

Intrinsic Motivation, Resilience, And Teamwork On Employee Performance Through Co-Worker Support

Indar Widana*, Sugeng Haryanto, Mohammad Choldum Sina Setyadi

Universitas Merdeka Malang

Article History:

Received: 2025-11-23

Revised: 2025-01-05

Accepted: 2025-01-28

Publish: 2026-01-31

Corresponding Author:

Indar Widana

E-mail:

indarwidana1986@gmail.com

Keywords:

Co-worker support,
Employee performance,
Resilience, Team work

Abstract

Employee performance in public sector organizations is often shaped not only by individual capability but also by social and collaborative workplace dynamics. However, previous studies have reported inconsistent findings regarding the effects of intrinsic motivation, resilience, and teamwork on employee performance, particularly within field-based public service settings. This study aims to examine the influence of intrinsic motivation, resilience, and teamwork on employee performance, with co-worker support serving as a mediating variable among employees of the Green Open Space Division at the Malang City Environmental Service. This study employed a quantitative explanatory approach using purposive sampling. Data were collected from 126 employees and analyzed using Structural Equation Modeling (SEM-PLS). The findings reveal that resilience and teamwork positively and significantly affect employee performance, while intrinsic motivation has no direct effect. Co-worker support significantly enhances employee performance and partially mediates the relationships between resilience, teamwork, and employee performance. In contrast, the mediating role of co-worker support in the relationship between intrinsic motivation and employee performance was not supported. The study contributes to public sector human resource management literature by emphasizing the importance of social work factors, particularly teamwork and co-worker support, in strengthening employee performance within operational public service environments.

INTRODUCTION

Employee performance is a critical indicator of public sector organizations' success in achieving development goals and delivering services (Akhmaaj, 2024). Beyond outcomes, performance includes work process quality, timeliness, discipline, responsibility, and adherence to established standards (Dessler, 2023). In government contexts, performance directly affects public trust and policy implementation effectiveness. The Malang City Environmental Agency (DLH) plays a strategic role in maintaining urban environmental quality, with the Green Open Space Division (RTH) managing city parks, urban forests, and other green spaces (Peraturan Daerah Kota Malang Nomor 5 Tahun 2019). RTH work is operational and field-based, requiring physical activity, mental resilience, and ongoing team coordination. Employees must perform under dynamic conditions, including variable weather, time pressure, and limited resources, making psychological and social factors vital for performance (Brennan et al., 2024). This study aims to examine the influence of intrinsic motivation, resilience, and teamwork on employee performance, with co-worker support as a mediating variable in the RTH Division. The research intends to contribute theoretically to public sector human resource management studies and practically to employee performance management in local government. Sayudi (2021) concluded that intrinsic motivation plays a significant role in enhancing employee performance, while Hoxha and Ramaandi (2024) indicated that intrinsic motivation has a strong capacity to influence work behavior and individual outcomes. Conversely, Kasyifillah (2024) found that intrinsic motivation did not significantly impact employee performance at PT Usaha Yekapepe Surabaya. These findings suggest that internal employee drive plays an important role in achieving optimal performance.

The concept of resilience, or physical and mental toughness, describes an individual's ability to maintain stamina, emotional stability, and work consistency under challenging conditions. Physical and mental resilience serve as personal resources that allow employees to perform optimally despite fatigue, work pressure, and less supportive environmental conditions. From the perspective of Conservation of Resources Theory, the availability of sufficient physical and psychological resources is a key asset for maintaining performance stability when facing complex and high-pressure workloads. In this context, resilience functions as an adaptive capacity enabling employees to remain productive under demanding work conditions. Antonio and Kurniawan (2024) emphasized that employees with high resilience levels tend to perform better, as they can manage psychological pressure while maintaining emotional stability. Artha et al. (2025) however, reported that resilience did not significantly affect performance. Zakaria et al. (2019) revealed that employees with good resilience could maintain productivity and work quality even in high-pressure environments.

Another important factor is teamwork, especially in collective work requiring intensive coordination, such as in the RTH division. (Bokaii, 2023) demonstrated that team synergy significantly influences employee performance. (Indraningrat et al., 2022) argued that team effectiveness affects performance improvement, particularly through clear role distribution and structured coordination. However, (Amirudin et al., 2023) noted that the effect of teamwork on performance is not always statistically significant and is highly

influenced by organizational context and cultural values. These differences indicate that the relationship between teamwork and performance is situational. Co-worker support at the Malang City Environmental Agency is a crucial social factor in enhancing employee performance. Co-worker support helps employees manage workload, reduce psychological stress, and foster a sense of security and togetherness. Pratiwi et al. (2025) found that co-worker support positively influences public sector employee performance, while (Aviadi et al., 2024) reported that co-worker support can improve performance by reducing work stress. (Rofiqi, 2024) emphasized that co-worker support not only has a direct impact but also strengthens positive employee work behavior. Thus, support among colleagues can be viewed as a factor that reinforces the link between individual quality and work performance.

Previous studies examining the effects of intrinsic motivation, resilience, and teamwork on employee performance have shown inconsistent findings. Some research indicates positive and significant effects, while others reveal weak effects or context-dependent relationships, particularly in public sector organizations. This inconsistency suggests that the relationship between these factors and employee performance is not always direct but is influenced by social factors within the work environment. Moreover, research incorporating co-worker support as a mediating variable remains limited. Therefore, this study is important to fill this research gap. Specifically, this research aims to examine the effects of intrinsic motivation, resilience, and teamwork on employee performance, with co-worker support as a mediating variable, particularly in the fieldwork context of the public sector within the Green Open Space Division of the Malang City Environmental Agency.

LITERATURE REVIEW

Motivation in the Public Sector Context

Intrinsic motivation refers to an individual's internal drive to perform a task because the task itself is perceived as interesting, meaningful, and personally satisfying. From the perspective of Self-Determination Theory (SDT) (Ryan & Deci, 2000), intrinsic motivation emerges when individuals experience autonomy, competence, and relatedness in their work. In the public sector, intrinsic motivation is often associated with public service orientation, moral responsibility, and the desire to contribute to the public interest (Hamandi et al., 2019). Several empirical studies indicate that intrinsic motivation has a positive relationship with employee performance, particularly in organizations that emphasize service values and dedication. Employees who work based on internal drives tend to demonstrate higher commitment, greater persistence in completing tasks, and better quality of work (Sayudi, 2021). However, within bureaucratic contexts that are structural and hierarchical in nature, the influence of intrinsic motivation on performance is not always direct (Kasyifillah, 2024).

Resilience as a Personal Resource

Resilience refers to an individual's capacity to endure, adjust, and recover when confronted with pressure or adversity in the workplace. According to the Conservation of

Resources (COR) Theory (Ritchie and Gill, 2024) resilience is conceptualized as a personal asset that enables individuals to preserve psychological stability and maintain performance levels despite experiencing occupational stress. Within field-based work settings, such as the Green Open Space (RTH) division, resilience plays a vital role, as employees are regularly exposed to physical demands, time constraints, and less-than-ideal working conditions. Previous empirical studies indicate that resilience significantly contributes to both performance consistency and overall work well-being (Artha et al., 2025). Employees with higher levels of resilience tend to manage physical fatigue and emotional strain more constructively and adaptively. Nevertheless, the extent to which resilience enhances job performance is largely shaped by the surrounding social work environment, particularly the degree of support provided by colleagues.

Teamwork and Employee Performance

Teamwork refers to an individual's capacity to collaborate productively within a group by fostering coordination, open communication, and mutual trust among members (Salas et al., 2025). In public sector organizations, where tasks are predominantly collective in nature, teamwork plays a pivotal role in driving organizational performance. Effective teamwork facilitates clear task distribution, improves work efficiency, and minimizes workplace conflicts (Pandi and Prasojo, 2021). Various empirical studies indicate that teamwork exerts a positive and statistically significant impact on employee performance. Strong team collaboration generates synergy among members, resulting in outcomes that are more optimal compared to individual efforts (Indraningrat et al., 2022). In fieldwork settings, teamwork also functions as a support system that enables employees to cope with workload pressures and operational challenges more effectively.

Co-worker support as a Mediating Variable

Co-worker support refers to a form of social assistance that individuals receive from fellow members within the organization. This support may manifest in emotional encouragement, practical or instrumental help, and the provision of relevant information (Pratiwi et al., 2025). According to Social Support Theory (Acoba, 2024) social support plays a crucial role in alleviating job-related stress while simultaneously enhancing individual well-being and performance outcomes. In the present study, co-worker support is conceptualized as a mediating variable that links intrinsic motivation, resilience, and teamwork with employee performance. A supportive work environment enables employees to utilize their personal resources more effectively, thereby strengthening their overall job performance (Acoba, 2024).

Drawing on Social Exchange Theory (SET), teamwork fosters reciprocal relationships that enhance co-worker support through continuous interaction and mutual trust. Supporting this, Paredes-Saavedra et al. (2024) found that strong teamwork significantly increases social support among employees. In addition, Salas et al. (2018) emphasize that cooperative team environments strengthen interpersonal trust and improve collective performance outcomes. Based on this rationale, the following hypothesis is proposed:

H7: co-worker support mediates the relationship between teamwork and employee performance.

The conceptual framework of this study is developed to illustrate the causal relationships among the latent variables, namely intrinsic motivation, resilience, and teamwork as independent variables, co-worker support as the mediating variable, and employee performance as the dependent variable within the Department of Environmental Services of Malang City. This framework is intended to clarify the directional relationships among constructs based on established theories and empirical evidence, rather than to represent a measurement model.

In this study, each construct is conceptualized as a latent variable consisting of several underlying dimensions. These dimensions reflect the core aspects that define each variable. Accordingly, the term "indicator" is positioned as a construct dimension described at the conceptual level, while the empirical assessment of each dimension is carried out through specific measurement items. This approach is consistent with SEM-PLS methodological guidelines, which emphasize that the conceptual framework focuses on the structural relationships among constructs, whereas the measurement model is addressed during the operationalization stage of variables (Hair et al., 2022). The conceptual framework is subsequently illustrated in the form of a path diagram to facilitate a clearer understanding of the proposed research model. The framework of this study is presented in the following figure:

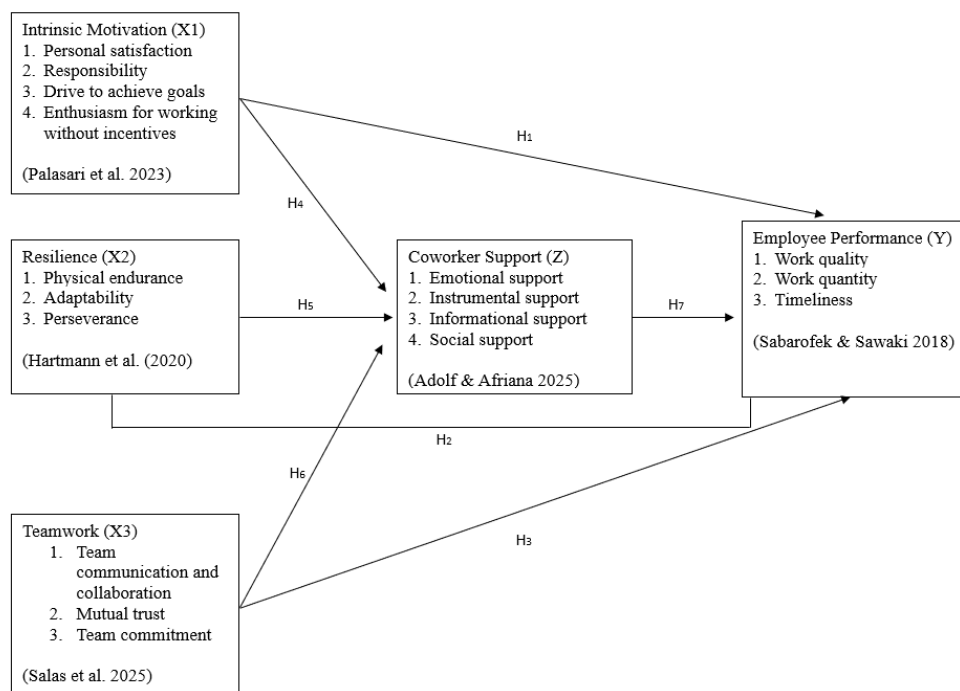


Figure 1. Conceptual Framework of the Study

RESEARCH METHODS

This study adopts a quantitative approach employing an explanatory research design. The research population consists of all employees in the Green Open Space (RTH) Division of the Environmental Services Department of Malang City, total 163 individuals, of whom 126 were included as respondents. A census sampling technique was applied to ensure comprehensive data representation. Data were collected using a five-point Likert scale questionnaire. The analysis was conducted using Structural Equation Model–Partial Least Squares (SEM-PLS) with Smart PLS 4 software, encompassing both outer model and inner model evaluations (Hair et al., 2022). In this research, every construct is assessed through several conceptual dimensions, with each dimension represented by a single statement item. This approach is adopted because the constructs under investigation are specific and context-dependent, and the respondents share relatively homogeneous characteristics. The application of a single-item measure for each dimension is considered acceptable in SEM-PLS based studies, as long as the item adequately reflects the essential meaning of the dimension being measured (Hair et al., 2022). Accordingly, the evaluation of the research instrument primarily emphasizes content validity, which is established through theoretical grounding and conceptual alignment.

RESULTS AND DISCUSSION

The evaluation of the outer model demonstrates that all measurement indicators achieved outer loading values exceeding 0.70. In addition, both Cronbach’s alpha and composite reliability scores were above 0.70, while the Average Variance Extracted (AVE) values surpassed 0.50. These results confirm that the measurement model satisfies the required standards of reliability and convergent validity. Furthermore, the assessment of discriminant validity using the HTMT criterion indicates that all ratios remain below the 0.90 threshold, supporting adequate construct distinctiveness.

The structural (inner) model assessment reveals that the R^2 value for co-worker support is 0.289, whereas the R^2 value for employee performance reaches 0.648. Path analysis findings indicate that teamwork and resilience exert a statistically significant influence on employee performance. In contrast, intrinsic motivation does not show a significant direct effect. co-worker support significantly contributes to employee performance and functions as a partial mediator in the relationships between resilience, teamwork, and performance outcomes.

Table 1. Structural Path Coefficient Estimates

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Hypothesis
Intrinsic Motivation toward Employee Performance	0,100	0,097	0,062	1,598	0,110	Not Significant
Resilience toward Employee Performance	0,214	0,210	0,070	3,054	0,002	Significant

Teamwork toward Employee Performance	0,475	0,477	0,066	7,236	0,000	Significant
Intrinsic Motivation toward co-worker support	-0,195	-0,201	0,078	2,494	0,013	Significant
Resilience toward co-worker support	0,301	0,288	0,109	2,776	0,006	Significant
Teamwork toward co-worker support	0,314	0,299	0,098	3,198	0,001	Significant
Co-worker support toward Employee Performance	0,374	0,375	0,079	4,733	0,000	Significant

Based on the bootstrapping results presented in Table 1, the hypothesis testing reveals that intrinsic motivation does not exert a statistically significant effect on employee performance (H1 rejected), as indicated by a t-statistic of 1.598 and a p-value of 0.110. Nevertheless, intrinsic motivation demonstrates a positive and significant influence on co-worker support (H2 accepted).

Furthermore, the analysis shows that resilience has a positive and statistically significant impact on employee performance (H3 accepted) and also significantly enhances co-worker support (H4 accepted). These findings suggest that both physical and psychological resilience play a crucial role in improving employee performance, either directly or indirectly through strengthening co-worker support.

In addition, teamwork is found to positively and significantly affect employee performance (H5 accepted) as well as co-worker support (H6 accepted). The effect of teamwork on employee performance yields the highest t-statistic value of 7.236, indicating that teamwork represents the most influential predictor within the proposed research model.

Finally, the results confirm that co-worker support has a positive and significant effect on employee performance (H7 accepted), with a t-statistic of 4.733 and a p-value of 0.000. Therefore, co-worker support plays a pivotal role in enhancing employee performance and reinforcing the impact of both individual and team-related factors within the organizational work setting.

Results of the Hypothesis Examination

Table 2. Indirect Effects: Mean, Standard Deviation, t-Value, and p-Value

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	types of mediation
--	---------------------	-----------------	----------------------------	-------------------------	----------	--------------------

Intrinsic Motivation toward Employee Performance	-0,073	-0,075	0,033	2,240	0,025	Full Mediation
Resilience toward Employee Performance	0,113	0,109	0,049	2,283	0,023	Partial Mediation
Teamwork toward Employee Performance	0,118	0,112	0,044	2,695	0,007	Partial Mediation

Based on the indirect effect analysis, co-worker support fully mediates the relationship between intrinsic motivation and employee performance. This is because the indirect effect is statistically significant, while the direct effect of intrinsic motivation on employee performance is not significant. In contrast, co-worker support partially mediates the relationships between resilience and employee performance, and between teamwork and employee performance. This is because both the indirect effects and the direct effects in these relationships are statistically significant. The findings further indicate that teamwork is the most influential factor in enhancing employee performance. This result reflects the nature of field-based work, which relies heavily on coordination and effective collaboration among team members. Resilience also plays a significant role, emphasizing the importance of physical and psychological endurance in maintaining consistent performance. Meanwhile, intrinsic motivation does not have a direct effect on employee performance. This suggests that in the context of public sector organizations, social and collaborative factors may be more dominant than individual internal drives. Additionally, co-worker support strengthens the effects of both resilience and teamwork on employee performance, highlighting its critical role as a mediating variable within the organizational environment.

Discussion

The research results indicate that intrinsic motivation does not have a significant direct effect on employee performance at the Malang City Environmental Service. According to Self-Determination Theory (SDT), intrinsic motivation requires the fulfillment of autonomy and competence to drive performance independently. However, the operational nature of the Green Open Space (RTH) division is highly technical and strictly bound by rigid Standard Operating Procedures (SOPs). In such a highly structured work environment, internal drives for self-satisfaction do not act as the primary driver of performance compared to the tangible demands of physical tasks.

Resilience was found to have a positive and significant effect on employee performance. This finding supports the Conservation of Resources (COR) Theory, which suggests that individuals with strong psychological resources, such as resilience, are capable of managing work pressure without compromising the quality of their output. Resilient employees can "recharge" their energy even when facing severe environmental

challenges. Senior employees have learned to adapt to equipment limitations or high workloads, making resilience a crucial personal asset to maintain stable productivity.

Teamwork proved to be the most dominant variable influencing performance in this study. Theoretically, teamwork allows for the integration of various individual strengths to compensate for the weaknesses of other members. In the context of field work at the Environmental Service, heavy tasks such as removing fallen trees or managing urban forests cannot be performed individually and require intensive manual coordination. The respondent characteristics, which are dominated by males, tend to exhibit strong group solidarity in physical labor. With a high school educational background, success in field work relies more on clear role distribution and direct communication on-site rather than complex data analysis. The synergy created within the team ensures that city cleanliness and beauty targets are achieved on time, demonstrating that in the public operational sector, the most effective "unit of performance" is the group, not the individual.

Co-worker support has a significant positive direct impact on performance, aligning with Social Support Theory. This support includes both instrumental assistance (direct physical help) and emotional support. For RTH operational employees, the presence of colleagues willing to help during technical difficulties is a decisive factor in completing tasks according to targets. This impact is strengthened because the relationships between employees have been established over a very long period (tenure >15 years). Interactions spanning decades create bonds that transcend formal professional relationships, resembling familial ties. This provides a sense of psychological safety; employees do not feel alone when facing heavy workloads. This support acts as "extra energy," ensuring every individual can deliver their best performance because they are supported by an empathetic work ecosystem.

The mediation test results show full mediation for this variable. This provides an interesting finding: the intrinsic motivation of employees does not translate into performance unless it is channeled through co-worker support. Even if an employee has high internal spirit, bureaucratic rules and field work routines often limit their ability to improve performance independently. However, intrinsically motivated employees tend to exhibit prosocial behaviors at work. They are more willing to help struggling colleagues or share technical knowledge. Through this mechanism, co-worker support is formed. High individual spirit is directed to strengthen the team, which ultimately improves organizational performance standards collectively. Without a culture of mutual support, an individual's internal motivation would be stifled by the rigidity of work procedures.

Co-worker support acts as a partial mediator between resilience and performance. Referring to COR Theory, resilience is an internal resource, but this resource can be depleted if continuously exposed to field pressure without "supplements" from the social environment. Here, co-worker support acts as a balancer that strengthens individual resilience. For employees who have worked for over 15 years, resilience is often maintained through togetherness. When an employee feels physically exhausted due to age or workload, support from peers helps them bounce back faster. This reciprocal relationship ensures that personal toughness does not stand alone but is driven by a

positive social environment, allowing performance to be maintained consistently in the long term.

The relationship between teamwork and performance is also partially mediated by co-worker support, which can be explained through Social Exchange Theory (SET). Effective teamwork creates space for social exchange; when a team functions well, each member tends to feel more supported by their colleagues. This support acts as a "lubricant" that minimizes friction or communication barriers within the team. In a male-dominated work culture, solidarity is often born from intense field interactions. Teamwork provides the formal coordination structure, while co-worker support provides the accompanying social comfort. With long tenures, employees have learned that supporting one another is the best way to facilitate heavy work. The combination of solid teamwork and social support among colleagues is the key to operational success at the Malang City Environmental Service.

CONCLUSION

The hypothesis proposing a positive effect of intrinsic motivation on employee performance is rejected. This finding indicates that employees' internal drive alone is insufficient to enhance performance in the absence of supportive social work-related factors. Resilience positively influences employee performance is supported. Employees who demonstrate strong physical and psychological endurance are better able to maintain consistent and high-quality performance. Teamwork and employee performance has positive relationship. Effective collaboration within teams plays a critical role in accomplishing tasks that require collective effort. Co-worker support positively affects employee performance is supported. A supportive work environment has been shown to enhance employees' effectiveness and productivity.

The hypothesis suggesting that co-worker support mediates the relationship between intrinsic motivation and performance is rejected. This result implies that intrinsic motivation does not exert either a direct or indirect influence on performance through social support mechanisms. Co-worker support mediates the relationship between resilience and employee performance is accepted. The positive impact of resilience on performance becomes stronger when reinforced by supportive colleagues. Co-worker support mediates the effect of teamwork on employee performance is supported. The benefits of effective teamwork are amplified in a work environment characterized by strong co-worker support.

RESEARCH IMPLICATIONS

This study offers theoretical contributions to the advancement of public sector human resource management literature, particularly in clarifying the mechanisms that link individual attributes, social dynamics, and employee performance. The finding that intrinsic motivation does not directly influence performance reinforces the argument that,

within public organizations, social work-related factors may exert a more substantial impact than purely individual motivational drivers.

Moreover, this research extends existing literature by positioning co-worker support as a mediating variable. The results demonstrate that co-worker support effectively bridges the influence of resilience and teamwork on employee performance. This underscores the importance of integrating psychological and social perspectives when explaining performance outcomes in public sector settings.

From a practical standpoint, the findings generate several implications for human resource management within the Malang City Environmental Agency, particularly in the Green Open Space Division. Strengthening teamwork should be prioritized by ensuring clear task allocation, improving field coordination, and enhancing communication among employees. In addition, employee resilience can be developed through programs aimed at strengthening both physical and psychological endurance, implementing balanced workload management, and providing adequate work facilities that support job performance. Establishing a supportive work environment is also essential for improving performance, which can be achieved by fostering a culture of mutual assistance, team solidarity, and open communication among staff members. Furthermore, management should not concentrate solely on enhancing individual motivation; it is equally important to cultivate a collaborative work system that enables employees to function effectively as an integrated team.

Regarding the research limitations, this study was conducted within a single institution and was limited to one specific work unit; therefore, the findings cannot yet be broadly generalized to other public sector organizations. Since the investigation focused only on one organization and a particular functional area, the applicability of the results to wider public sector contexts remains restricted. The scope of variables examined was also confined to intrinsic motivation, resilience, teamwork, and co-worker support, while other potentially influential factors such as leadership style, organizational culture, and reward systems were not incorporated into the analysis. In addition, the data were obtained through questionnaires based on respondents' self-perceptions, which may introduce elements of subjective bias into the results.

REFERENCE.

- Adolf, A., & Afriana, R. (2025). Social Support and Work Dynamics in Public Organizations.
- Acoba, E. F. (2024). Social support and mental health: the mediating role of perceived stress. *Frontiers in Psychology*, 15, 1330720.
- Akhmaaj, A. (2024). Intrinsic motivational factors as a dominant indicator of job satisfaction. *International Journal of Scientific and Research Publications*, 14(4), 38–45. <https://doi.org/10.29322/ijsrp.14.04.2023.p14806>
- Aviadi, R., dkk. (2024). Pengaruh Dukungan Sosial terhadap Kinerja Pegawai di Sektor Publik. *Jurnal Manajemen*.
- Amirudin, A., Gunistiyo, G., & Suwandi, S. (2023). Pengaruh Kepemimpinan Transformasional, Lingkungan Kerja, Teamwork, dan Work From Home Terhadap

- Kinerja Pegawai Melalui Budaya Kerja. *Jurnal Ekonomi Bisnis, Manajemen Dan Akuntansi (JEBMA)*, 1(3), 288–307. <https://doi.org/10.47709/jebma.v1i3.2648>
- Antonio, A. N., & Kurniawan, J. E. (2024). Pengaruh Resiliensi Terhadap Kinerja Karyawan Dengan Job Insecurity Sebagai Mediator. *Jurnal Ilmiah Edunomika*, 8(2).
- Artha, C. U., Sitorus, S. A., & Nopeline, N. (2025). The Effect of Employee Resilience, Work Flexibility, and Gamification Training Program as Intervening Variables on Employee Performance. 5(1), 173–181.
- Britt, T. W., Shen, M. J., Sinclair, R. R., Grossman, M. R., & Klieger, D. M. (2019). How do we train resilience? A review of current innovative approaches. *Journal of Business and Psychology*.
- Bokaii, L. (2023). Impact of Teamwork on the Performance of the Employees in the Non-Governmental Sector. *The EURASEANs: Journal on Global Socio-Economic Dynamics*, 2(2(39)), 45–58. [https://doi.org/10.35678/2539-5645.2\(39\).2023.45-58](https://doi.org/10.35678/2539-5645.2(39).2023.45-58)
- Brennan, A., Garavan, T., Egan, T., O'Brien, F., & Ullah, I. (2024). A conservation of resources perspective on public sector employee work engagement. *European Management Review*, 21(2), 393–407.
- Chiaburu, D. S., & Harrison, D. A. (2019). Do peers make the place? Conceptual synthesis and meta-analysis of co-worker effects on perceptions, attitudes, and behaviors. *Journal of Applied Psychology*.
- Dessler, G. (2023). *Human Resource Management*. Pearson Education. <https://books.google.co.id/books?id=1ke5zwEACAAJ>
- Djianto, R. R. (2022). Pengaruh Resiliensi Dan Leadership Terhadap Psychological Distress Karyawan Dengan Dukungan Sosial Sebagai Pemoderasi.
- Indira Basalamah, & Risman, (2025). Motivasi Intrinsik Ekstrinsik dalam Meningkatkan Kinerja serta Kepuasan Kerja. In Takaza Innovatix Labs.
- Ernawati, E., Azhari, I. R., Pratama, T. P., Alief, A. R., & Asyifa, E. R. (2025). Pengaruh Kepemimpinan Transaksional, Motivasi Intrinsik, dan Dukungan Sosial terhadap Kinerja Karyawan PT Metaform Purwakarta. *MAMEN: Jurnal Manajemen*, 4(3), 564–576.
- Fernet, C., Trépanier, S. G., Austin, S., & Levesque-Côté, J. (2019). Committed to the organization or the job? Effects of motivation on employee performance. *International Journal of Stress Management*.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (3 (ed.)). SAGE Publications.
- Hamdani, H., Mulyanti, R. Y., & Abdillah, F. (2019). Pengaruh motivasi intrinsik dan ekstrinsik terhadap kinerja pengemudi Grabbike. *Jurnal Ekobis: Ekonomi Bisnis & Manajemen*, 9(2), 89–103.
- Hartmann, S., Weiss, M., Newman, A., & Hoegl, M. (2020). Resilience in the workplace: A multilevel review and synthesis. *Applied Psychology*.
- Hoxha, A., & Ramaandi, S. (2024). Intrinsic Motivation and Work Behavior in Modern Organizations. *Global Business Review*.
- Kasyifillah, A. (2024). Analisis Motivasi Intrinsik terhadap Kinerja Karyawan pada PT Usaha Yekapepe Surabaya. *Jurnal Riset Manajemen*.

- Indraningrat, A. A. N., Widyani, A. A. D., & Vipraprastha, T. (2022). Pengaruh Motivasi Kerja, Budaya Organisasi Dan Kerjasama Tim Terhadap Kinerja Karyawan Pada Pt Pergi Berlibur Indonesia. *EMAS*, 3(3), 23–34.
- Maulana, M., Akbar, F., Zaenuri, A., Manajemen, P. S., & Ekonomika, F. (2025). Resiliensi Karyawan : Kunci Peningkatan Kinerja di Masa Krisis. Bookchapter Manajemen SDM, 430–454.
<https://proceedings.unnes.ac.id/index.php/msdm/article/view/341%0Ahttps://proceedings.unnes.ac.id/index.php/msdm/article/download/341/325>
- Muchtadin, M., & Sundary, Z. E. (2023). Pengaruh Motivasi Intrinsik, Dukungan Rekan Kerja, Work-life Balance Terhadap Kepuasan Kerja Perawat Bakti Timah Pangkalpinang. *Transformatif*, 12(1), 24.
<https://doi.org/10.58300/transformatif.v12i1.529>
- Mathieu, J. E., Gallagher, P. T., Domingo, M. A., & Klock, E. A. (2019). Embracing complexity: Reviewing the past decade of team effectiveness research. *Annual Review of Organizational Psychology and Organizational Behavior*.
- Pamungkas, Y. F., Kui, D. O. K., & Pramono, R. (2024). Pengaruh Motivasi Intrinsik dan Motivasi Ekstrinsik terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai variabel intervening pada karyawan divisi farmasi rumah sakit xyz. *media bina ilmiah*, 19(1), 3431–3446.
- Pandi, & Prasojo, E. (2021). Pengaruh Kepemimpinan Transformasional, Teamwork, dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Dinas Sosial Daerah Istimewa Yogyakarta (DIY). *Journal Competency of Business*, 9(1), 1–10.
- Paredes-Saavedra et al. (2024). Work team effectiveness: Importance of organizational culture, work climate, leadership, creative synergy, and emotional intelligence in university employees. *Administrative Sciences*, 14(11), 280.
- Pratiwi, N., Jam'an, A., & Rizal, S. (2025). Pengaruh Dukungan Rekan Kerja Dan Motivasi Kerja Terhadap Kinerja Pegawai. *Jurnal Ekonomi Sakti*, 14(1), 81–89.
https://digilibadmin.unismuh.ac.id/upload/21139-Full_Text.pdf
- Rofiqi, M. (2024). Peran Dukungan Rekan Kerja dalam Memperkuat Perilaku Kerja Positif. *Jurnal Psikologi Industri*.
- Ritchie, L. A., & Gill, D. A. (2024). Conservation of resources theory. *Encyclopedia of Technological Hazards and Disasters in the Social Sciences*, 159–165.
<https://doi.org/10.4337/9781800882201.ch25>
- Ryan, R. M., & Deci, E. L. (2000). Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions. *Contemporary Educational Psychology*, 25(1), 54–67.
<https://doi.org/10.1006/ceps.1999.1020>
- Salas, E., Linhardt, R., & Fernández Castillo, G. (2025). The Science (and Practice) of Teamwork: A Commentary on Forty Years of Progress In Small Group Research (Vol. 56, Issue 3). <https://doi.org/10.1177/10464964241274119>
- Saputra, S. R. O. (2021). Peran Resiliensi Terhadap Kinerja Sumber Daya Manusia Berbasis Kecerdasan Emosional dan Kecerdasan Spiritual. Universitas Islam Sultan Agung (Indonesia).

- Saraswati et al. (2022). Hubungan antara resiliensi dan kinerja pegawai dimasa Covid-19 di puskesmas sejangkung kabupaten sambas. *Eksistensi*, 4(2).
- Sayudi, M. Y. (2021). Pengaruh Motivasi Intrinsik, Motivasi Ekstrinsik Dan Supervisi Terhadap Kinerja Pegawai Kantor Urusan Agama Kota Banjarmasin. *Jurnal Indonesia Sosial Sains*, 2(11), 467801.
- Sabarofek, M. S., & Sawaki, K. (2018). Pengaruh Lingkungan Kerja terhadap Kinerja Wahyuni, R., Gani, A., & Syahnur, M. H. (2023). Pengaruh Motivasi Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan. *Paradoks: Jurnal Ilmu Ekonomi*, 6(3), 142–150. <https://doi.org/10.57178/paradoks.v6i3.637>
- Van den Broeck, A., Howard, J. L., Van Vaerenbergh, Y., Roberts, P., & Chatzisarantis, N. L. (2019). Beyond intrinsic motivation: A meta-analysis of self-determination theory in the workplace. *Journal of Management*.
- Zakaria, N., dkk. (2019). Resiliensi dan Produktivitas Karyawan di Lingkungan Kerja Bertekanan Tinggi