



MASLOW'S THEORY STUDY: EMPLOYEE WORK MOTIVATION APPROACH

Umi Nurjanah¹, Enjang Suherman²

Universitas Buana Perjuangan Karawang, Indonesia

ARTICLE INFO

Keywords:

Employee Work Motivation,
The Maslow's Needs Theory.

ABSTRACT

Various kinds of work motivation theories are contained in organizational behavior, including Maslow's theory of needs. Although Maslow's theory is old, it is still used in modern organizations. The employees work motivation in this research, was studied based on Maslow's hierarchy of needs theory approach consisting of physical needs, security needs, social needs, esteem needs, and actualization needs. This study aims to describe quantitatively the conditions of employee motivation using Maslow's needs approach. The research design uses a quantitative descriptive approach. The sample of this study amounted to 158 respondents from a population of 262 employees. Data collection methods in the form of questionnaires, surveys, and interviews. While the research instrument used a questionnaire with a Likert scale. And data analysis using scale range analysis. The results showed that work motivation was based on physiological needs, security needs, social needs, esteem needs, and self-actualization needs at high motivation levels.

E-mail:

mn18.uminurjanah@mhs.ubpkarawang.ac.id¹,
enjangsuherman@ubpkarawang.ac.id²

Copyright © 2020 Enrichment: Journal of Management.
All rights reserved.

1. Introduction

Maslow's theory was discovered in 1943 a long time ago, but is often used as a concept of work motivation in modern organizations. In this modern world situation, Maslow's theory has been widely used and applied in organizational management for one of the important roles in work motivation (Masri et al., 2018). An organization is formed as a structured container, organized with a specific purpose. Each member of the organization has the duties and responsibilities of each to increase the interests, motivation, and abilities of each member. Especially in the context of work motivation because basically a motivation is driven from oneself or driven from other influences as a driver in doing something in achieving a goal (Bagas, 2020).

Employee work motivation can be based on the principle of human needs. If these needs are met, job satisfaction will be created. Basic human needs can be in the form of intrinsic and extrinsic needs. One of the theories regarding needs as a concept of work motivation is Maslow's theory including basic physiological needs, security needs at work, the need for harmonization of work relationships, the need to increase self-esteem and the need for actualization (Handayani et al., 2020). Humans have a unique ability to make choices. Each individual has different needs that will not change genetically. These needs are both physiological and psychological (Haryanto & Dewi, 2020).

Employees of PT. Nipro Indonesia Jaya has duties and obligations based on the position given to achieve company goals. Based on the initial survey obtained from interview with the leadership,

obtained information that one of the problems being faced by PT. Nipro Indonesia Jaya today is how to motivate employees to improve their performance. Basically, a person's work motivation has different levels. To motivate and improve employee performance.

PT. Nipro Indonesia Jaya provides facilities to support work such as adequate PPE, parking lots, drinking water, prayer rooms, canteens and toilets. In addition, employees also get BPJS health

timely payment of salaries, more wages for those who do overtime and rewards for employees who excel. The purpose of the company in general is to make a profit and try to maintain its survival. One of the most important factors to achieve this goal is the workforce, because if we depend on technology without being supported by quality resources, the company will not be able to run well either. As employee motivation to work harder, human behavior must be in line with company goals.

A leader should be able to provide motivation to achieve every level needed by his employees, so that his employees are able to be motivated to do their jobs better, including employees to refrain from committing an act that violates the rules. With this motivation, it has provided an opportunity for employees to be able to develop their abilities to the fullest. A person's work motivation in an organization is one of the most important factors in encouraging someone's enthusiasm to work better and motivated to be able to complete the task.

Based on the description that has been explained, a research was conducted on employee motivation at PT Nipro Indonesia Jaya with Maslow's theoretical approach, this article will explain the relevance of Abraham H. Maslow's Hierarchy of Needs theory with the work motivation of organizational members as an illustration for managing and creating and develop work motivation for members of the organization, in order to produce a positive contribution to the organization as the initial purpose of the formation of the organization, namely; provide an understanding, direction and explanation, as well as development.

1.1 Research Purposes

The purpose of this study is to analyze and describe quantitatively the conditions of employee motivation using Maslow's needs approach.

1.2 Literature Review And Development

Motivation is formed on the basis of fulfilling human needs. Everyone will know what is needed and what is wanted so that person makes a plan to satisfy their needs and wants. In an effort to achieve this, an effort will be needed to combine their skills, knowledge and abilities. The effort is a process of motivation ([Handayani et al., 2020](#)).

Maslow was born in America, New York in 1908 AD and died in 1970 AD. In 1954 Maslow published a book on motivation, namely "motivation and personality" ([Iskandar, 2016](#)). Maslow's work motivation, based on a hierarchy of needs. Employees try to meet the lack of their needs starting from basic needs until they are met, then move on to other higher needs next. ([Utamaningsih et al., 2019](#)).

There is a revision of Maslow's level of needs, namely separating behavior on self-actualization into cognitive needs, aesthetic needs and self-actualization needs. Maslow also in his research found that a person through his experience and abilities can actualize himself which is called the transcendence ability ([Sari & Dwiarti, 2018](#)). According to [Bagas \(2020\)](#) Abraham Harold Maslow is a humanistic psychologist (1908-1970 AD) who explains human motivation in the form of levels of need as follows:

- 1 Initial needs are the basic needs of employees to be met, namely physiological needs ([Bagas, 2020](#)). Needs within the scope of the work environment, namely payment of wages, holidays, food, oxygen, water, and a pleasant work environment ([Iskandar, 2016](#); [Achmad, 2021](#); [Fredd et al., 2022](#)).
- 2 Security needs, every employee needs a sense of security and avoids uncertainty in meeting his needs for the next life, both short term and long term. The needs include being protected from

work accidents, threats, losses, losses and avoiding injury. One of the ways to avoid uncertainty is that it is needed on the basis of certainty of work status, health insurance, and old-age insurance. After physiology and a sense of security are achieved, they enter the next level of needs (Ginting, 2019).

- 3 Social needs. Every employee needs social interaction with their environment, both between co-workers and with the leadership, because essentially employees are social creatures. Employees must work in groups and cooperate with each other in completing their duties and responsibilities. The social needs in a job include: (1) a sense of being accepted in the work environment; (2) a sense of being respected and needed; (3) participation in each activity; (4) good work supervision (Putri & Afriyadi, 2020; Syam & Acmad, 2022).
- 4 The need for appreciation. Everyone can be powerful for himself and others so that employees will need power, self-respect, and want to be recognized for themselves from others. These needs such as promotions, job performance is valued, and awards (Hidayat, 2009; nurwati & Achmad, 2021).
- 5 Self-actualization needs. Every employee wants to develop their potential by developing competencies and achievements. This need can be met by providing job education and training. Sometimes employees can fulfill self-actualization at work through a lot of asking and reading to gain new knowledge (Harpepen & Sari, 2020; Achmad & Yulianah, 2022).

2 Method

The research design uses a quantitative descriptive approach that is to make a picture of a situation that is being faced in the current situation. The subjects of this study amounted to 158 employees as sample respondents from 262 populations using the Slovin sample formula and research locus at PT. Nipro Indonesia Jaya. The operationalization of the variables is as follows:

Table 1
Operationalization of Variables

Need	Indicator	Scale
Fisiologi	- Overtime pay	Like rt
	- Family needs	
	- Dream job	
	- Time off	
Security	- K3 Program	Like rt
	- Decent equipment	
	- Health Insurance	
	- Good PPE	
Social	- Harmonious relationship	Like rt
	- Attendance accepted	
	- Participate	
	- Supervision	
Award	- Achievement praise	Like rt
	- Rewarded results	
	- Job promotion	
	- More responsibility	
Actualization	- Position according to ability	Like rt
	- Guaranteed career development	
	- Training	
	- Following kaizen	

Source: 2022 data

Data collection methods in the form of questionnaires, observations and interviews. While the research instrument uses a questionnaire with a Likert scale, while the operationalization of variables is measured based on Maslow's five dimensions of needs. The data analysis technique used descriptive

analysis of the scale range, which was calculated based on the respondents' responses to the employee's work motivation. The scale range analysis has the formula $RS = (n(m-1))/m$; where n = number of samples, and m is the number of scale levels. Then obtained a scale range of 126.4 from sample 158 as for the scale range in the table as follows:

Table 2
Scale Range

Scale Range	Physiology	Security	Social	Award	Actualization
158-284,4	Very low	Very low	Very low	Very low	Very low
284,5-410,8	Low	Low	Low	Low	Low
410,9-537,2	High enough	High enough	High enough	High enough	High enough
537,3-663,6	Tall	Tall	Tall	Tall	Tall
663,7-790	Very high	Very high	Very high	Very high	Very high

Source: 2022 data

3. Results And Discussion

Analysis Results

Based on the responses of respondents in this study, the following characteristics were obtained:

Table 3
Characteristics of Respondents

No	Information	Amount	Percentage	No	Information	Amount	Percentage
1	Gender			4.	Marital status		
	Male	42	26,6%		Married	79	50%
	Female	116	73,4%		Not married	79	50%
2	Age			5	last education		
	< 20 Tahun	18	11,4%		High School Equivalent	141	89,3%
	20 year -30 year	117	74%		Diploma	4	2,5%
	31 year- 40 year	21	13,3%		Bachelor	10	6,3%
	41 year -50 year	0	0%		Postgraduate	0	0%
	>50 year	2	1,3%		Other	3	1,9%
3.	Length of work			6.	Monthly income		
	< 1 year	24	15,2%		< 3 million	0	0%
	1 year-5 year	86	54,4%		3 million – 5 million	107	68%
	> 5 year	48	30,4%		> 5 million	51	32%

Source: 2022 data

The characteristics of the first respondent were based on gender criteria, 42 were male and 116 female. This shows that the majority of employees in general who work are women. The respondents who mostly answered in the age range of 20 years - 30 years were around 74% which showed that the productive age who mostly worked in companies were high school graduates or equivalent as evidenced by the last education of employees at the high school level equivalent as many as 141 respondents. The age and education indicate that the employees of the company are relatively young and the skills of the employees are at the operational level.

Respondents based on marital status 50% for those who are married and not married. And the average income of respondents is around Rp. 3,000,000 to Rp. 5,000,000 or MSE standard. The respondent's work experience is quite long, showing the percentage level of 54.4% on the criteria of 1

year to 5 years. The next descriptive analysis uses a scale-range analysis of respondents' answers regarding employee work motivation based on Maslow's five needs, namely:

3.1 Analysis of Physiological Needs Motivation

The results of descriptive analysis through the analysis of the scale range for analysis motivational physiological needs obtained by the calculation of the score as follows:

Table 4
Analysis of the Description of the Physiological Needs Scale Indicators

Indicator/ Scale Weight		Appropriate overtime pay	Score	Family needs	Score	Dream job	Score	Time off	Score
Very low	1	0	0	1	1	6	6	5	5
%		0%		0,6%		3,8%		3,2%	
low	2	4	8	2	4	19	38	4	8
%		2,5%		1,3%		12,0%		2,5%	
High enough	3	22	66	32	96	71	213	64	192
%		13,9%		20,3%		44,9%		40,5%	
High	4	71	284	76	304	45	180	58	232
%		44,9%		48,1%		28,5%		36,7%	
High enough	5	61	305	47	235	17	85	27	135
%		38,6%		29,7%		10,8%		17,1%	
Total		158	663	158	640	158	522	158	572
Total score status		High		High		High enough		High	

Source: 2022 data

The results of the descriptive analysis of employees are motivated to work based on physiological needs, it is known that employee motivation for overtime pay, family needs, and rest time is in a high motivational range, but motivation in a dream job in the motivation range is quite high, which means that motivation is lower than other indicators. Overall the results of the analysis of the level of employee motivation to work, based on physiological needs is calculated by the average value of the indicator score, namely $((663+640+522+572))/4=599.2$, which means that the score is in the high motivation range (537.3 – 663.6).

3.2 Security Needs Motivation Analysis

The results of the descriptive analysis through the analysis of the scale range for the analysis of the motivation for the need for safety obtained the calculation of the score as follows:

Table 5. Analysis of the Description of the Security Needs Scale Indicators

Indicator/ Scale Weight		Join the K3 Program	Skore	Appropriate equipment	Skore	Health Insurance	Skore	good PPE	Skore
Very low	1	0	0	0	0	3	3	0	0
%		0,0%		0,0%		1,9%		0,0%	
Low	2	4	8	7	14	31	62	6	12
%		2,5%		4,4%		19,6%		3,8%	
High enough	3	44	132	54	162	39	117	17	51
%		27,8%		34,2%		24,7%		10,8%	
High	4	72	288	58	232	59	236	82	328
%		45,6%		36,7%		37,3%		51,9%	
Very high	5	38	190	39	195	26	130	53	265
%		24,1%		24,7%		16,5%		33,5%	
Total		158	618	158	603	158	548	158	656
Total score status		High		High		High		High	

Source: Data processing

Descriptive analysis on employee motivation at work based on security needs, it is known that however, there is the lowest motivation score with a score of 548 which means that the motivation is lower than other indicators, namely health insurance protects everything. The work motivation based on security needs is calculated by the average value of the indicator scores, namely $((618+603+548+656))/4=606.2$, which means employee motivation for participating in the K3 program, proper equipment, health insurance, and PPE both in the high motivation range, the score is in the high motivation range (537.3 – 663.6).

3.3 Motivational Analysis of Social Relationship Needs

The results of the descriptive analysis through the analysis of the scale range for the analysis of the motivation of social needs obtained the calculation of the score as follows:

Table 6
Analysis of Indicator Description Range of Social Relationship Needs Scale

Indicator/ Scale Weight	Harmonization of relationships	Score	Employee presence is accepted	Score	Participatio n ideas/sugge stions	Score	Neutral surveillanc e	Score
Very low %	1 0,6%	1	0 0,0%	0	0 0,0%	0	5 3,2%	5
Low %	24 15,2%	48	9 5,7%	18	15 9,5%	30	29 18,4%	58
High enough %	44 27,8%	132	39 24,7%	117	56 35,4%	168	46 29,1%	138
High %	60 38,0%	240	59 37,3%	236	52 32,9%	208	42 26,6%	168
Very high %	29 18,4%	145	51 32,3%	255	35 22,2%	175	36 22,8%	180
Total	158	566	158	626	158	581	158	549
Total score status	High		High		High		High	

Source: 2022 data

Based on the results of the descriptive analysis of employee motivation on social needs that employee motivation with indicators of harmonization of relationships, its existence is accepted, ideas and suggestions are accepted, and neutral supervision is in the high motivation range, but there is the lowest motivation score with a score of 549 which means that the motivation is lower than the indicator. The other is neutral supervision. The overall results of the analysis of the level of employee motivation to work based on social needs are calculated by the average score of the indicator, namely $((566+626+581+549))/4=580.5$, which means the score is in the high motivation range (537.3 – 663.6).

3.4 Reward Needs Motivation Analysis

The results of the descriptive analysis through the analysis of the scale range for the motivational analysis of reward needs obtained the calculation of the score as follows:

Table 7
Analysis of the Description of the Appreciation Needs Scale Indicators

Indicator/ Scale Weight	Achievement praise	Score	Get more responsibility	Score	Work is appreciat ed	Score	Want a promotio n	Score
Very low %	1 0,6%	1	0 0,0%	0	4 2,5%	4	1 0,6%	1
Low %	29 18,4%	58	14 8,9%	28	14 8,9%	28	9 5,7%	18
High enough %	45 28,5%	135	48 30,4%	144	62 39,2%	186	39 24,7%	117
Hugh	50	200	59	236	52	208	70	280

Indicator/ Scale Weight	Achievement praise	Score	Get more responsibility	Score	Work is appreciat ed	Score	Want a promotio n	Score
%	31,6%		37,3%		32,9%		44,3%	
Very high	33		37		26		39	
%	20,9%	165	23,4%	185	16,5%	130	24,7%	195
Total	158	559	158	593	158	556	158	611
Total score status	High		High		High		High	

Source: 2022 data

The results of the descriptive analysis in the table employee work motivation based on the need for appreciation, it is known that the indicators of praise for achievement, greater responsibility, rewarded work, and promotions are in the high motivation range, but there is the lowest motivation score with a score of 556 which means work motivation. lower than other indicators, namely the work that is valued. Based on the results of the overall calculation of the descriptive analysis of motivation work based on the need for appreciation is calculated by the average value of the indicator score, namely $((559+593+556+611))/4=579.7$, which means that the score is in the high motivation range (537.3 – 663.6).

3.5 Self-Actualization Needs Motivation Analysis

The results of the descriptive analysis through the analysis of the scale range for the motivational analysis of self-actualization needs obtained the calculation of the score as follows:

Table 8
Analysis of Indicator Description Range of Self-Actualization Needs

Indicator/ Scale Weight	Position according to ability	Score	Guaranteed self and career development	Score	Training opportunit ies	Score	Welcome to kaizen	Score
Very low	1	9	3		2		0	
%		5,7%	1,9%	3	1,3%	2	0,0%	0
Low	2	9	18		18		11	
%		5,7%	11,4%	36	11,4%	36	7,0%	22
High enough	3	67	59		51		48	
%		42,4%	37,3%	177	32,3%	153	30,4%	144
High	4	39	52		49		58	
%		24,7%	32,9%	208	31,0%	196	36,7%	232
Very high	5	34	26		38		41	
%		21,5%	16,5%	130	24,1%	190	25,9%	205
Total		158	158	554	158	577	158	603
Total score status	High		High		High		High	

Source: 2022 data

The results of the descriptive analysis of employee work motivation based on needs competence, career development guarantees, training opportunities and participation in kaizen in the high motivation range, but there is the lowest motivation score with a score of 554 which means that motivation is lower than other indicators, namely position according to ability and career guarantee. Overall the results of the analysis of the level of motivation of employees to work based on actualization needs are calculated with the average score of the indicator, namely $((554+554+577+603))/4=572$, which means that the score is in the high motivation range (537.3 – 663.6).

4. Discussion

4.1 Study of Physiological Needs Motivation

Work motivation based on physiological needs in the high category is in the range (537.3 – 663.6) with an average score of 599.2, this shows that the company provides basic employee needs as a driving

force for work motivation such as wages, family adequacy, work breaks. and work being carried out at a high position. There is the lowest scale score, namely the current job as an employee's dream job with a score of 522 in the range (410.9 – 537.2) in a fairly high position. This shows that the dream of a job now is not a dream of a perfect job, but a job that is still needed. While the highest score as work motivation is overtime pay according to what is done. Employees feel the urge to work when given overtime. The results of this study are similar to several previous studies. The needs for employees have been met from monthly salary income to meet physiological needs such as clothing, food and shelter boards (Harpepen & Sari, 2020). Before a proper salary system is provided by the company, a comfortable working atmosphere is first created so that employees can feel happy when they are going to work (Sari & Dwiarti, 2018).

Handayani et al's research (2020) that work motivation is formed from physiological needs including food, home, school, clothing and health. Iskandar's research (2016) adds physiological needs that shape motivation in the form of welfare in the form of compensation in the form of salaries, allowances, transportation fees, THR, overtime and others.

4.2 Security Needs Motivation Study

Work motivation based on the need for security is on a scale range (537.3 – 663.6) with an average score of 606.2 in the high motivation category. This shows that the company provides a sense of security to employees in growing work motivation in the high motivation category. In this condition, the need for security has a higher score than the physiological needs. This is because it is supported by the provision of good PPE and the company participates in occupational safety and health programs so that employees feel safe at work. On the other hand, there is an indicator that has the lowest score, namely health insurance. The company guarantees the health of employees with certain limits. So that not all health is fully protected because there are these limits. The results of the study contained similarities and differences with several previous studies. Work motivation is formed from security needs in the form of a safe work environment, close to home from work, and there is JHT according to research by Handayani et al (2020). Other research states that the motivation for security needs comes from the leadership accommodating security needs such as job security, peace, supervision, and a comfortable work environment (Iskandar, 2016).

The need for security has been met from the company starting from directions to always be careful at work, a comfortable work environment, getting health insurance, accident insurance and work certainty guarantees (Harpepen & Sari, 2020). The need for security provided by the company is in the form of giving salaries according to the UMR or paying salaries on time (Sari & Dwiarti, 2018).

4.3 Social Needs Motivation Study

Work motivation that is built based on social needs obtained a score of 580.5 scale with a high motivation category. Motivation based on social needs scores lower than the previous level of needs. The contribution of the low score was contributed by the indicators of neutral supervision and harmonization of relations between employees. In the neutral monitoring indicator, there are 5 respondents who answered that the supervision was not neutral or the motivation was very low. This is one of the factors causing reduced social motivation. On the other hand, the presence of employees who are accepted by the work team is one of the driving forces for new employees to work in the company.

The results of this study have similarities and differences with previous studies in this discussion. Handayani et al (2020) research states that work motivation arises because of social needs in the form of kinship, friendship, and togetherness between employees. Harpepen and Sari (2020), said that in his research, social needs have been met as evidenced by the existence of good relationships with co-workers, positive attitudes in the form of reprimands and providing constructive suggestions, employees are always involved in aspects of activities, both relationships at work and outside work. A sense of solidarity among employees is a social need that is implemented in the form of mutual help between employees when they have difficulty completing work (Sari & Dwiarti, 2018).

4.4 Assessment of Reward Needs Motivation

Work motivation that is driven by the need for appreciation has a score of 579.7 with a high motivation category on a scale range (537.3 – 663.6). This score is lower than the motivation for physiological, safety and social needs. The driving factor for reduced work motivation is based on indicators of appreciation for work results, and giving praise to outstanding employees. The drive for work motivation as a trigger for high work motivation based on the need for appreciation is that employees want promotions for employees who excel. This can be seen from the results of the analysis of the highest score, which is 611 on the job promotion indicator.

Bagas (2020) stated in his research that esteem needs are no less important in improving and developing work motivation. For example, self-confidence, self-esteem, feeling valued by others. In terms of esteem need has two meanings, namely the first to want to achieve success, success, and strength. Both want to get a reputation of respect and recognition and appreciation. Work motivation is formed from the need for appreciation in the form of bonuses, congratulations, gifts, walks, worship Hajj/Umrah and incentives from the research study by [Handayani et al \(2020\)](#). The need for appreciation for outstanding employees is a leadership policy, if employees want to be appreciated then work by showing high work performance. Leaders will see this from time to time so that promotions will be accepted as a form of appreciation (Sari & Dwiarti, 2018).

4.5 Study of Motivation Needs for Actualization

Finally, work motivation is based on self-actualization needs with an average score of 572 on a scale range (537.3 – 663.6) with a high motivation category. The need for self-actualization is the peak of Maslow's theory, but based on the results of this study the average score is the smallest. The higher Maslow's need for motivation, the lower the motivation. It shows that employees want to work for basic needs and a sense of security, and rarely work employees want to actualize themselves to develop.

Several studies explain Maslow's theory of self-actualization needs, such as the development of knowledge, freedom of expression and others.

Based on the research of [Handayani et al \(2020\)](#) work motivation from self-actualization needs is formed based on special ability training, study tours, and further studies. Specifically for self-actualization, employees are always involved in training activities, employees can also self-actualize independently through frequently asking questions, and always reading to gain knowledge ([Harpepen & Sari, 2020](#)).

The form of self-actualization of employees is in the form of working in accordance with their competencies and abilities. Aside from that, trust in terms of the flexibility of authority in completing work as an authority in accordance with the way the employees are (Sari & Dwiarti, 2018).

5. Conclusion

The conclusion of this study states that work motivation is based on physiological needs, security needs, social needs, esteem needs, and self-actualization needs at high motivation levels.

6. Suggestion

This study proposes a suggestion regarding employee performance rewards and providing employee opportunities to always develop even though the employee's position is not from the management line or only operational staff.

In this study, there are several limitations, namely not reviewing work motivation based on level of position. Of course it will give a different picture from work motivation in general, especially on the need for self-esteem and self-actualization.

6. References

- Achmad, W. (2021). Citizen and Netizen Society: The Meaning of Social Change From a Technology Point of View. *Jurnal Mantik*, 5(3), 1564-1570.
- Achmad, W. (2021). Monitoring dan Evaluasi Program Corporate Social Responsibility Berbasis Pemberdayaan Masyarakat. *Komitmen: Jurnal Ilmiah Manajemen*, 1(2), 29-37.
- Achmad, W., & Yulianah, Y. (2022). Corporate Social Responsibility of the Hospitality Industry in Realizing Sustainable Tourism Development. *Enrichment: Journal of Management*, 12(2), 1610-1616.
- Bagas, M. A. (2020). Relevansi Teori Hierarki Kebutuhan Abraham Maslow Terhadap Motivasi Kerja Anggota Organisasi Penyuluhan Agama Islam. *Syifaul Qulub: Jurnal Bimbingan Dan Konseling Islam*, 1(2), 100-108. <https://doi.org/10.32505/syifaulqulub.v1i2.2244>
- Freddy, H. T. R., Achmad, W., & Nasution, M. S. (2022). The Effectivity Of Public Services Based On Smart Government In Bukit Raya Distric Pekanbaru City. *Journal of Governance*, 7(1).
- Ginting, P. A. (2019). Implementasi Teori Maslow dan Peran Ganda Pekerja Wanita K3L Universitas Padajajaran. *Focus: Jurnal Pekerjaan Sosial*, 1(3), 220-233. <https://doi.org/10.24198/focus.v1i3.20498>
- Handayani, S., Haryono, S., & Fauziah, F. (2020). Upaya Peningkatan Motivasi Kerja Pada Perusahaan Jasa Kontruksi Melalui Pendekatan Teori Kebutuhan Maslow. *JBTI: Jurnal Bisnis Teori Dan Implementasi*, 11(1), 44-53. <https://doi.org/10.18196/bti.111129>
- Harpepen, A., & Sari, A. P. (2020). Pemenuhan Kebutuhan Karyawan Kontrak Dan Karyawan Tetap Pada Bank Muamalat Indonesia Berdasarkan Teori Hierarki Kebutuhan Maslow. *Jurnal Aghinya Stiesnu Bengkulu*, 3(2), 208-217. <https://ejournal.stiesnu-bengkulu.ac.id/index.php/aghniya/article/view/47>
- Haryanto, A. T., & Dewi, S. N. (2020). Peran Kepemimpinan Efektif dan Kedisiplinan Terhadap Komitmen Organisasi dan Motivasi Maslow Pada Kinerja Tugas Guru di Sekolah Dasar. *Jurnal Basicedu*, 4(4), 801-812. <https://doi.org/10.31004/basicedu.v4i4.448>
- Hidayat, F. (2009). Motivasi Pekerja Pada Proyek Konstruksi di Kota Bandung. *Jurnal Media Teknik Sipil*, 9(1), 57-70. <https://doi.org/10.25077/jrs.13.1.29-42.2017>
- Iskandar. (2016). Implementasi Teori Hirarki Kebutuhan Abraham Maslow Terhadap Peningkatan Kinerja Pustakawan. *Khizanah AL - Hikmah*, 4(1), 24-34.
- Masri, R., Ahmad, A., & Rani, R. A. (2018). Teori Maslow Dalam Konteks Memenuhi Keperluan Asas Pekerja dan Peranannya Dalam Meningkatkan Prestasi Organisasi: Kajian dan Perspektif Islam. *Jurnal Hadhari*, 10(1), 1-27.
- Nurwati, N., & Achmad, W. (2021). What is the Coping Strategy for Victims of Child Sexual Violence? Descriptive Study in Bandung Regency. *Journal of Positive Psychology and Wellbeing*, 5(3), 1215-1220.
- Putri, V. M., & Afriyadi, R. (2020). Penerapan Motivasi Kerja Karyawan Pada PT . Ainiyah Indomitra Sejahtera Sukabumi. *SEMNASTERA (Seminar Nasional Teknologi Dan Terapan)*, 241-257
- Syam, R. Z. A., & Achmad, W. (2022). Online Learning in Higher Education: Analysis during the Pandemic Covid-19. *Jurnal Mantik*, 5(4), 2256-2261.