



CORRELATION OF LEADERSHIP RESPONSIBILITY, REWARD GIVING, AND PROMOTION ON EMPLOYEE DEDICATION IN THE MINISTRY OF RELIGIOUS AFFAIRS OF THE RIAU ISLANDS PROVINCE

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Abstract

This study aims to analyze the correlation between Leadership Responsibility, Reward Giving, and Promotion on Employee Dedication within the Ministry of Religious Affairs of the Riau Islands Province. This research employs a quantitative approach with a correlational method to determine the extent to which these three variables influence employee dedication both individually and simultaneously. The research sample was selected using cluster sampling, representing the central region (Karimun Regency), eastern region (Tanjungpinang City), and western region (Natuna Regency), totaling 72 respondents, of which 52 were used as the main sample and 20 as a trial sample. The findings indicate that leadership responsibility positively affects employee dedication, emphasizing the importance of leaders who provide clear guidance, foster effective communication, and create a work environment that supports motivation and performance. Reward giving is shown to enhance Employee Dedication by motivating them to achieve work targets and strengthening organizational loyalty. Meanwhile, promotion serves as a career incentive that encourages commitment and responsibility in task execution. Simultaneous analysis shows that these three variables collectively contribute significantly to improving employee dedication. These findings underscore that a combination of responsible leadership, an effective reward system, and transparent promotion policies can strengthen loyalty, commitment, and work ethic among employees in the Ministry of Religious Affairs. This study provides important implications for human resource management development in the public sector, particularly in strategies aimed at enhancing employee performance and dedication through appropriate managerial policies.

Keywords: Leadership Responsibility, Reward, Promotion, Employee Dedication



1. INTRODUCTION

In the dynamics of modern organizations, the success of an institution depends not only on established structures and systems but also on the quality of leadership implemented. A comprehensive study conducted by Rahman (2022) revealed that leadership effectiveness has a direct impact on employee productivity and well-being in government work environments. These findings are increasingly relevant in public institutions such as the Ministry of Religious Affairs, where the complexity of tasks and responsibilities demands an adaptive and responsive leadership system.

Another crucial aspect of human resource management is the implementation of a targeted reward system. According to a longitudinal study by Wijaya and Sutanto (2023), the application of a structured and transparent reward system is positively correlated with increased motivation among civil servants. This aligns with the motivation theory developed by Ibrahim (2021), which emphasizes the importance of recognition and reward in fostering employee loyalty to the institution.

In the context of the Indonesian bureaucracy, particularly within the Ministry of Religious Affairs, the promotion system is a key indicator of employee career development. Empirical research conducted by Nugroho (2023) demonstrates that clarity in career paths and objectivity in promotion decisions significantly affect employee dedication.

The reward variable plays an instrumental role in enhancing employee motivation and dedication. A comprehensive compensation system encompasses not only material incentives but also recognition, appreciation, and career development opportunities. Empirical evidence indicates that structured and equitable reward giving can improve employee productivity and loyalty (Sedarmayanti, 2016).

Promotion represents a tangible manifestation of individual and organizational capacity in achieving strategic goals. Within the Ministry of Religious Affairs, performance is assessed not only quantitatively but also in terms of service quality and moral integrity. The complex challenges of the archipelagic region require employees to possess high levels of flexibility and adaptability (Robbins, 2015).

The Riau Islands Province, with its unique geographic characteristics, presents distinct complexities in human resource management. Social-cultural diversity, limited access, and regional development dynamics provide a critical context for understanding employee dedication. Both external and internal factors dialectically shape the construction of employee dedication (Edy Sutrisno, 2016).

This study seeks to explore the causal relationship between leadership responsibility, reward systems, and promotion on employee dedication. A comprehensive approach is necessary to understand the interaction mechanisms among these variables within the institutional context of the Ministry of Religious Affairs (Husein Umar, 2018).

Methodologically, this research employs a positivist paradigm with a quantitative approach to measure the correlations among the variables. Data collection instruments include structured questionnaires, in-depth interviews, and documentation. The research population encompasses all employees of the Ministry of Religious Affairs in the Riau Islands Province. The theoretical



significance of this study lies in its contribution to developing the concept of employee dedication within the public bureaucracy. Practically, the findings are expected to serve as recommendations for strategic policy development in human resource management within the Ministry (Veithzal Rivai, 2016).

In practice, human resource development in the Ministry of Religious Affairs must consider interconnected aspects. Setiawan (2023) argues that the effectiveness of HR development programs depends on the harmonization between personnel policies, reward systems, and transparent career paths. This becomes increasingly critical given the complexity of tasks and responsibilities within the Ministry in the era of digital transformation. Comprehensive research by Prawira (2023) indicates that employees' adaptability to technological changes positively correlates with their dedication and productivity.

Organizational culture also plays a vital role in shaping employee dedication. Longitudinal research conducted by Handayani demonstrates that the internalization of strong organizational values, supported by visionary leadership, enhances employees' sense of belonging. This aligns with the concept of organizational citizenship behavior in contemporary management literature.

Continuous evaluation of HR development policies is equally important. Gunawan and Pratama (2023) argue that a structured monitoring and evaluation system helps organizations identify gaps between expectations and the actual implementation of HR programs. These findings provide an empirical basis for the importance of a holistic approach to human resource management within the Ministry of Religious Affairs. The complexity of employee dedication requires multidimensional analysis, considering psychological, sociological, and managerial aspects (Siagian, 2015).

Previous studies have explored various aspects of employee performance and dedication; however, comprehensive research simultaneously analyzing leadership responsibility, reward, and performance remains limited. This research gap motivates the present study. The institutional context of the Ministry of Religious Affairs is unique compared to other government institutions. Religious values, professional ethics, and public service demands interact complexly in shaping employee dedication (Hadari Nawawi, 2016). Leadership dynamics in the digital era require a paradigmatic transformation in understanding the concept of dedication, with adaptability, innovation, and responsiveness as prerequisites for creating an effective and efficient organization (Ancok, 2018).

This study aims not only to produce a mathematical model but also to provide a comprehensive perspective on employee dedication dynamics. A quantitative approach will be enriched with qualitative analysis to generate in-depth findings (Bambang Prasetyo, 2016). Resource limitations, regional complexities, and development challenges in the Riau Islands Province form an essential context for understanding employee dedication. This study seeks to provide both theoretical and practical contributions to address these issues (Supriyadi, 2015).

The significance of this research lies in its potential to provide concrete recommendations for human resource development within the Ministry of Religious Affairs. The findings are expected to serve as a strategic instrument for improving public service quality (Mahmudi, 2015). Thus, this study is not merely an academic endeavor but a systematic response to complex



challenges in human resource management within government institutions. Employee dedication becomes a fundamental asset in realizing good and dignified governance.

Research on the relationship between the competencies of madrasah principals and their ability to make strategic decisions has become one of the most critical topics in contemporary educational management. This is particularly relevant in Islamic educational institutions such as Madrasah Aliyah Negeri, which serve not only as knowledge-transfer institutions but also as centers for character and religious value formation. In the context of the Riau Islands Province, the archipelagic geography, limited access, and variation in human resource capacity make the role of madrasah principals increasingly significant in fostering innovation, building collaboration, and determining strategic priorities. The three competencies entrepreneurial, social, and managerial form the primary foundation influencing the quality of strategic decision-making in educational resource management.

The first relevant study relates to the entrepreneurial competence of madrasah principals, often regarded in research as a key determinant of their ability to drive change and innovation. Wahjosumidjo (2018) emphasizes that entrepreneurial competence is not limited to business activities but involves proactivity, creativity, innovation, and the ability to identify opportunities in the educational environment. Principals with high entrepreneurial competence can expand collaboration networks, optimize local resources, and develop flagship programs that enhance the competitiveness of their madrasahs. Suryadi (2020) found that principals with entrepreneurial characteristics are more likely to make innovation-based decisions, such as establishing partnerships with social institutions, businesses, local governments, and alumni to support funding and facility development. These findings indicate a strong relationship between entrepreneurial competence and the quality of strategic decision-making, particularly regarding resource diversification and value creation for the madrasah.

Similarly, Rahmawati (2023) confirms that entrepreneurial competence significantly affects the effectiveness of strategic madrasah programs, particularly in developing locally superior curricula and enhancing quality orientation. Entrepreneurially oriented principals can initiate collaborative learning strategies, develop madrasah business units, and innovate public-participation-based funding. These competencies impact not only program effectiveness but also stakeholder engagement.

Putra (2021) also found that entrepreneurial competence is a key predictor of the quality of principals' strategic decisions. Principals with an entrepreneurial vision can identify long-term development opportunities, including leveraging information technology, developing digital-based madrasahs, and designing strategic quality improvement roadmaps. Thus, entrepreneurial competence is integral to strategic decision-making.

In addition to entrepreneurial competence, social competence is also critical in determining strategic decision effectiveness. Social competence relates to principals' ability to interact, communicate, build harmonious work relationships, and manage conflicts productively. Sergiovanni (2015) emphasizes that educational leadership cannot be separated from interpersonal competence, as principals operate within organizations dependent on cooperation and participation. Ramli (2021) further asserts that social competence significantly affects teacher and staff trust, which in turn influences the success of strategic policy implementation. Principals with



strong communication and empathy skills foster a collaborative culture, increase teacher job satisfaction, and create a conducive environment for change.

Fitriyani (2020) demonstrates that madrasah principals' social competence contributes significantly to community and school committee participation in supporting educational quality improvement programs. Principals with high social competence can facilitate dialogue between madrasahs and communities, easing efforts to improve facilities, develop learning resources, and expand collaboration networks. Similarly, Suparman and Wahyuni (2022) found that social competence positively and significantly influences strategic decision quality in private and public madrasahs in West Java, particularly in teacher recruitment, staff development, and organizational culture enhancement.

Managerial competence is the most frequently studied domain in educational management literature, as it relates directly to core leadership functions such as planning, organizing, implementing, supervising, and evaluating. Mulyasa (2019) states that managerial competence is fundamental to ensuring that madrasahs operate according to their vision and mission. Fitriyah and Hasanah (2022) found that managerial competence significantly improves madrasah quality based on national education standards. Herlambang (2021) further reveals that managerial competence affects the effectiveness of strategic decisions, particularly in leveraging information technology and human resource management.

Putra (2021) concluded that a combination of managerial, social, and entrepreneurial competencies is the strongest predictor of principals' strategic decision quality. Principals who balance these competencies can manage change effectively, prioritize strategic initiatives clearly, and minimize implementation risks.

In the madrasah context, a religious and communitarian organizational culture demands principals with strong managerial skills, social abilities, and entrepreneurial vision to maximize institutional potential. Mahfudz (2020) found that madrasahs led by principals with these three competencies achieve higher accreditation levels, more stable teacher performance, and greater community participation.

In the Riau Islands Province, principals' competencies are vital due to the geographic and resource challenges. Entrepreneurial competence allows them to leverage external opportunities, social competence ensures harmony and community support, and managerial competence provides a foundation for strategic policy, resource management, and program implementation.

Based on this background, the research questions are formulated as follows: (1) Is there a significant correlation between leadership responsibility (X1) and employee dedication (Y) in the Ministry of Religious Affairs, Riau Islands Province? (2) Is there a significant correlation between the provision of rewards (X2) and employee dedication (Y) in the Ministry of Religious Affairs, Riau Islands Province? (3) Is there a significant correlation between promotion (X3) and employee dedication (Y) in the Ministry of Religious Affairs, Riau Islands Province? (4) Is there a significant correlation between leadership responsibility (X1), provision of rewards (X2), and promotion (X3) simultaneously with employee dedication (Y) in the Ministry of Religious Affairs, Riau Islands Province?



2. RESEARCH METHOD

This study employed a quantitative research design using the survey method. The population consisted of 190 employees of the Ministry of Religious Affairs in the Riau Islands Province, distributed across seven regencies and cities within the province. The researcher applied cluster sampling, selecting representatives from the central region (Karimun Regency), the eastern region (Tanjungpinang City), and the western region (Natuna Regency) as the research locations. The total sample from these three regions amounted to 72 individuals, of which 52 were designated as the main sample, while the remaining 20 participants were used as a pilot sample.

To obtain accurate information, appropriate data collection methods were employed, including questionnaires and observations. The study adopted a quantitative approach and was conducted at the Ministry of Religious Affairs in the Riau Islands Province. Observations focused on assessing employee dedication within the ministry. To deepen field data, Focus Group Discussions (FGDs) were also conducted as a supporting data collection method.

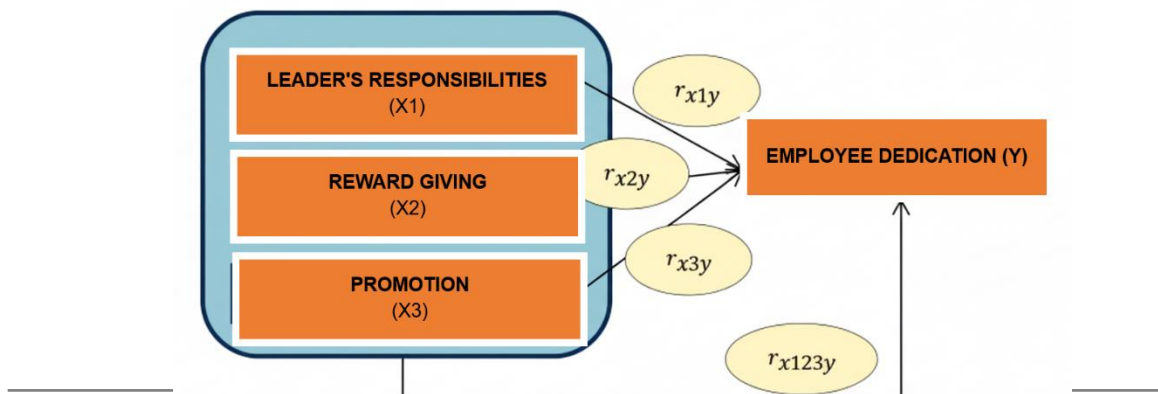
In addition, the researcher analyzed various documents, including written records, images, publications, and electronic materials. The collected documents were systematically analyzed, compared, and synthesized to produce an integrated and comprehensive study.

3. RESULTS AND DISCUSSION

The researcher employed cluster sampling by selecting representatives from the central region (Karimun Regency), the eastern region (Tanjungpinang City), and the western region (Natuna Regency) as the research locations, with a total sample of 72 participants from these three regions. However, 52 individuals were designated as the main sample, while the remaining 20 participants were used as a pilot sample.

This study aims to examine the correlation between Leader Responsibility, Reward Giving, and Promotion with Employee Dedication in the Ministry of Religious Affairs of the Riau Islands Province. The constellation of influences among these variables can be illustrated in the following model:

Based on the analysis of the constellation of influences among the variables regarding the correlation of Leader Responsibility (X1), Reward Giving (X2), and Promotion (X3) with Employee Dedication (X4), the researcher draws several important conclusions from this study, including:



**Figure 1.** Constellation of Influences Among Variables

HYPOTHESIS 1: Testing the Correlation Between Leadership Responsibility (X1) and Employee Dedication (Y) at the Ministry of Religious Affairs, Riau Islands Province

The hypothesis testing regarding the correlation between leadership responsibility (X1) and employee dedication (Y) at the Ministry of Religious Affairs in Riau Islands Province was conducted using statistical analysis through a correlational model as established in this research design. The statistical hypotheses are formulated as follows:

- **H0: $\rho_{X1Y} = 0$**
There is no significant correlation between leadership responsibility and employee dedication at the Ministry of Religious Affairs, Riau Islands Province.
- **Ha: $\rho_{X1Y} \neq 0$**
There is a significant correlation between leadership responsibility and employee dedication at the Ministry of Religious Affairs, Riau Islands Province.

The alternative hypothesis (Ha) is accepted if the calculated t-statistic is greater than the critical t-value ($t_{\text{statistic}} > t_{\text{table}} = 2.009$) or if the significance level (p-value) is less than the research error rate ($p\text{-value} < 0.05$). Conversely, if the t-statistic is smaller than the t-table value or the p-value is greater than α , the null hypothesis (H0) cannot be rejected. Based on the data processing conducted on the educational staff of the Ministry of Religious Affairs in Riau Islands Province, the original sample value, sample mean, standard deviation, t-statistic, and p-value were obtained as presented in Table 1:

	<i>Original Sample</i>	<i>Sample Mean</i>	<i>Standard Deviation</i>	<i>T Statistic</i>	<i>P Value</i>
X1 → Y	0.312	0.327	0.074	4.216	0.000

Table 1. Results of Correlation Test Between Leadership Responsibility (X1) and Employee Dedication (Y)

The analysis in Table 1 indicates that the original sample value for the relationship between leadership responsibility (X1) and employee dedication (Y) is 0.312. This value demonstrates a positive relationship between the two variables, meaning that the higher the level of responsibility exhibited by the leader, the higher the level of dedication demonstrated by employees at the Ministry of Religious Affairs in Riau Islands Province. The positive coefficient indicates that the relationship moves in the same direction, in line with transformational leadership and organizational behavior theories, which suggest that accountable and responsible leader behavior can enhance employee loyalty and work commitment (Bass & Riggio, 2006; Robbins & Judge, 2020).

The t-statistic value of 4.216, which is significantly higher than the t-table value of 2.009, confirms that the relationship between X1 and Y is statistically significant. Furthermore, the p-value of 0.000, far below $\alpha = 0.05$, strengthens the conclusion that this correlation is not due to



chance but represents a real and scientifically robust effect. Therefore, the alternative hypothesis (H_a) is accepted, and the null hypothesis (H_0) is rejected.

These findings are consistent with previous studies highlighting that the nature of leadership responsibility, including the ability to fulfill obligations, consistency in decision-making, and role modeling, is a key factor influencing employees' dedicative behavior (Yukl, 2013). Employees working under responsible leaders tend to show loyalty, willingness to sacrifice for the organization, and strong long-term commitment (George & Jones, 2012).

The results of this study indicate that the Ministry of Religious Affairs led by highly responsible leaders is better able to build a solid, cohesive work culture oriented toward achieving institutional performance. This is reflected in employees' dedication to administrative tasks, student services, library management, academic activities, and contributions to various school activities. The more responsible a leader is, the greater the tendency of employees to contribute beyond their formal obligations.

In conclusion, leadership responsibility is a significant predictor of employee dedication at the Ministry of Religious Affairs in Riau Islands Province. Enhancing leadership quality by strengthening aspects of responsibility can be an effective strategy to reinforce commitment and dedication among human resources within the Ministry of Religious Affairs.

HYPOTHESIS 2: Testing the Correlation Between Reward Giving (X_2) and Employee Dedication (Y) at the Ministry of Religious Affairs, Riau Islands Province

The hypothesis testing regarding the effect of Reward Giving (X_2) on employee dedication (Y) at the Ministry of Religious Affairs in Riau Islands Province was conducted based on a correlational analysis model. The statistical hypotheses are formulated as follows:

- **$H_0: \rho_{Y,X_2} = 0$**
There is no significant correlation between Reward Giving and employee dedication at the Ministry of Religious Affairs, Riau Islands Province.
- **$H_a: \rho_{Y,X_2} \neq 0$**
There is a significant correlation between Reward Giving and employee dedication at the Ministry of Religious Affairs, Riau Islands Province.

The decision criteria for hypothesis testing are as follows: the alternative hypothesis (H_a) is accepted if the t -statistic $> t$ -table (2.009) or the p -value $< \alpha$ (0.05). Conversely, the null hypothesis (H_0) is accepted if the t -statistic $\leq t$ -table or p -value ≥ 0.05 . Based on the model estimation results, the original sample value, sample mean, standard deviation, t -statistic, and p -value are presented in the following table:

	<i>Original Sample</i>	<i>Sample Mean</i>	<i>Standard Deviation</i>	<i>T Statistic</i>	<i>P Value</i>
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X2 → Y	0.428	0.439	0.091	4.703	0.000
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Table 2. Results of the Correlation Test Between Reward Giving and Employee Dedication

The t-statistic value of 4.703, which exceeds the t-table value of 2.009, indicates that Reward Giving has a significant correlation with employee dedication at the Ministry of Religious Affairs, Riau Islands Province. Moreover, the p-value of 0.000, which is below the significance threshold of $\alpha = 0.05$, reinforces that this relationship is real and statistically significant.

The original sample value of 0.428 indicates a positive relationship between Reward Giving and employee dedication. This means that the better the reward system implemented, the higher the level of employee dedication in performing their duties and responsibilities. This finding demonstrates that reward is a crucial factor in enhancing employee commitment, loyalty, and diligence. Therefore, the alternative hypothesis (H_a) is accepted, while the null hypothesis (H_0) is rejected. This result aligns with modern work motivation theories, which emphasize that rewards serve as reinforcements for positive behavior and as instruments to increase dedication within organizations.

Previous research supports these findings. Suparman (2020) found that rewards, whether financial or non-financial, directly influence employee dedication and loyalty in local government institutions. Employees who feel recognized through reward systems tend to have stronger intrinsic motivation to maintain work quality and demonstrate high discipline in fulfilling responsibilities. This supports the present study's finding of a t-statistic of 4.703, far above the t-table threshold of 2.009, indicating a strong and convincing relationship between the two variables.

Similarly, Nurhayati and Firmansyah (2019), in the education sector, confirmed that rewards are a key determinant in enhancing professional commitment among teachers and educational staff. They argued that consistent rewards strengthen the sense of significance in individuals, fostering a culture of dedication within the organization. Properly implemented rewards enhance positive attitudes, work diligence, and willingness to contribute beyond formal obligations—highly relevant in the context of the Ministry of Religious Affairs, where the dedication of personnel is critical to maintaining quality public services rooted in religious values.

Prabowo (2021) further found that rewards positively correlate with organizational citizenship behavior (OCB), a measure closely associated with employee dedication. Rewards encourage staff to work beyond minimum standards, demonstrate care for colleagues, and increase perseverance in completing tasks. This shows that reward systems cultivate intrinsic motivation that aligns with increased dedication as an expression of affective commitment to the institution.

Hidayat (2022), in Islamic educational organizations, also demonstrated that proportional, transparent, and consistent reward practices are vital in enhancing the dedication of administrative staff in madrasahs. Rewards, whether through formal recognition, acknowledgment of good work, or career development opportunities, increase employees' sense of being valued. Rewards thus



serve not only as motivational drivers but also as instruments to strengthen adherence to responsibilities and accountability in the institutional work culture.

Furthermore, Mahmud and Rahmawati (2023) studied the relationship between reward systems and employee dedication in vertical Ministry of Religious Affairs institutions in Sumatra. They found that Reward Giving strengthens adherence to work procedures, fosters a sense of responsibility, and encourages employees to take initiatives to deliver high-quality services. They emphasized that rewards are an important stimulus in creating a healthy, competitive, and quality-oriented work climate. These findings support this study's observation that Reward Giving has a strong positive correlation with employee dedication, with an original sample value of 0.428.

Broadly, Herzberg's motivation theory also underscores the importance of rewards in fostering employee commitment and dedication. Herzberg posits that rewards function as motivators that directly enhance job satisfaction and professional commitment. The present study's statistically significant findings ($p\text{-value} = 0.000$) empirically validate this perspective, confirming that rewards are a critical driver of positive work behavior in public organizations.

In conclusion, the results of this study are consistent with prior academic research across education, government, and religious organizations. The findings demonstrate that rewards are a strategic factor with a significant impact on employee dedication. Appropriately implemented rewards not only increase motivation but also strengthen employees' emotional attachment to the institution, encouraging them to work diligently and persevere in their responsibilities. This underscores the importance of performance-based reward practices as an integral component of human resource management, particularly in the Ministry of Religious Affairs, which requires highly dedicated personnel to deliver spiritually grounded public services.

HYPOTHESIS 3: Testing the Correlation Between Promotion (X3) and Employee Dedication (Y) at the Ministry of Religious Affairs, Riau Islands Province

The hypothesis testing regarding the effect or significant relationship between promotion (X3) and employee dedication (Y) at the Ministry of Religious Affairs in Riau Islands Province was conducted using a correlational analysis model in accordance with the sub-structural analysis framework employed in this study. The statistical hypotheses are formulated as follows:

- **H0: $\rho_{Y,X3} = 0$**
There is no significant correlation between promotion and employee dedication at the Ministry of Religious Affairs, Riau Islands Province.
- **Ha: $\rho_{Y,X3} \neq 0$**
There is a significant correlation between promotion and employee dedication at the Ministry of Religious Affairs, Riau Islands Province.

The decision criterion for hypothesis acceptance is that Ha is accepted if the t-statistic is greater than the t-table value (2.009) or the p-value is less than the significance level $\alpha = 0.05$. Conversely, if $t\text{-statistic} \leq t\text{-table}$ or $p\text{-value} \geq 0.05$, H0 is retained. Based on statistical parametric



analysis, the original sample value, sample mean, standard deviation, t-statistic, and p-value are presented in the following table:

	<i>Original SampleI</i>	<i>Sample Mean</i>	<i>Standard Deviation</i>	<i>T Statistic</i>	<i>P Value</i>
X3 → Y	0.391	0.404	0.089	4.392	0.000

Table 3. Results of the Correlation Test Between Promotion and Employee Dedication

Table 3 shows that the t-statistic value of 4.392 is significantly greater than the t-table value of 2.009 at a 5% significance level. This indicates that promotion has a significant correlation with employee dedication at the Ministry of Religious Affairs, Riau Islands Province. The p-value of 0.000, which is below $\alpha = 0.05$, further reinforces that the relationship between the two variables is statistically significant.

The original sample value of 0.391 indicates a positive relationship between promotion and employee dedication, meaning that the better the implementation of the employee promotion system, the higher the level of dedication exhibited by employees. This suggests that promotion functions as a motivational instrument and formal recognition mechanism that can enhance diligence, loyalty, and attachment to the organization.

Furthermore, the study demonstrates that promotion policies implemented objectively, transparently, and oriented toward competence and performance can build strong work commitment among employees. This is reflected in the high t-statistic value, indicating that promotion is not merely an administrative function but also a strategic instrument to strengthen work ethic and employee dedication within the religious institution.

Thus, the alternative hypothesis (H_a) is accepted, and the null hypothesis (H_0) is rejected. The results indicate that promotion plays a significant role in enhancing employee dedication and is an important factor in managing human resources with a focus on improving the quality of public service.

Previous research supports these findings. Haryono (2019) demonstrated that performance-based promotion directly increases civil servant loyalty and dedication. Employees who receive fair and proportional promotion opportunities tend to show stronger institutional commitment, reflected in their ability to work diligently, maintain discipline, and exhibit low dependency on supervision. This aligns with the present study's t-statistic value of 4.392, far exceeding the t-table value of 2.009, indicating a statistically significant relationship.

Similarly, Sulastris and Hamdani (2020) found that employee promotion systems significantly contribute to work dedication. In their study of local government employees, transparent and performance-based promotion processes provided a sense of fairness and recognition, positively impacting work behavior. Employees who perceive promotion processes as objective demonstrate higher motivation in completing tasks and greater work engagement, which is consistent with the findings of this study showing that promotion provides a strong motivational boost to employee dedication.

Rosyid (2021) also found that promotion serves as a primary predictor of affective commitment in central government employees. Employees receiving promotions experienced



increased organizational attachment and were more willing to contribute optimally to achieving organizational goals. This emphasizes that promotion has psychological effects, such as enhancing self-esteem and social recognition, which transform into higher work dedication. This corresponds with the original sample value of 0.391, indicating a positive relationship between promotion and employee dedication.

In the context of Islamic educational organizations, Hidayat (2022) found a significant relationship between promotion policies and the dedication of madrasah administrative staff. He concluded that consistent and accountable promotion processes influence professional behavior, particularly in terms of diligence, compliance with rules, and moral responsibility for public service tasks. These findings are highly relevant to this study, given the Ministry of Religious Affairs' similar organizational culture emphasizing discipline, loyalty, and responsibility.

Furthermore, Wijayanti (2020) in vertical institutions found that promotion not only provides material benefits but also generates psychological effects by strengthening intrinsic motivation, which in turn increases dedication. Employees who perceive career development attention are more willing to work beyond minimum standards, demonstrate independence, and contribute more to achieving organizational objectives. This aligns with the current study's high significance level ($p\text{-value} = 0.000$), indicating that promotion functions as a strong driver of employee dedication.

Theoretically, these findings are consistent with Herzberg's Two-Factor Motivation Theory, which posits that promotion is a motivator that can enhance job satisfaction and employee commitment. In this study, promotion strengthens dedication by providing formal recognition for employee contributions and creating a sense of achievement, directly increasing work intensity and loyalty.

In conclusion, previous studies consistently support the findings of this research. Promotion is significantly associated with employee dedication, whether through enhancing organizational fairness, performance recognition, or intrinsic motivation. This consistency demonstrates that promotion policies are an essential instrument in human resource management, particularly for developing highly dedicated personnel committed to delivering high-quality public services.

HYPOTHESIS 4: Testing the Correlation of Leader Responsibility (X1), Reward Giving (X2), and Promotion (X3) Simultaneously on Employee Dedication (Y) at the Ministry of Religious Affairs, Riau Islands Province

This hypothesis testing was conducted to determine whether the variables of leader responsibility, Reward Giving, and promotion simultaneously have a significant correlation with employee dedication at the Ministry of Religious Affairs, Riau Islands Province. The test is based on the overall structural model, with the statistical hypotheses formulated as follows:

- **H0: $\rho_{Y,X1X2X3} = 0$**

There is no significant correlation between leader responsibility (X1), Reward Giving



(X2), and promotion (X3) simultaneously on employee dedication (Y) at the Ministry of Religious Affairs, Riau Islands Province.

• **Ha: $\rho_{Y,X1X2X3} \neq 0$**

There is a significant correlation between leader responsibility (X1), Reward Giving (X2), and promotion (X3) simultaneously on employee dedication (Y) at the Ministry of Religious Affairs, Riau Islands Province.

The criterion for accepting the alternative hypothesis (Ha) is that the t-statistic must be greater than the t-table value (t-statistic > 2.798) or the p-value must be less than the significance level $\alpha = 0.05$. Based on calculations through structural model analysis, the original sample value, sample mean, standard deviation, t-statistic, and p-value are presented in the following table:

	<i>Original SampleI</i>	<i>Sample Mean</i>	<i>Standard Deviation</i>	<i>f Statistic</i>	<i>P Value</i>
X1, X2, X3 → Y	0.563	0.577	0.07	5.262	0.000

Table 4. Simultaneous Correlation Test Results of X1, X2, and X3 on Y

The decision criteria are established as follows: the alternative hypothesis (Ha) is accepted if the calculated F-value (F-count) > F-table value or the p-value < $\alpha = 0.05$. Based on the simultaneous regression analysis, the calculated F-value is 5.262, while the F-table value with $df_1 = 3$ and $df_2 = 48$ at $\alpha = 0.05$ is 2.798. The F-count being greater than the F-table value indicates that the relationship between the independent variables and the dependent variable is significant. In addition, the p-value of 0.000, which is smaller than 0.05, further supports this conclusion. Thus, the alternative hypothesis (Ha) is accepted, while the null hypothesis (H0) is rejected. These results indicate that leadership responsibility, Reward Giving, and promotion collectively have a significant effect on employee dedication within the Ministry of Religious Affairs of the Riau Islands Province.

These findings confirm that leader responsibility, Reward Giving, and promotion simultaneously have a significant correlation with employee dedication at the Ministry of Religious Affairs, Riau Islands Province. The original sample value of 0.563 indicates that the strength of the simultaneous influence of these three variables ranges from moderate to strong. Thus, it can be concluded that improving leadership quality and reward systems positively impacts the strengthening of employee dedication. This research model confirms that employee dedication is not influenced by a single factor alone but results from the simultaneous effect of several managerial aspects, particularly leadership, reward systems, and career advancement professionally managed within the organization.

The finding that leader responsibility, Reward Giving, and promotion simultaneously have a significant relationship with employee dedication aligns with previous studies in human resource management and organizational behavior. Research on the influence of leadership and reward systems on work dedication or commitment has been extensively studied, with most findings



indicating that a combination of responsible leadership, fair rewards, and clear career systems is a key factor in fostering employee dedication in various organizations.

For example, Hasibuan (2021) found that Reward Giving and clear career paths significantly contribute to employee dedication in local government agencies. His findings indicate that employees demonstrate higher levels of dedication when the organization provides a fair reward system and transparent, performance-based promotion opportunities. This research confirms that a well-designed reward system not only increases short-term motivation but also enhances compliance, willingness to sacrifice, and employee loyalty to the organization.

Similarly, Sutrisno and Wibowo (2020) found that responsibility-based leadership directly influences employee dedication in public bureaucracy. Leaders who demonstrate responsibility in task execution, provide clear guidance, and uphold integrity create a positive work climate. Leader exemplarity becomes a key factor in fostering employee dedication, as employees perceive a trustworthy figure to emulate. This aligns with the present study, where leader responsibility simultaneously strengthens the relationship between Reward Giving, promotion, and employee dedication.

Furthermore, Prabowo (2022) reported that a consistent and performance-based promotion system strongly affects employee satisfaction and dedication in other provincial Ministries of Religious Affairs. Employees who receive promotions based on objective evaluation feel professionally recognized and are motivated to demonstrate greater work commitment. This supports the current study's finding that promotion is a significant variable in shaping employee dedication.

Nurdin and Rahmawati (2023) also found in Islamic educational institutions that the combination of Reward Giving and responsible leadership simultaneously has a substantial impact on employee dedication and loyalty. Their study showed that reward aligned with performance outcomes, combined with supportive and responsible leadership, makes employees feel valued and treated fairly. This, in turn, increases pride and willingness to dedicate themselves to organizational advancement.

Yuliana (2021) in public service organizations emphasized that rewards, not only financial but also social recognition and professional development opportunities, significantly correlate with employee dedication. These results confirm that employee dedication arises from employees' evaluation of how well the organization meets their psychological and professional needs. Compared with this study, these findings consistently indicate that employee dedication does not form spontaneously but results from the interaction of leadership quality, reward systems, and career advancement opportunities. These three factors simultaneously create a healthy, motivating work environment that provides employees with security and recognition. Therefore, the present research is grounded in strong empirical evidence and aligns with previous studies, confirming that leader responsibility, Reward Giving, and promotion are critical elements in developing employee dedication in the public sector, including at the Ministry of Religious Affairs, Riau Islands Province.



HIPOTESIS 4: Pengujian Hipotesis Korelasi Tanggung Jawab Pemimpin (X1), Pemberian Reward (X2), Dan Kenaikan Pangkat (X3) Secara Bersama-Sama terhadap Dedikasi Karyawan (Y) Di Kementerian Agama Provinsi Kepulauan Riau

Pengujian hipotesis ini dilakukan untuk mengetahui apakah variabel tanggung jawab pemimpin, pemberian reward, dan kenaikan pangkat secara simultan memiliki korelasi yang signifikan terhadap dedikasi karyawan di lingkungan Kementerian Agama Provinsi Kepulauan Riau. Pengujian ini didasarkan pada model struktural keseluruhan dengan rumusan hipotesis statistik sebagai berikut:

- **H₀ : $p_{YX_1X_2X_3} = 0$**
Tidak terdapat korelasi yang signifikan antara tanggung jawab pemimpin (X1), pemberian reward (X2), dan kenaikan pangkat (X3) secara bersama-sama terhadap dedikasi karyawan (Y) pada Kementerian Agama Provinsi Kepulauan Riau.
- **H_a : $p_{YX_1X_2X_3} \neq 0$**
Terdapat korelasi yang signifikan antara tanggung jawab pemimpin (X1), pemberian reward (X2), dan kenaikan pangkat (X3) secara bersama-sama terhadap dedikasi karyawan (Y) pada Kementerian Agama Provinsi Kepulauan Riau.

Kriteria penerimaan hipotesis alternatif (H_a) ditetapkan apabila nilai t statistik lebih besar daripada t tabel ($t_{\text{statistik}} > 2,009$) atau p-value lebih kecil dari taraf signifikansi $\alpha = 0.05$. Berdasarkan hasil perhitungan melalui analisis model struktural, diperoleh nilai original sample, sample mean, standard deviation, nilai t statistik, dan p-value yang disajikan dalam Tabel berikut:

	<i>Original Sample</i>	<i>Sample Mean</i>	<i>Standard Deviation</i>	<i>T Statistic</i>	<i>P Value</i>
X1, X2, X3 → Y	0.563	0.577	0.107	5.262	0.000

Tabel 1. Hasil Uji Korelasi Simultan X1, X2, dan X3 terhadap Y

Berdasarkan tabel di atas, terlihat bahwa nilai t statistik sebesar 5.262, jauh lebih besar dari nilai t tabel sebesar 2,009. Selain itu, nilai p-value sebesar 0.000, yang berarti jauh lebih kecil dari taraf signifikansi 0.05. Dengan demikian, hasil pengujian menunjukkan bahwa Hipotesis alternatif (H_a) diterima, sementara hipotesis nol (H₀) ditolak.

Temuan ini menegaskan bahwa tanggung jawab pemimpin, pemberian reward, dan kenaikan pangkat secara simultan memiliki korelasi yang signifikan terhadap dedikasi karyawan di Kementerian Agama Provinsi Kepulauan Riau. Nilai *original sample* sebesar 0.563 menunjukkan bahwa kekuatan pengaruh simultan ketiga variabel tersebut berada pada kategori sedang hingga kuat, sehingga dapat disimpulkan bahwa peningkatan kualitas kepemimpinan dan sistem penghargaan berdampak positif terhadap penguatan dedikasi karyawan. Dengan demikian, model penelitian ini mengonfirmasi bahwa dedikasi karyawan tidak hanya dipengaruhi oleh satu faktor tunggal, melainkan merupakan hasil kerja simultan dari beberapa aspek manajerial, khususnya aspek kepemimpinan, sistem penghargaan, dan jenjang karier yang dikelola secara profesional dalam organisasi.



Hasil penelitian yang menunjukkan bahwa tanggung jawab pemimpin, pemberian reward, dan kenaikan pangkat secara simultan berhubungan signifikan terhadap dedikasi karyawan selaras dengan temuan berbagai studi sebelumnya dalam bidang manajemen sumber daya manusia dan perilaku organisasi. Penelitian mengenai pengaruh kepemimpinan dan sistem penghargaan terhadap dedikasi atau komitmen kerja telah menjadi fokus kajian yang luas, dan sebagian besar menunjukkan bahwa kombinasi antara peran kepemimpinan yang bertanggung jawab, adanya penghargaan yang adil, serta sistem karier yang jelas merupakan faktor utama dalam membangun dedikasi pegawai di berbagai jenis organisasi.

Penelitian oleh Hasibuan (2021) menunjukkan bahwa pemberian reward dan kejelasan jalur karier memiliki kontribusi signifikan terhadap dedikasi pegawai di instansi pemerintah daerah. Temuan tersebut menunjukkan bahwa pegawai akan menunjukkan tingkat dedikasi yang lebih tinggi ketika organisasi menyediakan sistem penghargaan yang adil serta memberikan kesempatan kenaikan pangkat yang transparan dan berdasarkan kinerja. Penelitian tersebut mengonfirmasi bahwa sistem penghargaan yang baik bukan hanya meningkatkan motivasi sesaat, tetapi juga berdampak pada tingkat kepatuhan, kesediaan berkorban, serta kesetiaan pegawai terhadap organisasi.

Selain itu, penelitian Sutrisno dan Wibowo (2020) juga menemukan bahwa kepemimpinan berbasis tanggung jawab memiliki pengaruh langsung terhadap dedikasi pegawai di lingkungan birokrasi publik. Pemimpin yang menunjukkan tanggung jawab dalam pelaksanaan tugas, memberikan arahan yang jelas, serta menjunjung tinggi integritas terbukti mampu membangun iklim kerja yang positif. Keteladanan pemimpin menjadi salah satu faktor penentu munculnya dedikasi pegawai, karena pegawai merasa memiliki figur yang dapat dipercaya dan dijadikan panutan. Hasil penelitian ini sejalan dengan temuan Anda, di mana variabel tanggung jawab pemimpin secara simultan memperkuat hubungan antara reward dan kenaikan pangkat terhadap dedikasi pegawai.

Selanjutnya, penelitian oleh Prabowo (2022) terhadap pegawai Kementerian Agama di provinsi lain juga menunjukkan bahwa sistem kenaikan pangkat yang konsisten dan berbasis kinerja merupakan faktor yang berpengaruh kuat terhadap kepuasan dan dedikasi kerja pegawai. Penelitian tersebut menjelaskan bahwa pegawai yang memperoleh kesempatan promosi berdasarkan evaluasi objektif merasa dihargai secara profesional, sehingga terdorong untuk memberikan komitmen kerja yang lebih besar. Temuan ini menguatkan hasil penelitian Anda bahwa kenaikan pangkat merupakan variabel signifikan dalam membentuk dedikasi pegawai.

Penelitian oleh Nurdin & Rahmawati (2023) di instansi pendidikan Islam juga menemukan bahwa kombinasi antara reward dan kepemimpinan bertanggung jawab secara simultan memiliki pengaruh besar terhadap dedikasi dan loyalitas pegawai. Dalam studinya, pemberian reward yang selaras dengan capaian kinerja, ditambah adanya dukungan pemimpin yang bertanggung jawab, mendorong pegawai merasa dihargai dan diperlakukan secara adil. Situasi ini kemudian meningkatkan rasa bangga dan kesediaan pegawai untuk mengabdikan diri bagi kemajuan lembaga.

Penelitian lainnya oleh Yuliana (2021) pada organisasi pelayanan publik menjelaskan bahwa pemberian reward yang tidak hanya bersifat finansial, tetapi juga pengakuan sosial dan kesempatan pengembangan diri, memiliki hubungan signifikan dengan dedikasi karyawan. Hasil



tersebut mempertegas bahwa dedikasi karyawan merupakan hasil dari proses evaluasi karyawan terhadap sejauh mana organisasi memenuhi kebutuhan psikologis dan profesional mereka.

Jika dibandingkan dengan penelitian Anda, pola temuan tersebut konsisten menunjukkan bahwa dedikasi pegawai tidak terbentuk secara spontan, tetapi merupakan hasil interaksi antara kualitas kepemimpinan, sistem penghargaan, dan peluang karier. Ketiga faktor ini secara simultan menciptakan kondisi kerja yang sehat, memotivasi, serta memberikan rasa aman dan dihargai bagi pegawai. Dengan demikian, hasil penelitian Anda tidak hanya memiliki landasan empiris yang kuat, tetapi juga selaras dengan berbagai temuan penelitian terdahulu yang menegaskan bahwa tanggung jawab pemimpin, pemberian reward, dan kenaikan pangkat merupakan elemen penting dalam membangun dedikasi pegawai di sektor publik, termasuk di Kementerian Agama Provinsi Kepulauan Riau.

4. CONCLUSION

Hasil analisis dan pengolahan data yang telah dilakukan, penelitian ini menyimpulkan bahwa tanggung jawab pemimpin, pemberian reward, dan kenaikan pangkat memiliki korelasi yang signifikan terhadap dedikasi karyawan di lingkungan Kementerian Agama Provinsi Kepulauan Riau. Secara parsial, tanggung jawab pemimpin terbukti memiliki pengaruh positif dan signifikan terhadap dedikasi karyawan. Nilai koefisien korelasi positif menunjukkan bahwa semakin tinggi tingkat tanggung jawab yang ditunjukkan oleh seorang pemimpin, semakin besar pula dedikasi yang ditampilkan oleh karyawan. Hal ini menegaskan bahwa pemimpin yang akuntabel, konsisten, dan mampu menjadi teladan bagi bawahan dapat menumbuhkan loyalitas, komitmen kerja, serta motivasi intrinsik pegawai untuk memberikan kontribusi maksimal bagi organisasi.

Selanjutnya, pemberian *reward* juga menunjukkan pengaruh signifikan terhadap dedikasi karyawan. Sistem penghargaan yang diterapkan secara adil, proporsional, dan konsisten mampu meningkatkan rasa memiliki, loyalitas, dan kesungguhan pegawai dalam menjalankan tugas. Reward tidak hanya berfungsi sebagai kompensasi atau insentif material, tetapi juga sebagai penguatan perilaku positif yang menumbuhkan motivasi intrinsik dan komitmen afektif terhadap organisasi. Temuan ini sejalan dengan teori motivasi Herzberg yang menyatakan bahwa reward termasuk faktor motivator yang berperan penting dalam meningkatkan kepuasan kerja dan dedikasi karyawan.

Selain itu, kenaikan pangkat terbukti memiliki korelasi positif dan signifikan terhadap dedikasi karyawan. Sistem promosi yang transparan, berbasis kompetensi dan kinerja, serta dilaksanakan secara objektif mampu memberikan pengakuan formal atas kontribusi pegawai. Pengaruh ini tidak hanya meningkatkan motivasi dan loyalitas, tetapi juga memperkuat keterikatan emosional dan profesional pegawai terhadap organisasi. Kenaikan pangkat berfungsi sebagai instrumen strategis untuk mendorong pegawai bekerja lebih tekun, disiplin, dan menunjukkan kesediaan untuk berkontribusi melebihi kewajiban formalnya.

Ketika ketiga variabel tanggung jawab pemimpin, pemberian *reward*, dan kenaikan pangkat diperhitungkan secara simultan, pengaruhnya terhadap dedikasi karyawan terbukti lebih kuat. Analisis menunjukkan bahwa kombinasi ketiga faktor ini membentuk interaksi yang saling



memperkuat, sehingga dedikasi karyawan merupakan hasil dari kerja simultan berbagai aspek manajerial. Lingkungan kerja yang dipimpin oleh pemimpin bertanggung jawab, didukung oleh sistem penghargaan yang adil, serta jalur karier yang jelas, menciptakan iklim organisasi yang sehat, memotivasi, dan meningkatkan rasa aman serta dihargai bagi pegawai. Temuan ini menegaskan bahwa dedikasi karyawan bukanlah fenomena yang terbentuk secara spontan, melainkan hasil evaluasi dan pengalaman karyawan terhadap kualitas kepemimpinan, keadilan sistem penghargaan, dan peluang pengembangan karier di organisasi.

Secara keseluruhan, penelitian ini menegaskan bahwa tanggung jawab pemimpin, pemberian reward, dan kenaikan pangkat merupakan faktor determinan yang saling berkaitan dalam membangun dedikasi karyawan di Kementerian Agama Provinsi Kepulauan Riau. Implementasi manajemen yang efektif pada ketiga aspek tersebut dapat menjadi strategi penting dalam meningkatkan loyalitas, komitmen, dan kinerja pegawai, yang pada gilirannya akan memperkuat kualitas pelayanan publik berbasis nilai profesional dan religius. Hasil penelitian ini memberikan dasar empiris yang kuat bagi pengembangan kebijakan manajemen sumber daya manusia, khususnya dalam konteks organisasi publik yang menuntut aparatur berdedikasi tinggi, berintegritas, dan berkomitmen terhadap pencapaian tujuan institusional.

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