 499–512.
- Koo, B., Yu, J., Chua, B. L., Lee, S., & Han, H. (2020). Relationships among Emotional and Material Rewards, Job Satisfaction, Burnout, Affective Commitment, Job Performance, and Turnover Intention in the Hotel Industry. *Journal of Quality Assurance in Hospitality and Tourism*, 21(4), 371–401. <https://doi.org/10.1080/1528008X.2019.1663572>
- Lee, J. (Jay), & Ok, C. M. (2016). Hotel Employee Work Engagement and Its Consequences. *Journal of Hospitality Marketing and Management*, 25(2), 133–166. <https://doi.org/10.1080/19368623.2014.994154>
- Malek, S. L., Sarin, S., & Haon, C. (2020). Extrinsic Rewards, Intrinsic Motivation, and New Product Development Performance. *Journal of Product Innovation Management*, 37(6), 528–551. <https://doi.org/10.1111/jpim.12554>
- Malik, E., Baig, S. A., & Manzoor, U. (2020). Effect of HR Practices on Employee Retention: The Role of Perceived Supervisor Support. *Journal of Public Value and Administrative Insight*, 3(1), 1–7. <https://doi.org/10.31580/jpvai.v3i1.1201>
- Mangkat, R. S., Tewal, B., & Taroreh, R. N. (2019). PENGARUH PENGALAMAN KERJA, PELATIHAN, NILAI PRIBADI DAN ETOS KERJA TERHADAP KINERJA ANGGOTA POLISI PADA KANTOR PUSAT KEPOLISIAN DAERAH SULAWESI UTARA. *Jurnal EMBA*, 7(7), 3319–3328.
- Mills, R. B. (2019). EMPLOYEE DEDICATION AND PERFORMANCE OF TRANSPORT OPERATORS IN THE MARINE SECTOR IN PORT HARCOURT, NIGERIA. *International Journal of Advanced Academic Research - Social and Management Sciences*, 5(5).
- Mishra, P., Bhatnagar, J., Gupta, R., & Wadsworth, S. M. (2019). How work-family enrichment influence innovative work behavior: Role of psychological capital and

- supervisory support. *Journal of Management and Organization*, 25(1), 58–80. <https://doi.org/10.1017/jmo.2017.23>
- Ng, T. W. H., Butts, M. M., Vandenberg, R. J., DeJoy, D. M., & Wilson, M. G. (2006). Effects of management communication, opportunity for learning, and work schedule flexibility on organizational commitment. *Journal of Vocational Behavior*, 68(3), 474–489. <https://doi.org/10.1016/j.jvb.2005.10.004>
- Nguyen, T. M., & Prentice, C. (2022). Reverse relationship between reward, knowledge sharing and performance. *Knowledge Management Research and Practice*, 20(4), 516–527. <https://doi.org/10.1080/14778238.2020.1821588>
- NNUbia, & Lovina, A. (2020). Monetary Incentives And Employee Performance Of Manufacturing Firms In Anambra State. *International Journal of Innovative Finance and Economics Research*, 8(1). www.seahipaj.org
- Noorazem, N. A., Md Sabri, S., & Mat Nazir, E. N. (2021). The Effects of Reward System on Employee Performance. *Jurnal Intelek*, 16(1), 40–51. <https://doi.org/10.24191/ji.v16i1.362>
- Ramli, R., Lantara, N. F., & Arif, M. (2023). Improving the Performance of Brimob Personnel: The Role of Reward, Training, and Professionalism. *Advances: Jurnal Ekonomi & Bisnis*, 1(3). <https://doi.org/10.60079/ajeb.v1i3.107>
- Rauf, A., Muhammad, J., & Bibi, Z. (2021a). The Mediated Moderating Role of Supervisory Support in the relationships among Perceived Procedural Justice, Job Satisfaction and Job Performance on Public Sector Employees. *KASBIT Business Journal*, 14(4).
- Rauf, A., Muhammad, J., & Bibi, Z. (2021b). The Mediated Moderating Role of Supervisory Support in the relationships among Perceived Procedural Justice, Job Satisfaction and Job Performance on Public Sector Employees. *KASBIT Business Journal*, 14(4).
- Riaz, S. U., Shahid, S., & Zaidi, Z. (2020). IMPACT OF REWARDS ON PERFORMANCE OF DIVERSE WORKFORCE IN BANKING SECTOR. *Journal of Business Strategies*, 14(2), 69–81. [https://doi.org/10.29270/JBS.14.2\(20\).04](https://doi.org/10.29270/JBS.14.2(20).04)
- Ridwan, M., Mulyani, S. R., & Ali, H. (2020). Improving Employee Performance Through Perceived Organizational Support, Organizational Commitment and Organizational Citizenship Behavior. *Systematic Reviews in Pharmacy*, 11(12).
- Rivai. (2018). Kinerja. *Journal of Chemical Information and Modeling*, 53(9), 1689–1699.
- Schaufeli, W. B. (2012). Work Engagement. What Do We Know and Where Do We Go? *Work Engagement in Everyday Life, Business, and Academia. Romanian Journal of Applied Psychology*, 14(1).

- Shi, X. (Crystal), & Gordon, S. (2020). Organizational support versus supervisor support: The impact on hospitality managers' psychological contract and work engagement. *International Journal of Hospitality Management*, 87(August), 102374. <https://doi.org/10.1016/j.ijhm.2019.102374>
- Sihombing, S., Astuti, E. S., Al Musadieg, M., Hamied, D., & Rahardjo, K. (2018). The effect of servant leadership on rewards, organizational culture and its implication for employee's performance. *International Journal of Law and Management*, 60(2), 505–516. <https://doi.org/10.1108/IJLMA-12-2016-0174>
- Sofiati, E. (2021). PENGARUH REWARD DAN PUNISHMENT TERHADAP KINERJA PEGAWAI. *Ekono Insentif*, 15(1), 34–46. <https://doi.org/10.36787/jei.v15i1.502>
- Sopiah, S., Kurniawan, D. T., Nora, E., & Narmaditya, B. S. (2020). Does talent management affect employee performance?: The moderating role of work engagement. *Journal of Asian Finance, Economics and Business*, 7(7), 335–341. <https://doi.org/10.13106/jafeb.2020.vol7.no7.335>
- Srie, R., Maisyuri, I., Ariyanto, E., & Masrijal, I. M. (2021). THE AFFECT OF VIGOR, DEDICATION AND ABSORPTION ON THE EMPLOYEE PERFORMANCE AT PT. MANDIRI UTAMA FINANCE. *Dinasti International Journal of Management Science*, 2(4). <https://doi.org/10.31933/dijms.v2i4>
- Uddin, M. A., Mahmood, M., & Fan, L. (2019). Why individual employee engagement matters for team performance?: Mediating effects of employee commitment and organizational citizenship behaviour. *Team Performance Management*, 25(1–2), 47–68. <https://doi.org/10.1108/TPM-12-2017-0078>
- Zeb, A., Goh, G. G. G., Javaid, M., Khan, M. N., Khan, A. U., & Gul, S. (2023). The interplay between supervisor support and job performance: implications of social exchange and social learning theories. *Journal of Applied Research in Higher Education*, 15(2), 429–448. <https://doi.org/10.1108/JARHE-04-2021-0143>
- Zhang, Z., & Min, M. (2021). Organizational rewards and knowledge hiding: task attributes as contingencies. *Management Decision*, 59(10), 2385–2404. <https://doi.org/10.1108/MD-02-2020-0150>

Books:

- Bernardin, H. J., & Russel, J. E. A. (2013). *Human resource management (An Experimental Approach International Edition)*. Mc. Graw-Hill Inc. Singapore. (Buku)
- Dwi Ramdhani, A. (2024). PENGARUH DEDIKASI TERHADAP KINERJA SDM MELALUI WORK IT SELF SEBAGAI VARIABEL MEDIASI PADA PT PLN (PERSERO) UP3 SEMARANG. Universitas Islam Sultan Agung Semarang. (Tesis/Skripsi/Disertasi)

Mangkunegara, A. P. A. A. (2005). Perilaku dan budaya organisasi (Vol. 1). Refika Aditama. (Buku)

Robbins, S. P., & Judge, T. A. (2007). Organization behaviour. Pearson/Prentice Hall. (Buku)

Schaufeli, W. B. (2013). What is engagement? Employee Engagement in Theory and Practice, 15–35. <https://doi.org/10.4324/9780203076965> (Bab Buku / Book Chapter)

Sedarmayanti. (2017). Manajemen Sumber Daya Manusia. (Buku)

Weaver, A. (2020). Clinical Trainees' Experience of Burnout and its Relationship to Supervision. (Tesis/Disertasi)