



## **Effect of Work Motivation and Reward on Job Satisfaction Online Gojek Driver in Banjarmasin, Indonesia**

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### **Abstract**

This study aims to examine the effect of work motivation and reward variables on job satisfaction variables for Gojek online drivers in the city of Banjarmasin, Indonesia. The design of this research is research with quantitative methods and is a field survey research by taking primary data sources. The research population is Gojek Online drivers in the city of Banjarmasin and a sample of 30 respondents using a purposive sampling method. The data was processed by analyzing multiple linear regression data with the help of the SPSS test tool. The statistical test results and the results of the hypothesis in this study conclude that the work motivation variable and the reward variable simultaneously have a positive and significant effect on the online Gojek driver job satisfaction variable in Banjarmasin City, while the partial test results for the work motivation variable do not have a significant effect on the job satisfaction variable. Online Gojek drivers in Banjarmasin City, and the reward variable partially has a positive and significant effect on the Job Satisfaction Gojek Online Drivers in Banjarmasin City, this research only takes objects in Banjarmasin city, it is hoped that further research can expand objects in other cities in Indonesia.

**Keywords:** Job satisfaction, Online gojek driver, Reward, Work motivation

### **Introduction**

The development of the internet has occurred significantly, as seen from the rapidly increasing number of users and the use of what was previously the internet was only used to communicate, now the internet has become a tool for exchanging information quickly with a very wide range. Hootsuite (We are Social) (2023) released data on internet and social media user trends in 2022 in Indonesia. The data shows that there are 370.1 million connected mobile devices, an increase of 3.6% compared to 2021 which amounted to 345.3 million, 204.7 million internet users, an increase of 1% compared to 2021 which amounted to 202.6 million, and 191.4 million active social media users, an increase of 12.6% compared to 2021 which amounted to

170 million. This can prove that there is a surge in internet users in Indonesia. This can be seen in Figure 1 below



Source: Hootsuite (We are Social). (2023).

**Figure 1. Internet User Trend Data in Indonesia for 2022**

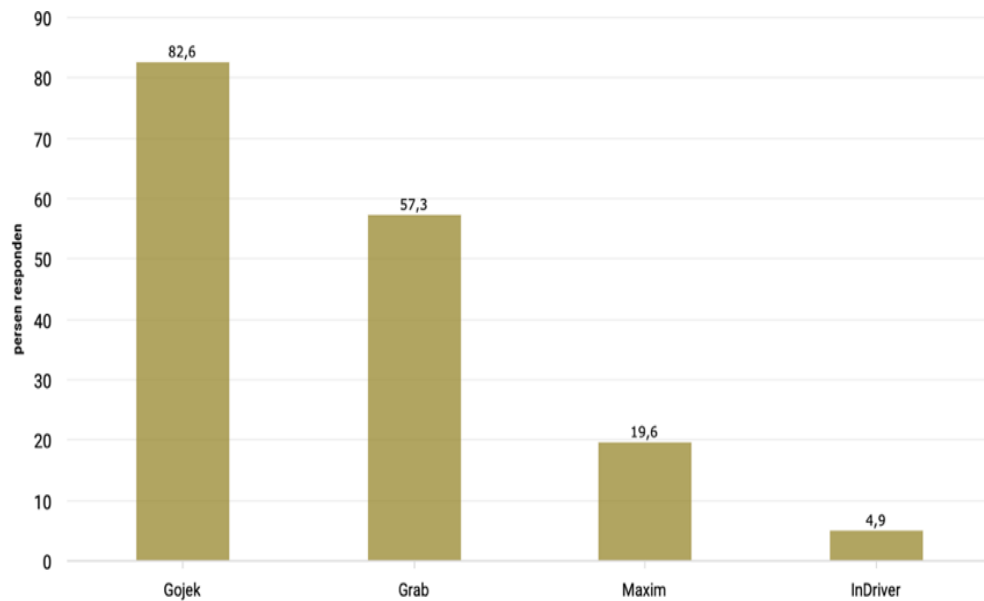


Source: Hootsuite (We are Social). (2023).

**Figure 2. Daily Time Spen With Media di Indonesia**

In figure 2, data compiled by Hootsuite (We are Social) (2023) Indonesian people spend an average of 8 hours 36 minutes a day using the internet, watching television for 2 hours 50 minutes, using social media for 3 hours 17 minutes, listening to music for 1 hour 30 minutes, and playing games for 1 hour 19 minutes. The data shows that the lifestyle of the Indonesian people has changed to a digital lifestyle and social media is the medium that Indonesians use the longest to access digital media in 2022. The development of the internet today is seen by activists or business organizations as an opportunity to create an innovation. so that the business can grow and be competitive. The application of internet technology in a business is a solution for today's modern society which has high mobility so it requires a practical breakthrough in meeting needs and supporting daily activities. One of the applications of internet technology in a business can be seen in the transportation sector. Collaboration between transportation and internet technology is a very growing business today.

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Source: Hootsuite (We are Social). (2023).

**Figure 3. The Most Used Online Transportation in Indonesia**

There are several online transportation service providers in Indonesia, namely Gojek, Grab, Maxim, and InDriver. A survey conducted by the Institute for Development of Economics and Finance (INDEF), reported by databkos (2022) in 2022, Gojek is the online transportation service most widely used by Indonesians with a percentage of 82.6%. The data also shows that although Indonesians have other applications, they also choose the Gojek application as their first choice. This is because users consider the Gojek application to be easy to use and provide the highest sense of security for users compared to similar competitors. Gojek is a technology company from Indonesia that provides online transportation services. This company was founded in 2010 by Nadiem Makarim. In its development, Gojek has been present in 50 Indonesian cities and has various main service features to meet the needs of the Indonesian people, such as Gojek and Gocar for transportation services, Gofood for food & beverage services, and Gosend for goods delivery services. escaped from the contribution of quality human resources in it. The implementation of internet technology in collaboration with conventional businesses in the field of transportation requires adaptive and innovative human resources due to the rapid development of technology. According to Ajabar (2020) human resources are the main key for an organization in carrying out its goals. Banjarmasin as one of the cities in Indonesia is not spared from Gojek's big expansion. The presence of Gojek in the city of Banjarmasin is a new job opportunity for the community. Nationally, Gojek has 2 million drivers and 190 million business partners. This indicates that Gojek is one of the biggest job providers in Indonesia. One of the important players as an introduction to Gojek services to users is the driver. As the first person dealing directly with users, drivers are required to work in accordance with company operational standards so that services can be delivered properly to customers, such as not being able to take orders outside the application and not doing things that are detrimental to users. The creation of a conducive working atmosphere is necessary so that drivers remain committed to the company. This is because a conducive working atmosphere can create job satisfaction which has an impact on business continuity.

Therefore Gojek must pay attention to factors that can affect job satisfaction, job satisfaction is a positive attitude of the workforce including feelings and behavior towards work through the assessment of one job as a sense of respect in achieving one of the important values of work (Afandi, 2018; Narwathi, et al, 2023)). Job satisfaction will also affect productivity which is highly expected by a manager, so a manager needs to understand what must be done to create employee job satisfaction. Research conducted by Bahri and Nisa (2017) suggests a fact that work motivation has a significant effect on job satisfaction. Strengthened by research conducted by (Astuti and Mayasari, 2021; Muslim & Puspitasari, 2023; Zulfikar, et al, 2021) results that work motivation influences job satisfaction. According to Robbins and Judge (2018) stated that motivation is the willingness to expend a high level of effort for organizational goals conditioned by the ability of that effort to fulfill some individual needs.). Gojek routinely provides treatment such as seminars to drivers so that work motivation is maintained. Research conducted by Foenay et al. (2020) put forward a fact that reward has a significant effect on job satisfaction. Strengthened by research conducted by Fitria and Sawitri (2017), it results that reward has a significant effect on job satisfaction. According to Suryadilaga et al. (2016) in Wijaya (2021) rewards are one of the company's efforts to empower human resources and improve employee performance in the company. Gojek always gives rewards to drivers when drivers have completed a predetermined number of orders in the form of money that goes into the driver's balance in the application. A preliminary study was conducted by the author on 8 Gojek online drivers in the city of Banjarmasin. The results showed that 5 out of 8 drivers said they did not get work motivation seminar treatment then 7 out of 8 drivers said that the rewards given by Gojek were currently decreasing compared to previous years. These phenomena were finally considered interesting for the authors to carry out research on the Effect of Work Motivation and Rewards on Gojek Online Driver Job Satisfaction.

## **Literature Review**

### **Work motivation**

According to Samsudin (2015: 281), "motivation is the process of influencing or pushing from the outside towards a person or work group so that they want to carry out something that is set". According to Sunyoto (2015: 4), "work motivation is a condition that encourages individual desires to carry out certain activities to achieve their desires". According to Fahmi (2013: 107), "motivation is a behavioral activity that works in an effort to meet the desired needs". Based on the understanding of motivation according to the experts above, the researcher concludes that motivation is that motivation is a condition within a person that encourages self-efficacy caused by the needs and goals to be achieved. According to Hasibuan (2014) there are indicators in measuring motivation, namely physical needs, a sense of security and safety, social needs and the need for food.

### **Rewards**

According to Suryadilaga et al. (2016) in Wijaya (2021) rewards are one of the company's efforts to empower human resources and improve employee performance in the company. Appreciation is a remuneration given by the company to the workforce, because the

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workforce has contributed energy and thoughts for the progress of the company in order to achieve the goals set (Sastrohadiwiryo, 2010). Reward according to Moorhead and Griffin (2013) includes various incentives provided by the company so that employees become part of a psychological contract. Giving awards can provide satisfaction for a number of employee needs that are trying to be fulfilled through a choice of attitudes related to work (Muslih & Zamara, 2022). Based on the explanation of previous experts, the researcher concludes that reward is a gift given by the company to employees for good performance while carrying out their duties and responsibilities which aims to improve employee performance. According to Fahmi (2016) there are five indicators in measuring rewards, namely: financial cash, financial benefits, non-financial, intrinsic rewards and extrinsic rewards.

### **Job Satisfaction**

According to Afandi (2018) job satisfaction is a positive attitude of the workforce including feelings and behavior towards work through evaluating one job as a sense of respect in achieving one of the important values of work. Job satisfaction is a general attitude towards one's work, which shows the difference between the number of awards received by workers and the amount that workers believe they should receive (S. P. Robbins & Judge, 2018). Based on the explanation of previous experts, the researcher concludes that job satisfaction is an attitude, expression or feeling of pleasure by employees towards the work given. According to Robbins and Judge (2015) there are indicators in measuring job satisfaction, namely: satisfaction with work, satisfaction with rewards, satisfaction with supervisor supervision, satisfaction with colleagues and promotion opportunities.

### **Research Method**

This research uses quantitative methods. the sample in this study were Gojek online motorcycle taxi drivers in the city of Banjarmasin with a total of 30 respondents, the sampling method was purposive sampling. This test was carried out using the SPSS Statistics Software. Data sources were primary data, data collection methods used questionnaires and data analysis techniques used descriptive statistical analysis methods, instrument tests, classical assumption tests, multiple linear regression analysis and hypothesis testing, data were analyzed using multiple linear regression.

### **Results/Findings**

#### **Validity test**

This test was conducted to measure the validity of a research instrument used in research. The instrument in this study was a questionnaire. A questionnaire as a research instrument is declared valid if the questions on the questionnaire are able to reveal something that the questionnaire will measure (Ghozali, 2018). The validity test in this study used the Pearson correlation and compared the r count with the r table.

**Table 1. Test the Validity of Work Motivation Variables**

Item	r Hitung	r Tabel	Keterangan
X1.1	0,936	0,361	Valid

X1.2	0,892	0,361	Valid
X1.3	0,887	0,361	Valid
X1.4	0,875	0,361	Valid

Source: Processed data, 2023

Table 1. shows the data that all work motivation statement items as variable X1 have r count which is greater than r table. The conclusion from this data is that the statement of the variable Work Motivation is valid and can be used in research.

**Table 2. Reward Validity Test**

Item	r Hitung	r Tabel	Keterangan
X2.1	0,947	0,361	Valid
X2.2	0,95	0,361	Valid
X2.3	0,944	0,361	Valid
X2.4	0,97	0,361	Valid
X2.5	0,913	0,361	Valid
X2.6	0,876	0,361	Valid

Source: Processed data, 2023

Table 2 shows the data that all reward statement items as variable X2 have r counts that are greater than r tables. The conclusion from this data is that the reward variable statement is valid and can be used in research.

**Table 3 Job Satisfaction Validity Test**

Item	r Hitung	r Tabel	Keterangan
Y.1	0,924	0,361	Valid
Y.2	0,936	0,361	Valid
Y.3	0,928	0,361	Valid
Y.4	0,835	0,361	Valid

Source: Processed data, 2023

Table 3. shows the data that all job satisfaction statement items as variable Y have r count which is greater than r table. The conclusion from this data is that the statement of the variable job satisfaction is valid and can be used in research.

### **Reliability Test**

The questionnaire can be categorized as reliable if the respondent's responses in a statement are coherent from time to time (Ghozali, 2018). The basic decision for a questionnaire to be reliable or not is if the results of the reliability test show a Cronbach Alpha value  $> 0.70$  (Ghozali, 2011). The following are the results of tests conducted with SPSS software:

**Table 4. Reliability Test**

Variabel	Nilai Cronbach	Keterangan
	Alpha	
Work Motivation (X1)	0,911	reliable
Reward (X2)	0,968	reliable
Job Satisfaction (Y)	0,924	reliable

Source: Processed data, 2023

Reliability test results data in Table 4. shows the resulting Cronbach Alpha value is more than 0.70. These results illustrate that the respondents who participated in this study gave consistent and not random answers. Based on this, the statements presented in the questionnaire are suitable for use in research.

### Classic assumption test

#### Normality test

This test serves to prove if the residual or interfering variables are normally distributed (Ghozali, 2018). This action is necessary because in the t test and it is assumed that the residual values follow a normal distribution. Tests on this data use the Kolmogorov test-(Ghozali, 2018). The decision that forms the basis of this study is the significance value of the Kolmogorov-Smirnov test of more than 0.05

**Table 5. Normality Test**

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			30
Normal Parameters <sup>a,b</sup>	Mean	0.0000000	
	Std. Deviation	1.41410012	
Most Extreme Differences	Absolute	0.101	
	Positive	0.101	
	Negative	-0.085	
Test Statistic			0.101
Asymp. Sig. (2-tailed) <sup>c</sup>			0.200 <sup>d</sup>
Monte Carlo Sig. (2-tailed) <sup>e</sup>	Sig.	0.585	
	99% Confidence Interval	Lower Bound	0.573
		Upper Bound	0.598

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Source: Processed data, 2023

The results of the analysis in Table 5 show that the Kolmogorov-Smirnov test value for residual data in this study is 0.200. The conclusion in this test is that the residual data in this study are normally distributed because the resulting test value is above 0.05 and the conditions in this test have been fulfilled.

### Multicollinearity Test

This test aims to test whether the regression model found a correlation between one or all of the independent (independent) variables. A good regression model certainly does not have an influence between the independent variables. The basic decisions in this study are as follows:

For correlation matrix analysis, if the correlation value between variables is more than 0.90, then there is an indication of multicollinearity.

For the analysis of the tolerance value and variance inflation factor (VIF), if the tolerance value is  $\leq 0.10$  and the VIF value is  $\geq 10$ , it means that there is multicollinearity.

**Table 6. Multicollinearity Test**

Coefficients <sup>a</sup>			
		Collinearity Statistics	
Model		Tolerance	VIF
1	Motivation	0.161	6.201
	Reward	0.161	6.201

a. Dependent Variable: Job Satisfaction

Source: Processed data, 2023

The data is in Table 6. The results obtained through this test show that there were no independent variables with a tolerance value of less than 0.10 and VIF greater than 10. The overall conclusion from the two data results is that the independent variables in the study did not arise multicollinearity.

### Heteroscedasticity Test

This test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another (Ghozali, 2018). A good regression model is one that does not have heteroscedasticity. This test uses the glejser method, the basic decision making is as follows:

If the value (GIS)  $> 0.05$  then the data does not occur heteroscedasticity,

If the value (GIS)  $< 0.05$  then the data has heteroscedasticity

**Table 7. Heteroscedasticity Test**

Coefficients <sup>a</sup>					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	-1.303E-15	0.637		0.000
	Motivation	0.000	0.142	0.000	0.000
	Reward	0.000	0.090	0.000	0.000

a. Dependent Variable: ABRESID

Source: Processed data, 2023



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The results are shown in Table 7. that all variables have a significance value above 0.05. Based on this, the variables in this study did not occur heteroscedasticity in accordance with the previous basic decision.

### **Multiple linear regression**

This test is used to see whether the model specifications used are correct or not (Ghozali, 2018).

**Table 8. Multiple Linear Regression Test**

<i>Factor</i>	<i>Coefficient Regression</i>	<i>t count</i>	<i>Sig</i>	<i>annotation</i>
<i>Constant</i>	2,277	3,574	0,001	
<i>Motivation (X1)</i>	-0,10	-0,070	0,945	
<i>Reward (X2)</i>	0,53	5,902	0,0000	
<i>t Tabel</i>	2,04841	<i>F count</i>	105,660	
<i>R</i>	0,942	<i>F Table</i>	3,35	
<i>R Square</i>	0,887			
<i>Std. Error of the Estimate</i>	1,466			

Source: Processed data, 2023

The result is that Work Motivation (X1) has no significant effect on Job Satisfaction (Y) and Reward (X2) has a significant effect on Job Satisfaction (Y). For the equation of the simple linear regression function model in this study, it can be arranged systematically based on the data presented in Table 8, as follows:

$$Y = a + bX1 + bX2 + e$$

$$Y = 2,277 - 0,10X1 + 0,53X2 + 1,466$$

The model equation produced in this study can be interpreted that the value of *a* is a constant number of 2.277. That is, if there are no Work Motivation (X1) and Reward (X2) values, the Job Satisfaction (Y) value will still be 2.277. Through these results it is found that Work Motivation (X1) has a negative regression coefficient value. That is, there is a non-unidirectional or opposite relationship between Work Motivation (X1) and Job Satisfaction (Y). Based on these results it can be concluded that the better the Work Motivation given, the lower the job satisfaction of online Gojek drivers in the city of Banjarmasin. Conversely, the lower the work motivation given, the higher the job satisfaction of Gojek online drivers in the city of Banjarmasin. The value of the regression coefficient for the reward variable in this study is positive. This means that there is a unidirectional relationship between Reward (X2) and Job Satisfaction (Y). Based on these results, it can be concluded that the better the reward given,

the job satisfaction of online Gojek social commerce drivers in the city of Banjarmasin will increase. Conversely, the lower the reward given, the lower the job satisfaction of Gojek online drivers in the city of Banjarmasin. Other data model equations generated in this study can be interpreted as follows:

The value of  $a$  is a constant number of 2.277. That is, if there are no Work Motivation (X1) and Reward (X2) values, the Job Satisfaction (Y) value will still be 2.277.

The coefficient value for Work Motivation (X1) is -0.10. That is, each increase in unit responsiveness will increase Job Satisfaction (Y) by -0.10.

The coefficient value for Reward (X2) is 0.53. That is, each increase in unit responsiveness will increase Job Satisfaction (Y) by 0.53.

The R value serves to describe whether or not the correlation value is very high between variables. This study gave the results of an R value of 0.942. These results indicate that there is a very high correlation between the independent variables and the dependent variable. The following is a tabulation for the interpretation of the R value as a basic decision in drawing conclusions:

**Table 9. Interpretation of R Values**

No	Intervals Coefficient	Relationship Level
1.	0,800 – 1,000	Very high
2.	0,600 – 0,799	High
3.	0,400 – 0,599	Medium
4.	0,200 – 0,399	Low
5.	0,000 – 0,199	Very low

The R Square value is the coefficient of determination which indicates the level of contribution of each independent variable to the dependent variable. Based on the results data in table 4.14 shows the R Square value of 0.887. These results conclude that the independent variable contributes 88.7% to the increase or decrease in the dependent variable and the rest is influenced by other variables not examined.

### **Hypothesis testing**

#### **Simultaneous Test (F)**

The data in Table 4.14 obtained the Fcount value of the regression model in this study was 105.662 and the resulting Ftable value was 3.23. These results illustrate that  $F_{count} > F_{table}$ . Based on these values, the variables Work Motivation (X1) and Reward (X2) simultaneously (together) have a significant effect on the Job Satisfaction variable (Y). Based

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on this, the hypothesis (H1) in the form of the Work Motivation variable (X1) and the Reward variable (X2) simultaneously influence the Job Satisfaction variable (Y) is declared accepted.

**Table 10. F Test Results**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.942 <sup>a</sup>	0.887	0.878	1.466

a. Predictors: (Constant), Reward, Motivation

b. Dependent Variable: Job Satisfaction

Source: Processed data, 2023

**Partial Test (t)**

This test is used to interpret the effect of the independent variable partially on the dependent variable. The decision that forms the basis of this t statistical test is: Significant value of  $t < 0.05$ , meaning that all independent variables individually and significantly influence the dependent variable. However, if the significant value of  $t > 0.05$ , it means that all the independent variables individually and significantly do not affect the dependent variable.

If  $t_{count} > t_{table}$ , it means that all independent variables individually and significantly affect the dependent variable. However, if  $t_{count} < t_{table}$ , it means that all the independent variables individually and significantly do not affect the dependent variable.

**Table 11. Test Results t**

Variable	Tcount	ttable	Sig.	Annotation
Motivation (X1)	-0,070	2.05183	0,945	Not Significant
Reward (X2)	5,902	2.05183	0,0000	Significant

Source: Processed data, 2023

The t statistical test that has been carried out produces the tcount value of the Work Motivation variable (X1) is -0.070. These results show  $t_{count} < t_{table}$ , namely  $-0.070 < 2.05183$ . Then, the value of Sig. the variable X1 obtained is 0.945, greater than the predetermined value requirement of 0.05. This shows that the variable Work Motivation (X1) has no significant effect on the Job Satisfaction variable (Y). Based on this, the hypothesis (H2) in the form of the variable Work Motivation (X1) has a partial effect on the Job Satisfaction variable (Y) which is declared rejected. The t statistical test that has been carried out produces the tcount value of the Reward variable (X2) is 5.902. These results show  $t_{count} > t_{table}$ , namely  $5.902 > 2.05183$ . Then, the value of Sig. the variable X2 obtained is 0.000, smaller than the predetermined value requirement of 0.05. This shows that the Reward variable (X2) has a significant influence on the Job Satisfaction variable (Y). Based on this, the hypothesis (H3) in

the form of the Reward variable (X2) has a partial effect on the Job Satisfaction variable (Y) which is declared accepted.

### **The Simultaneous Effect of Work Motivation and Reward on Job Satisfaction**

The results of multiple linear regression analysis show that Work Motivation (X1) and Reward (X2) simultaneously on Job Satisfaction (Y) produce  $F_{count} > F_{table}$ . Based on these values, the variables Work Motivation (X1) and Reward (X2) simultaneously (together) have a significant effect on the Job Satisfaction variable (Y). This is because the work motivation and rewards given by Gojek in the city of Banjarmasin simultaneously to online drivers are good so that online drivers feel satisfied when doing work.

### **Partial Effect of Work Motivation on Job Satisfaction**

The results of multiple linear regression analysis show that Work Motivation (X1) partially to Job Satisfaction (Y) shows  $t_{count} < t_{table}$ . Based on these values, the variable Work Motivation (X1) partially has no effect and is not significant on the Job Satisfaction variable (Y). This is because the treatment in the form of providing work accident insurance guarantees is felt to be lacking by Gojek online drivers in Banjarmasin City, so that it is the biggest indicator of dissatisfaction when doing work. The results of this study are not in line with the research conducted by Bahri and Nisa (2017) which states that motivation has a significant effect on job satisfaction.

### **Partial Effect of Reward on Job Satisfaction**

The results of multiple linear regression analysis show that Reward (X2) partially to Job Satisfaction (Y) shows  $t_{count} > t_{table}$ . Based on these values, the reward variable (X2) has a partial and significant effect on the Job Satisfaction variable (Y). This is because Gojek City of Banjarmasin provides wages according to the capacity of the driver and makes the driver's performance an evaluation for the company so that it creates a sense of driver satisfaction when doing work. The results of this study are in line with research conducted by Fitria and Sawitri (2017) which states that reward has a significant effect on job satisfaction.

### **Conclusion**

The results of statistical tests and the results of the hypotheses in this study provide the following conclusions:

- a) Work Motivation and Rewards simultaneously affect the job satisfaction of Gojek online drivers in Banjarmasin City.
- b) Partially, work motivation has no effect on online Gojek driver job satisfaction in Banjarmasin City.
- c) Rewards partially affect the job satisfaction of Gojek online drivers in the city of Banjarmasin.

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