

## REFERENCES

- Aboramadan, M., & Kundi, Y. M. (2020). Does transformational leadership better predict work-related outcomes than transactional leadership in the NPO context? Evidence from Italy. *International Journal of Voluntary and Nonprofit Organizations*.
- Aboramadan, M., Dahleez, K. A., & Farao, C. (2020). Inclusive Leadership and extra-role behaviors in higher education: does organizational learning mediate the relationship? *International Journal of Educational Management*.
- Achjari, D. (2004). Partial least squares: another method of structural equation modeling analysis. *Jurnal Ekonomi dan Bisnis Indonesia*.
- Agusta, R. (2019). Pengaruh Sistem Reward Terhadap Work Engagement Di PT. SVU Dengan Keadilan Prosedural Sebagai Variabel Kontrol. Naskah Publikasi Program Studi Magister Psikologi Profesi.
- Aktar, S., Sachu, M. K., & Ali, M. E. (2012). The impact of rewards on employee performance in commercial banks of Bangladesh: An empirical study. *IOSR Journal of Business and Management*, 6(2), 9-15.
- Allen, T. D. and Rush, M. C. (1998). The Effects of Organizational Citizenship Behavior on Performance Judgments: A Field Study and a Laboratory Experiment. *Journal of Applied Psychology*, 83 (2), pp. 247-260.
- Ali, Z., Sabir, S., & Mehreen, A. (2019). Predicting engagement and performance through firm's internal factors: Evidence from textile sector. *Journal of Advances in Management Research*.
- Anku, J. S., Amewugah, B. K., & Glover, M. K. (2018). Concept of Reward Management , Reward System and Corporate Efficiency. *International Journal of Economics, Commerce and Management*. Vol 2. 621–637.
- Arfah, A., & Putra, A. H. P. K. (2019). Analysis of Productivity and Distribution of Female Workers in FB's Industries. *Journal of Distribution Science*, 17(3), 31-39. <http://dx.doi.org/10.15722/jds.17.03.201903.31>.
- Arokiasamy, A. R. A. (2021). Exploring the Impact of Work Engagement, Organizational Citizenship Behaviour, and the Moderating Role of Office Design on Workplace Sustainability in Vietnam. *Turkish Journal of Computer and Mathematics Education (TURCOMAT)*.
- Aslan, H., Mert, I.S., & Sen, C. (2021). The Effect of Inclusive Leadership on the Work Engagement: An Empirical Study from Turkey. *The Journal of Asian Finance, Economics and Business*, 8(11).
- Atkar, S., Sachu, M. M. and Ali, M. E. (2012). The Impact of Rewards on Employee Performance in Commercial Banks in Bangladesh: An Empirical Study. *Journal of Business and Management*.
- Avery, D. R., Mckay, P. F., & Wilson, D. C. (2007). Engaging the Aging Workforce : The Relationship Between Perceived Age Engaging the Aging Workforce : The Relationship Between Perceived Age Similarity , Satisfaction With Coworkers , and Employee Engagement. *Journal of Applied Psychology*, 92(6), 1542–1556. <https://doi.org/10.1037/0021-9010.92.6.1542>

- Babcock-Roberson, M. E., & Strickland, O. J. (2012). The relationship between charismatic leadership, work engagement, and organizational citizenship behaviors. *The Journal of psychology*, 144(3), 313-326.
- Bakker, Arnold B & Evangelia Demerouti. (2007). The Job Demands-Resources Model: state of the art. *Journal of Managerial Psychology* Vol 22. No.3.
- Bamberger, P.A., & Levi, R. (2009). Team-based reward allocation structures and the helping behaviours of outcome-interdependent team members. *Journal of Managerial Psychology*. <http://dx.doi.org/10.1108/02683940910952705>
- Bao, P., Xiao, Z., Bao, G., & Noorderhaven, N. (2021). Inclusive Leadership and employee work engagement: a moderated mediation model. *Baltic Journal of Management*. <https://doi.org/10.1108/bjm-06-2021-0219>.
- Berber, A., & Rofcanin, Y. (2012). Investigation of organization citizenship behavior construct a framework for antecedents and consequences. *International Journal of Business and Social Research (IJBSR)*.
- Bizri, R. (2018). Diversity management and OCB: the connection evidence from the Lebanese banking sector. *Equality, Diversity and Inclusion: An International Journal*.
- Bui, H.T.M., Zeng, Y. and Higgs, M. (2017). The role of person-job fit in the relationship between transformational leadership and job engagement. *Journal of Managerial Psychology*.
- Carmeli, A., Reiter-Palmon, R. and Ziv, E. (2010). Inclusive Leadership and employee involvement in creative tasks in the workplace: the mediating role of psychological safety. *Creativity Research Journal*, Vol. 22 No. 3.
- Cavus, M. F., Aslan, H., & Kapusuz, A. G. (2020). Explaining the Effects of Inclusive Leadership on Job Satisfaction with the Mediating Role of Work Engagement. *Pacific Business Review International Journal*. Volume 12.
- Cenkci, A. T., Bircan, T., & Zimmerman, J. (2020). Inclusive Leadership and work engagement: the mediating role of procedural justice. *Management Research Review*.
- Choi, W., Heo, J., & Kim, L. (2015). A Study on the Impact of Material, Social, Symbolic Reward on OCB: Moderate Effect of the Rank. *Journal Of Economics, Business and Management*. <https://doi.org/10.7763/joebm.2015.v3.213>.
- Choi, S. B., Tran, T. B. H., & Kang, S. W. (2017). Inclusive leadership and employee well-being: The mediating role of person-job fit. *Journal of Happiness Studies*, 18(6), 1877–1901. <https://doi.org/10.1007/s10902-016-9801-6>
- Croasmun, J. T., & Ostrom, L. (2011). Using likert-type scales in the social sciences. *Journal of adult education*, 40(1), 19-22.
- Dartey-Baah, K., Anlesinya, A., & Lamptey, Y. (2019). Leadership behaviors and organizational citizenship behavior: The mediating role of job involvement. *International Journal of Business*, 24(1), 74–95.
- Gagne, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational Behavior*. Vol 26.

- Fahrizal, I., & Munir, S. (2022). The influence of leadership, reward system and self-efficacy on work engagement of frontline employees at PT. TIKI JNE Jakarta. *International Journal of Business Ecosystem & Strategy* (2687-2293), 4(2), 28-36.
- Firman, A., Mustapa, Z., Ilyas, G. B., & Putra, A. H. P. K. (2020). Relationship of TQM on Managerial Performance: Evidence from Property Sector in Indonesia. *Journal of Distribution Science*. <http://dx.doi.org/10.15722/jds.17.12.20201.47>.
- Fornell, C and Larcker, D. F. 1981. Evaluating Structural Equatuion Models with Unobservable Variables and Measurement Error. *Journal Of Marketing Research*, 18 (1): 39-5.
- Gracea, A., Klangi, L., & Rondonuwu, S. (2017). Pengaruh Keahlian Auditor, Pengetahuan Auditor Dan Kompleksitas Tugas Terhadap Audit Judgment (Studi Kasus Pada BPK RI Perwakilan Provinsi Sulawesi Utara). *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 5(2), 2627– 2636.
- Hanh Tran, T., & Choi, S. (2019). Effects of Inclusive Leadership on organizational citizenship behavior: the mediating roles of organizational justice and learning culture. *Journal Of Pacific Rim Psychology*. <https://doi.org/10.1017/prp.2019.10>.
- Hariq, Y. M. F., & Mulyani, S. (2021, November). The Relationship between Work Engagement and Job Satisfaction and Organizational Citizenship Behavior of Firefighters In Yogyakarta City. *In International Conference of Psychology* (Vol. 1, No. 1, pp. 95-101).
- Hudin, J. M., & Riana, D. (2016). Kajian Keberhasilan Penggunaan Sistem Informasti Accurate Dengan Menggunakan Model Kesuksesan Sistem Informasi DeLone Dan McLean. *Journal of Information Systems*, 12(1), 1–8.
- Javed, Basharat, Abdul Karim Khan, dan Samina Quratulain. 2018. Inclusive Leadership and Innovative Work Behavior: Examination of LMX Perspective in Small Capitalized Textile Firms. *Journal of Psychology: Interdisciplinary and Applied* 152(8):594– 612.
- Johnson, D. E., Erez, A., Kiker, D. S. and Motowidlo, S. J. (2002). Liking and Attributions of Motives as Mediators of the Relationships between Individuals' Reputations, Helpful Behaviors, and Raters' Reward Decisions. *Journal of Applied Psychology*, 87 (4), pp. 808-815
- Joireman, J., Daniels, D., George-Falvy, J., & Kamdar, D. (2006). Organizational Citizenship Behaviors as a Function of Empathy, Consideration of Future Consequences, and Employee Time Horizon: An Initial Exploration Using an In-Basket Simulation of OCBs 1. *Journal of Applied Social Psychology*, 36(9), 2266-2292.
- Kahn, W.A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, Vol. 33.
- Khan, K. U., Farooq, S. U., &Ullah, M. I.(2010).The relationship between rewards and employee motivation in commercial banks of Pakistan. *Research Journal of international studies*.

- Lavena, I., & Singmin Johannes Lo. (2020). The Effect of Leadership Behavior and Reward System on The Employee Performance Mediated by Organizational Citizenship Behaviour of PT Danpac Pharma. *Dinasti International Journal of Management Science*. <https://doi.org/10.31933/dijms.v1i4.186>.
- Mahaney, R. C. and Lederer, A. L. (2006). The Effect of Intrinsic and Extrinsic Rewards for Developing an Information Systems Project Success. *Project Management Journal*, 37 (4).
- Marhamah (2014). Pengaruh Quality of Work Life (QWL) Dan Reward Terhadap Organizational Citizenship Behavior (OCB) Pada Guru Sekolah Dasar Negeri (SDN) Di Babelan Bekasi. *Jurnal Manajemen Pendidikan*.
- Matofani, N., & Djastuti, I. (2016). Analisis Pengaruh Fun at work terhadap Organizational Citizenship Behavior (OCB) dengan Kepuasan Kerja dan Work Engagement sebagai Variabel Intervening. *Diponegoro Journal of Management*.
- Munir, R., Lodhi, M. E., Sabir, H. M., & Khan, N. (2016). Impact of rewards (intrinsic and extrinsic) on employee performance with special reference to courier companies of Faisalabad city. *European Journal of Business and Management*.
- Nembhard and Edmondson (2006). Making it safe: The effects of leader inclusiveness and professional status on psychological safety and improvement efforts in health care teams. *Journal of Organizational Behavior*. 27, 941–966.
- Ng, L. P., Choong, Y. O., Kuar, L. S., Tan, C. E., & Teoh, S. Y. (2021). Job satisfaction and organizational citizenship behavior amongst health professionals: The mediating role of work engagement. *International Journal of Healthcare Management*, 14(3), 797-804.
- Nigusie, G. T., & Getachew, H. (2019). The effect of reward system on employee creativity. *Journal of Higher Education Service Science and Management*, 2(1).
- Ningrum, D. V., Setiawan, & Atok, M. (2020). Analisis Kepuasan dan Keputusan Penggunaan Kembali Jasa Ojek Online Mahasiswa ITS dengan Metode Structural Equation Modeling. *Jurnal Sains Dan Seni ITS*, 8(2), 145–152.
- Panicker, A., Agrawal, R. K., & Khandelwal, U. (2018). Inclusive workplace and organizational citizenship behavior: Study of a higher education institution, India. *Equality, Diversity and Inclusion: An International Journal*.
- Pham, M. T., & Avnet, T. (2019). Rethinking regulatory engagement theory. *Journal of Consumer Psychology*, 19(2). <https://doi.org/10.1016/j.jcps.2009.02.003>.
- Podsakoff P.M., McKenzie S.B., Paine J.B. and Bacharach D. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26, 513–63.

- Rahman, M. F., Susanti, E., & Rojuaniah, R. (2021). The Role of Training Satisfaction and Work Engagement on Employee's OCB. *International Journal of Multicultural and Multireligious Understanding*, 8(4), 44-54.
- Randel, A. E., Dean, M. A., Holcombe Ehrhart, K., Chung, B. G., & Shore, L. M. (2016). Leader inclusiveness, psychological diversity climate, and helping behaviors. *Journal of Managerial Psychology*, 31(1), 216–234.
- Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of management journal*, 53(3), 617-635.
- Sajuyigbe, A. S., Olaoye, B. O., & Adeyemi, M. A. (2013). Impact of reward on employees performance in a selected manufacturing companies in Ibadan, Oyo State, Nigeria. *International Journal of Arts and Commerce*, 2(2), 27-32.
- Saks, A.M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, Vol. 21 No. 6, pp. 600-619.
- Saleem, Sharjeel dan Saba Amin. 2013. The Impact of Organizational Support for Career Development and Supervisory Support on Employee Performance. *European Journal of Business and Management* Vol 5 No 5.
- Saleh,C., Hayat, H., Sumartono, S. & Pratiwi, R. N. (2020). Moderating of religiosity on reward and engagement: Empirical study in Indonesia public service. *The Journal of Asian Finance, Economics and Business*, 7(6), 287-296.
- Santi, W., & Mukhtar, M. (2018). Pengaruh Reward dan Kontrak Psikologis Terhadap Organizational Citizenship Behavior (OCB) Dosen Fkip Universitas Halu Oleo (UHO).*Jurnal Ilmiah Wahana Pendidikan*.
- Saputra, I. M. D. J. M., & Piartrini, P. S. (2019). Peran Keterlibatan Karyawan Pada Hubungan Reward dan Internal Communication dengan Organizational Citizenship Behavior. *E-Jurnal Manajemen Universitas Udayana*, 8(3).
- Sarmawa, Suryani, & I Gede Riana. (2015). Commitment and Competency as an Organizational Citizenship Behavior Predictor and Its Effect on the Performance. *International Journal of Economics, Commerce and Management* Vol 3 No 1.
- Schoeffler, B. (2005). Employee Incentive Plans. Make them Worthwhile. *Insurance Journal*.
- Shore, L. M., & Chung, B. G. (2021). Inclusive leadership: How leaders sustain or discourage work group inclusion. *Group & Organization Management*, 47(4), 723-754.
- Singh, Akhilendra K. dan A P Singh. (2010). Career Stage and Organizational Citizenship Behaviour among Indian Managers. *Journal of the Indian Academy of Applied Psychology* Vol 36 No. 2.
- Tawil, M. R. (2021). The Effect of Job Rewards and Organizational Commitment on Organizational Citizenship Behavior through Mediation of Perceived Organizational Support and Work Engagement in Private Higher Education Lecturers: A Conceptual Framework. *Budapest International*

- Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 4(4), 11805-11817.
- Thakre, N., & Mayaker, R.(2016). Hope, organizational commitment and OCB among employees of private sector organizations. *Indian Journal of Positive Psychology*, 7 (4), 480-484.
- Thakre, N., & Mathew, P.(2020). Psychological empowerment, work engagement, and organizational citizenship behavior among Indian service-sector employees. *Global Business and Organizational Excellence*, 39(4), 45-52.
- Thomas, K. (2008). The four intrinsic rewards that drive employee engagement. *Ivey Business Journal*, 73(6), 1-12.
- Thomas, L., Ambrosini, V., & Hughes, P. (2019). The role of organizational citizenship behavior and rewards in strategy effectiveness. *The International Journal of Human Resource Management*, 30(18), 2628-2660.
- Tran, T. B. H., & Choi, S. B. (2019). Effects of Inclusive Leadership on organizational citizenship behavior: the mediating roles of organizational justice and learning culture. *Journal of Pacific Rim Psychology*, 13.
- Urairak, B., & Chaleoykitti, S. (2017). A model to manage the intention to stay in the nurse profession of nurse students at the army nursing college. *PSAKU International Journal of Interdisciplinary Research*, 6(1), 43- 49.
- Wang, Y. X., Yang, Y. J., Wang, Y., Su, D., Li, S. W., Zhang, T., & Li, H. P. (2019). The mediating role of Inclusive Leadership: Work engagement and innovative behavior among Chinese head nurses. *Journal of nursing management*, 27(4), 688-696.
- Wirawan, Muhammad Hadi. 2018. Pengaruh Keterlibatan Kerja dan Organizational Based Self Esteem terhadap Organizational Citizenship Behavior. *Tazkiya Journal of Psychology*. 6(2). 219-231.
- Yin, N. (2018). The influencing outcomes of job engagement: an interpretation from the social exchange theory. *International Journal of Productivity and Performance Management*, 67(5), 873-889. <https://doi.org/10.1108/ijppm-03-2017-0054>.
- Yunita, R., & Hajati, D. I. (2019). Analisis Faktor-Faktor yang Mempengaruhi Minat Berwirausaha di Kalangan Mahasiswa Politeknik Kotabaru. *Al-Ulum: Jurnal Ilmu Sosial dan Humaniora*. 5(2).
- Aboramadan, M., Hamid, Z., Kundi, Y. M., & El Hamalawi, E. (2022). The effect of servant leadership on employees' extra-role behaviors in NPOs: The role of work engagement. *Nonprofit Management and Leadership*.
- Adekunle, A. A. (2018). Reward System and Academic Staff Job Involvement in Ogun State Tertiary Educational Institutions. *Sokoto Educational Review*, 18(1).
- Affandi, A. S., Patrisia, D., Syahrizal, S., & Abror, A. (2019, April). The effect of employee engagement and job satisfaction on Organizational Citizenship Behavior (OCB). In 2nd Padang International Conference on Education, Economics, Business and Accounting (PICEEBA-2 2018) (pp. 523-531). Atlantis Press.

- Alkahtani, Ali. (2015). Organizational Citizenship Behavior (OCB) and Rewards. *International Business Research*.
- Bakker, A. B. (2011). An evidence-based model of work engagement. *Current direction in psychological science*, 265-269.
- Bannay, D. F., Hadi, M. J., & Amanah, A. A. (2020). The impact of inclusive leadership behaviors on innovative workplace behavior with an emphasis on the mediating role of work engagement. *Problems and Perspectives in Management*, 18(3), 479. [http://dx.doi.org/10.21511/ppm.18\(3\).2020.39](http://dx.doi.org/10.21511/ppm.18(3).2020.39)
- Buil, I., Martínez, E., & Matute, J. (2016). From internal brand management to organizational citizenship behaviours: Evidence from frontline employees in the hotel industry. *Tourism Management*, 57, 256-271.
- Burke, C. S., Sims, D. E., Lazzara, E. H., & Salas, E. (2007). Trust in leadership: A multi-level review and integration. *The leadership quarterly*, 18(6), 606-632.
- Cai, D., Cai, Y., Sun, Y., & Ma, J. (2018). Linking empowering leadership and employee work engagement: The effects of person-job fit, person-group fit, and proactive personality. *Frontiers in psychology*.
- Chawla, D., Dokadia, A., & Rai, S. (2017). Multigenerational differences in career preferences, reward preferences and work engagement among Indian employees. *Global Business Review*.
- Gross, S.E., & O'Malley, P. (2007). High priority: European firms focus on talent development. *Workspan*. 5(7), 60-64.
- Gunzler, D., Chen, T., Wu, P., & Zhang, H. (2013). Introduction to Mediation Analysis with Structural Equation Modeling. *Shanghai Archives of Psychiatry*, Vol.25, No. 6, pp. 390-394.
- Kerr, J., & Slocum Jr, J. W. (2005). Managing corporate culture through reward systems. *Academy of Management Perspectives*.
- Kerrin, M., & Oliver, N. (2002). Collective and individual improvement activities: The role of reward systems. *Personnel Review*, 31(3), 320-337. <http://dx.doi.org/10.1108/00483480210422732>
- Kurniawan, I. S., & Hutami, L. T. H. (2020). The influence of reward and feedback toward task Performance and the mediation.
- Lidinnillah, F., Murni, S., & Madhakomala, R. (2019). The Effect of Reward on Organizational Citizenship Behavior (OCB) Lecturers of Muria Kudus University (UMK) Central Java.
- Neckermann, S.(2008) Working for Nothing? The Effect of Non-Material Awards on Employee Performance, Goethe-University Frankfurt, Germany.
- Nurjanah, S., Pebianti, V., & Handaru, A. W. (2020). The influence of transformational leadership, job satisfaction, and organizational commitments on Organizational Citizenship Behavior (OCB) in the inspectorate general of the Ministry of Education and Culture. *Cogent Business & Management*, 7(1), 1793521.
- Organ, D. W. (1997). Organizational citizenship behavior: it's construct clean-up time. *Human Performance*. 10 (2), 85-97.
- Organ, D. W. (2006). Organizational citizenship behavior: Its nature, antecedents, and consequences.

- Podsakoff P.M., MacKenzie S.B., Morrman R.H. and Fetter R. (1990). Transformational leader behaviors and their effects on follower's trust in leader satisfaction, and organizational citizenship behaviors. *Leadership Quarterly*, 1, 107–142.
- Prastowo, Y.H. (2022). Analisis Keterlibatan Kerja terhadap Organizational Citizenship Behavior (OCB) Karyawan pada Pabrik Air MinumHaji Maming Alma Batulicin.
- Qi, L., Liu, B., Wei, X., & Hu, Y. (2019). Impact of Inclusive Leadership on employee innovative behavior: Perceived organizational support as a mediator. *PloS one*, 14(2), e0212091.
- Rai, A., Ghosh, P., Chauhan, R., & Singh, R. (2018). Improving in-role and extra-role performances with rewards and recognition: does engagement mediate the process? *Management Research Review*.
- Randel, A. E., Galvin, B. M., Shore, L. M., Ehrhart, K. H., Chung, B. G., Dean, M. A., & Kedharnath, U. (2018). Inclusive Leadership: Realizing positive outcomes through belongingness and being valued for uniqueness. *Human Resource Management Review*, 28(2), 190–203.
- Rucker, D. D., Preacher, K. J., Tormala, Z. L. & Petty, R. E. (2011). Mediation Analysis in Social Psychology: Current Practices and New Recommendations. *Social and Personality Psychology Compass*, 5(6), pp. 359-371.
- Rynes Sara L., Barry Gerhart & Kathleen A. Minette. (2004).The importance of pay in employee motivation: Discrepancy between what people say and what they do, *Human Resource Management*. 43(4): 381-394.
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and psychological measurement*, 66(4), 701-716.
- Schaufeli, W. B., Shimazu, A., & Taris, T. W. (2009). Being driven to work excessively hard: The evaluation of a two-factor measure of workaholism in the Netherlands and Japan. *Cross-cultural research*, 43(4), 320-348.
- Soane, E., Truss, C., Alfes, K., Shantz, A., Rees, C., & Gatenby, M. (2012). Development and application of a new measure of employee engagement: the ISA Engagement Scale. *Human resource development international*, 15(5), 529-547.
- Sulea, C., Virga, D., Maricutoiu, L. P., Schaufeli, W., Zaborila Dumitru, C., & Sava, F. A. (2012). Work engagement as mediator between job characteristics and behaviors. *Career Development International*, 17(3), 188–207. <https://doi.org/10.1108/13620431211241054>
- Susanti, S., & Kuntadi, S. (2016). Partial Least Squares-Structural Equation Modeling (PLS-SEM) Untuk Kepemimpinan, Dan Motivasi Sebagai Variabel Intervening Terhadap Peningkatan Kinerja Dosen STIE Ekuitas. *Prosiding SENTIA*, 8, 43–49.
- Taufek, F. H. B. M., Zulkifle, Z. B., & Sharif, M. Z. B. M. (2016). Sustainability in employment: Reward system and work engagement. *Procedia Economics and Finance*, 35, 699-704.



- Zeng, H., Zhao, L., & Zhao, Y. (2020). Inclusive leadership and taking-charge behavior: roles of psychological safety and thriving at work. *Frontiers in Psychology*, 11(62), 1–11. <https://doi.org/10.3389/fpsyg.2020.00062>
- Najmaei, A., & Sadeghinejad, Z. (2019). Inclusive leadership: a scientometric assessment of an emerging field. In *Diversity within Diversity Management* (Vol. 22, pp. 221-245). Emerald Publishing Limited.
- Tufail, U., Ahmad, M., Ramayah, T., Jan, F., & Shah, I. (2016). Impact of Islamic Work Ethics on Organisational Citizenship Behaviours among Female Academic Staff: The Mediating Role of Employee Engagement. *Applied Research in Quality of Life*, 12(3), 693-717. <https://doi.org/10.1007/s11482-016-9484-5>.
- Widodo, W., & Gunawan, R. (2020). The antecedence of lecturer's OCB: Evidence from Indonesia. *Management Science Letters*, 10(10), 2281-2286.
- Zeng, H., Zhao, L., & Zhao, Y. (2020). Inclusive leadership and taking-charge behavior: roles of psychological safety and thriving at work. *Frontiers in Psychology*, 11(62), 1–11. <https://doi.org/10.3389/fpsyg.2020.00062>
- Abdillah, W. (2018). Metode Penelitian Terpadu Sistem Informasi: Permodelan Teoritis, Pengukuran dan Pengujian Statistis.
- Allen, R.S., & Kilmann, R.H. (2001). Aligning reward practices in support of total quality management. *Business Horizons*, 44(3), 77–85. [http://dx.doi.org/10.1016/S0007-6813\(01\)80038-0](http://dx.doi.org/10.1016/S0007-6813(01)80038-0)
- Armstrong, M. (2001). *A Handbook of Human Resources Management Practice* (10th edition). London: Kogan Page Limited.
- Bakker, A. B., & Wilmar, S. (2003). Utrecht work engagement scale (UWES). Preliminary manual. Occupational health psychology unit Utrecht University.
- Blau P. (1964). *Exchange and power in social life*. New York, NY: Wiley.
- Bolden, R. (2004). *What is leadership?* Centre for Leadership Studies. University of Exeter.
- Bourke, J., Dillon, B., Quappe, S., & Human, L. (2012). *Inclusive Leadership: Will a hug do?* Deloitte Report, 1-20.
- Christian, M. S., Garza, A. S., & Slaughter, J. E. (2011). Work Engagement a Quantitative Review and Test of Its Relations with Task and Contextual Performance. *Personnel Psychology*, Vol 64.
- Chrobot-Mason *et al.* (2014). Leadership in a diverse workplace. In D. V. Day (Ed.), *The Oxford handbook of leadership and organizations*. Oxford University Press. <http://doi.org/10.1093/oxfordhb/9780199755615.013.034>.
- Cohen, *et al.* (2007). *Research Method in Education*. New York. Routledge.
- Cresswell, J.W. (2013). *Research Design 4<sup>th</sup> Edition*. Sage Publication.
- Cummings, T. G., & Worley, C. G. (2009). *Organization Development & Change*.
- Ghozali, I. (2015) *Aplikasi Analisis Multivariete Dengan Program IBM SPSS 23*. Edisi 8. Semarang: Badan Penerbit Universitas Diponegoro.
- Hair, J.F., Hult, G.T.M., Ringle, C.M., Sarstedt, M., Danks, N.P., Ray, S. (2021). *An Introduction to Structural Equation Modeling*. In: *Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R*. Classroom

- Companion: Business. Springer, Cham. [https://doi.org/10.1007/978-3-030-80519-7\\_1](https://doi.org/10.1007/978-3-030-80519-7_1).
- Hankin, H. (2005). *The new workforce: Five sweeping trends that will shape your company's future*. New York: American Management Association.
- Hartono, Jogiyanto. (2011). *Metodologi Penelitian Bisnis: Salah Kaprah dan Pengalaman-pengalaman*. BPF. Yogyakarta.
- Hartono, Jogiyanto, & Abdillah, W. (2015). *Partial Least Square - Alternative Structural Equation Modeling (SEM) dalam Penelitian Bisnis*. Yogyakarta: C.V Andi Offset.
- Hollander, E.P., Park, B.B. and Elman, B. (2008). *IL and leader-follower relations: concepts, research, and applications*. The Member Connector. International Leadership Association. Vol. 5.
- Hollander, E. P. (2009). *Inclusive leadership: The essential leader-follower relationship*. New York: Routledge.
- Minto Waluyo, I. M. (2021). *Mudah Cepat Tepat Dalam Aplikasi Structural Equation Modeling*. Edisi Revisi. CV Literasi Nusantara Abadi.
- Northouse, P.G. (2022). *Leadership: Theory and Practice*. Los Angeles: Sage Publications.
- Robbins, S.P. (2001). *Organizational Behavior*. 9th edition. New Jersey: Prentice Hall, Inc.
- Robbins, S. P dan Timothy A Judge. (2015). *Perilaku Organisasi*. PT Indeks Kelompok GRAMEDIA. Jakarta.
- Roscoe, J. T. (1975). *Fundamental research statistics for the behavioural sciences*. (2nd ed.) New York: Holt Rinehart & Winston.
- Sarwono, Jonathan. 2015. *Membuat Skripsi, Tesis, dan Disertasi dengan Partial Least Square SEM (PLS-SEM)*.
- Schaufeli, W. B., & Bakker, A. B. (2003). *Utrecht work engagement scale: Preliminary manual*. Occupational Health Psychology Unit, Utrecht University, Utrecht, 26(1), 64-100.
- Sekaran, Uma & Roger Bougie. (2017). *Metode Penelitian Bisnis*. Edisi 6, Jakarta: Penerbit Salemba Empat.
- Silalahi, U. (2009). *Metode Penelitian Sosial*. Bandung: PT. Refika Aditama.
- Sugiyono. (2018). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*, penerbit Alfabeta, Bandung.
- Sujarweni, V. Wiratna. (2015). *Metodologi Penelitian Bisnis & Ekonomi*. Yogyakarta: Pustaka Baru Press.
- Wagner, R., & Harter, J. K. (2006). *12: The elements of great managing (Vol. 978, No. 1-59992)*. Simon and Schuster.
- Wasserman, I. C., Gallegos, P. V., & Ferdman, B. M. (2008). *Dancing with resistance: Leadership challenges in fostering a culture of inclusion*. In: Thomas, K. M. (Ed.), *Diversity resistance in organizations*. New York, USA: Taylor & Francis Group/Lawrence Erlbaum
- Yamin, S., & Heri Kurniawan. (2011). *Generasi Baru Mengolah Data Penelitian dengan Partial Least Square Path Modeling: Aplikasi dengan Software XLSTAT, SmartPLS, dan Visual PLS*. Salemba Infotek. Jakarta

- Bange, E. M. (2013). Factors influencing reward at Safaricom Limited (Doctoral dissertation, University of Nairobi).
- Fluegge, E. R. (2008). Who put the fun in functional? Fun at work and its effects on job performance. Doctoral Dissertation. University of Florida.
- Kurniatami, Y., Yuwono, S., & Psi, S. (2014). Hubungan Antara Kepemimpinan Transformasional dengan Organizational Citizenship Behavior (OCB) di Universitas Muhammadiyah Surakarta (UMS) (Doctoral dissertation, Universitas Muhammadiyah Surakarta).
- Rodriguez, J. L. (2018). Inclusive Leadership and employee engagement: the moderating effect of psychological diversity climate.
- Shuck, B., Reio Jr, T. G., & Rocco, T. S. (2011). Employee engagement: An examination of antecedent and outcome variables. *Human resource development international*, 14(4), 427-445.
- Beck, Michael (2015). 3 Types of Engagement: How to improve engagement levels.
- Lewis, J. (2013). Differences between monetary and non-monetary incentives.
- Nelson, B. (2004). Misunderstanding rewards hampers motivation. *Canadian HR reporter*, Vol. 17 No. 10, 14 and 17.
- Yokoyama, M. (2010). When to use Employee Incentive Gifts.