

# **The Effect Of Rewards, Leadership Style And Motivation On Employee Job Satisfaction In Pt. Cipta Wira Tirta**

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## **ABSTRACT**

*This type of research is quantitative descriptive. The research was obtained by using primary data through a survey using a questionnaire containing questions about reward variables, leadership style, motivation and job satisfaction which were distributed to all respondents. The population is employees of PT. Cipta Wira Tirta with amount Respondent as many as 94 people. Against questionnaire collected done further data tabulation processed using software namely SPSS. Testing with descriptive statistical tests, classical tests and hypothesis tests. The results of the study are There is a significant influence between rewards, leadership style and motivation on employee job satisfaction simultaneously. There is a significant influence between leadership style on the achievement of employee job satisfaction partially There is no significant influence between rewards and motivation on job satisfaction partially*

**Keywords: Job Satisfaction, Rewards, Leadership Style**

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## **I. INTRODUCTION**

Human resources are an important element in a company because the workforce has great potential to support the company's activities. Optimizing the potential of each individual is needed to achieve maximum results. The relationship between the company and employees is mutually beneficial; employee contributions to the progress of the company will benefit both parties. Employees feel self-achievement and fulfillment of life's needs from success, while the company relies on success for growth and development.

However, human resource management is often overlooked. Although the importance of HR management is widely recognized, its implementation is often unplanned and lacks focus. Amidst rapid changes in the business environment and increasing competition, companies are required to improve operational efficiency, effectiveness, and productivity.

Organizations aim for long-term development, reflected in increased employee income and well-being. However, constraints such as job dissatisfaction can affect organizational performance and effectiveness. Job satisfaction, which is related to attitudes toward work, although difficult to measure directly, has an impact on work outcomes. Factors such as rewards, leadership style, and motivation affect job satisfaction. Rewards are often a primary concern, with many employees linking success to salary or recognition. Leadership style also plays a significant role; a mismatch between leadership style and employee needs can lead to resignation. Good motivation drives individuals to achieve goals and feel satisfaction from their work.

Rewards are one of the factors that affect employee performance, this has been proven by the results of research conducted by (Mamonto et al., 2023) on the effect of rewards on work engagement and employee performance at Fresh Mart Bahu Mall. The results of the study were that rewards had no effect on performance, because the Fresh Mart Bahu Mall company did not provide rewards in the form of bonuses to employees who did not have good performance.

Research on motivation and job satisfaction has been conducted by (Audi Surya K, Sri Suryoko, 2015) on the effect of motivation on the work performance of employees of PT Bank Sahabat Purba and Arta Head Office Semarang. The results of the study are that motivation affects the work performance of employees of PT Bank Sahabat Purba and Arta Head Office Semarang. where the higher the motivation given, the higher the achievement. Research on leadership style has also been conducted by (I. Jaya et al., 2022) on the effect of leadership style, work motivation and work environment on the performance of Brimob personnel at the Brimob Unit of the South Sulawesi Regional Police. The results of the study are that leadership style has a negative but insignificant effect on the performance of Brimob personnel, in influencing the performance of Brimob Personnel

there must be high work motivation from within the Brimob Personnel such as the level of persistence and level of effort possessed by Brimob personnel.

Currently, PT. Cipta Wira Tirta Jakarta has not met employee expectations regarding fair rewards and motivation. The company needs to improve the motivation mechanism by providing rewards such as salary increases, promotions, bonuses, and training. By increasing motivation, employee job satisfaction can increase, which will have a positive impact on performance and achievement of organizational goals and company profits. This study aims to evaluate "The Effect of Rewards, Leadership Style, and Motivation on Employee Job Satisfaction at PT. Cipta Wira Tirta, Jakarta."

## **II. LITERATURE REVIEW, FRAMEWORK OF THINKING**

### **2.1. Literature review**

#### **2.1.1. Rewards**

To improve employee performance, motivation, and satisfaction, human resource managers often implement a reward system. The Human Resources Department is responsible for designing and managing an adequate reward system. Appropriate and adequate rewards can increase employee motivation and satisfaction, and support the achievement of organizational goals.

According to Mamonto et al., (2023) , rewards are a form of appreciation given to employees in recognition of their contributions, which are reflected in work performance. (Rego, 2014) defines rewards as fair and appropriate remuneration for workers for their contributions in achieving organizational goals. (Yeni, et al., 2021) added that rewards are compensation for employee contributions to the company. (Jaya, 2023) stated that rewards are an important element in organizational life. Kreitner and Kinicki (2023) divide rewards into two types: intrinsic rewards and extrinsic rewards. Intrinsic rewards are internal and come from direct involvement in a particular task, providing personal satisfaction from the performance of the work itself. While extrinsic rewards come from external factors and are given by outside parties, not directly related to activity performance.

#### **2.1.2. Leadership Style**

The role of a leader is vital for progress organization . Understand theories leadership help evaluate effectiveness leadership and its impact to productivity . Junaidi et al., (2023) underline importance study about leadership . (Mulyanti, 2024) define leadership as a process of influence social For get participation voluntary from subordinate in reach objective organization . (Jarot Prianggono, 2022) see leadership as activities that influence people to reach objective group in a way volunteer . Jayanti & Wati, (2019) to mention leadership as activity influence people to reach objective group in a way voluntary , whereas (I. Jaya et al., 2022) emphasizes the relationship between individuals who use authority to achieve common goals. (Alif Utomo, 2019) also describes leadership as the process of influencing and supporting others to achieve goals with enthusiasm.

#### **2.1.3. Motivation**

Motivation is very important in a company because it influences the development and direction of the workforce to carry out tasks with enthusiasm and dedication. Motivated employees are expected to achieve high performance and meet company goals. Without adequate motivation, achieving company goals will be difficult. Motivation includes drives that influence a person's actions and behavior, including initiating, implementing, and maintaining activities. In addition to motivation, ability and role perception also contribute to optimal work performance. Romlah et al., (2019) define motivation as a process that explains an individual's willingness to strive to achieve organizational goals, by meeting individual needs. Pamungkas et al., (2022) emphasize the intensity, direction, and persistence of effort in achieving goals. Nur Hasmalawati, (2017) calls motivation a drive that can be conscious or subconscious, and describes it as a process that activates and directs behavior. Kreitner and Kinicki (2023) add that motivation is a psychological process that triggers and maintains goal-oriented actions. Luthan (2023) explains motivation as a process that starts from physiological or psychological deficiencies that trigger behavior towards goals or incentives.

Sulaeman, (2019) describes motivation as a drive to create work enthusiasm so that employees are willing to work together effectively.

#### **2.1.4. Satisfaction Work**

Employees and companies are closely related, with employees playing a vital role in company operations. Employee productivity and work motivation directly affect company performance. Employees who have high work enthusiasm and morale tend to improve company performance, while employees who are dissatisfied or

unmotivated can have a negative impact on company performance (Siagian, 2018) . Therefore, management must ensure that employees are satisfied and motivated to increase productivity.

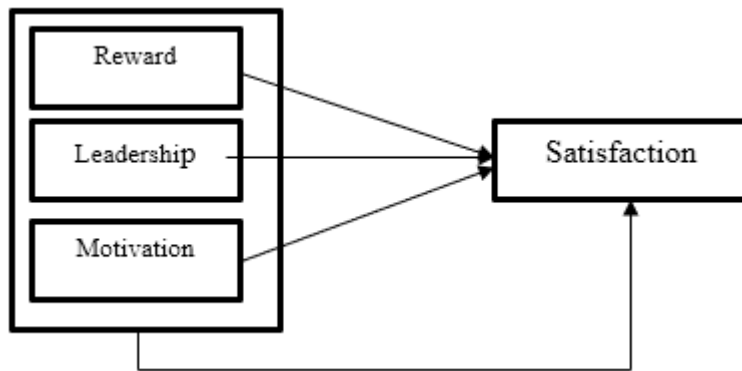
Job satisfaction is an important indicator that reflects how employees perceive their work and its aspects. Zebua, (2020) defines job satisfaction as a positive emotional state that arises from the evaluation of one's work. (Firdaus et al., 2023) added that job satisfaction is related to how well the job fulfills what is considered important to the employee. Various methods such as rating scales, critical incidents, interviews, and action tendencies can be used to measure job satisfaction.

**2.2. Hypothesis Study**

Based on premise mentioned above can arranged hypothesis study as following :

- a. H0 : The reward system has no effect on job satisfaction.  
H1 : The reward system has an effect on job satisfaction.
- b. H0 : Leadership style does not affect job satisfaction.  
H1 : Leadership style influences job satisfaction.
- c. H0 : Motivation has no effect on job satisfaction.  
H1 : Motivation influences job satisfaction.
- d. H0 : Reward system, leadership style and motivation together do not influence job satisfaction.  
H1 : Reward system, leadership style and motivation jointly influence job satisfaction.

Figure 1. Framework



Source: author's data processing

**III. RESEARCH METHODOLOGY**

This type of research is quantitative descriptive. The research was obtained by using primary data through a survey using a questionnaire containing questions about reward variables, leadership style, motivation and job satisfaction which were distributed to all respondents. The population is employees of PT. Citra Wira Tirta with amount Respondent as many as 94 people. Against questionnaire collected done further data tabulation processed using software namely SPSS. Testing with descriptive statistical tests, classical tests and hypothesis tests.

**IV. ANALYSIS RESULTS AND DISCUSSION**

**4.1. Analysis Results**

**4.1.1 . Correlation Analysis Between Rewards (X1), Leadership Style (X2), and Motivation (X3) on Job Satisfaction (Y)**

**Table 1. Analysis Results Correlation**  
Correlations

		Rewards	Leadership Style	Motivation	Satisfaction Work
Rewards	Pearson Correlation	1	.719(**)	.720(**)	.384(**)
	Sig. (2-tailed)		.000	.000	.000
	N	94	94	94	94
Leadership Style	Pearson Correlation	.719(**)	1	.669(**)	.453(**)
	Sig. (2-tailed)	.000		.000	.000
	N	94	94	94	94

Motivation	Pearson Correlation	.720(**)	.669(**)	1	.318(**)
	Sig. (2-tailed)	.000	.000		.002
	N	94	94	94	94
Satisfaction Work	Pearson Correlation	.384(**)	.453(**)	.318(**)	1
	Sig. (2-tailed)	.000	.000	.002	
	N	94	94	94	94

\* \* Correlation is significant at the 0.01 level (2-tailed).

Source Data : SPSS Output

Based on table 4.15 above the correlation that occurs between reward to satisfaction Work obtained sig. value  $0.000 < 0.05$ , between style leadership to satisfaction Work obtained sig. value  $0.000 < 0.05$ , while between motivation to satisfaction Work obtained sig. value  $0.002 < 0.05$ , meaning correlation all variable is significant .

4.1.2 Analysis Rewards (X1), Leadership Style (X2), Motivation (X3) Towards Satisfaction Work (Y) In Simultan

**Table 2. Summary Model Table of Tests Simultan**  
Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.461(a)	.213	.187	6.068997	.213	8.115	3	90	.000	1,549

a Predictors : (Constant), Motivation , Leadership Style , Rewards

B Dependent Variable: Satisfaction Work

Source Data : SPSS Output

Based on the magnitude The Adjusted R Square ( $R^2$ ) figure is 0.187. This figure can used For see the magnitude influence rewards , style leadership and motivation for achievement satisfaction Work in a way simultaneously , with method count Coefficient Determination (KD) with use formula as following :

$$KD = r^2 \times 100\%$$

$$KD = 0.187 \times 100\%$$

$$KD = 18.7\%$$

So it is obtained conclusion , variability satisfaction Work can explained with use variable rewards , style leadership and motivation by 18.7%, while the rest 81.3 % is caused by other variables outside this model .

Hypothesis testing influence rewards , style leadership and motivation to satisfaction Work in a way overall done with method compare (sig) with Level Of Significant ( $\alpha$ ) of 0.05. basis taking his decision is If mark probability (sig) more small from  $\alpha = 0.05$  ( $\text{sig} < 0.05$ ), then Ho is rejected and H1 is accepted , meaning significant . If the probability (sig) is greater big from  $\alpha = 0.05$  ( $\text{sig} > 0.05$ ), then Ho is accepted and H1 is rejected , meaning No significant . For testing , required hypothesis as following :

- Ho: There is no influence between rewards, leadership style and motivation on job satisfaction.
- H1: There is an influence between rewards, leadership style and motivation on job satisfaction.

**Table 3. Anova table Substructure**  
ANOVA(b)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	896,664	3	298,888	8.115	.000(a)
	Residual	3313.946	90	36,833		
	Total	4211.610	93			

a Predictors : (Constant), Motivation , Leadership Style , Rewards

B Dependent Variable: Satisfaction Work

Source Data : SPSS Output

Based on table 4.17 above obtained probability (Sig) of  $0.000 < 0.05$ , so Ho is rejected and H1 is accepted , meaning there is influence between rewards , style leadership and motivation to satisfaction Work employee . The size influence is by 18.7%, and the amount influence other variables outside the regression model the is by 81.3%.

Hypothesis testing influence between rewards , style leadership and motivation to satisfaction Work can also be done with compare significance of F count with F table . If calculated > F table then Ho is rejected and H1 is accepted, meaning significant. And if F count < F table then Ho is accepted and H1 is rejected, meaning not significant.

The F table number can be seen in the F table with a significant level (  $\alpha$  ) of 0.05 at  $df1 = nk (94-3 = 91)$  and  $df2 = k-1 (3-1 = 2)$  which is 3.15. from the anova table it can be seen that the F count is  $8.115 > 3.15$ , so Ho is rejected and H1 is accepted, meaning it is significant.

- Ho : There is none influence between Xi and Y
- H 1 : There is influence between Xi and Y

**4.1.3. Influence Analysis Rewards (X1), Leadership Style (X2), and Motivation (X3) towards Satisfaction Work (Y) in Partial**

**Table 4. Coefficient Table Substructure**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	23,433	3. 954		3. 730	.000		
	Rewards	.123	.137	.136	.899	.371	.380	2,630
	Leadership Style	.453	.170	.377	2,661	.009	.435	2,297
	Motivation	-.027	.117	-.033	-.231	.818	.434	2,303

a Dependent Variable: Satisfaction Work

Source Data : SPSS Output

Based on table 4.18 above concluded coefficient obtained influence reward (X1) to achievement satisfaction Work have p- value  $0.371 > 0.05$ , so No There is influence between reward to achievement satisfaction work . While influence style leadership (X2) towards satisfaction Work own p- value  $0.009 < 0.05$ , so Ho is rejected and H1 is accepted It means there is influence between style leadership to achievement satisfaction Work in a way partial , significant . While influence motivation (X3) towards achievement satisfaction Work own p- value  $0.818 > 0.05$ , so Ho is accepted and H1 is rejected It means No There is influence between motivation to achievement objective organization in a way partial . The size influence can known with see numbers in the table coefficient Beta or Standardized Coefficient column .

**4.2. Discussion**

**4.2.1. The Influence of Reward Variables on Job Satisfaction**

The results of the hypothesis test show that there is no effect of Rewards on Job Satisfaction. Employees feel that the rewards given are not commensurate with their contribution, or if the reward system is not transparent and fair, then the effect of rewards on job satisfaction can be insignificant. For example, if a salary increase or bonus is not in accordance with expectations or industry standards, employees may feel less satisfied. If the rewards given are considered inadequate or not in accordance with market standards, then employees may not feel a positive impact on their job satisfaction. The factors contained in rewards, such as: (1) intrinsic rewards; (2) extrinsic rewards. Research results This in line with (Mamonto et al., 2023) , Research result different with (Jaya, 2023) that reward influential to satisfaction Work .

**4.2.2. The Influence of Leadership Style Variables on Job Satisfaction**

The results of the hypothesis test show the influence of leadership style on job satisfaction. The factors contained in the leadership style, such as: directive leaders; supportive leaders; participative leaders; achievement-oriented leaders. Leaders who apply a supportive leadership style, such as transformational or participative leadership styles, can create a positive and inclusive work environment. Leaders who provide support, recognition, and attention to employee needs can improve their morale and job satisfaction. A supportive and collaborative work environment can make employees feel valued and motivated. A directive leadership style, which provides clear direction and guidelines, can help employees feel more confident in carrying out their duties. Leadership that provides clear direction and support can reduce confusion and stress, and increase job satisfaction by creating a sense of order and certainty in the workplace. The results of the study are in line with (I. Jaya et al., 2022) , (Nesa et al., 2024) , (Jarot Prianggono, 2022) . While the results of this study differ from (Saputri & Andayani, 2018) which states that leadership style does not affect job satisfaction.

#### **4.2.3. The Influence of Motivation Variables on Achieving Job Satisfaction**

The results of the hypothesis test showed no effect of motivation on employee job satisfaction. The factors contained in motivation, such as: Psychological; security; Social; Rewards; Self-actualization. If the company focuses more on extrinsic motivation (eg, bonuses or material rewards) and pays less attention to intrinsic motivation (eg, sense of achievement, self-development), then the motivation provided may not significantly affect job satisfaction. Employees may not feel deep satisfaction from only material rewards, and more personal intrinsic motivation may be less noticed. If the motivation strategy does not match the needs and preferences of employees, then the impact on job satisfaction can be minimal. For example, if employees need recognition or development opportunities more than financial rewards, then motivation that focuses on other aspects will not be effective. The strategy for implementing job satisfaction factors that are well implemented by PT. Cipta Wira Tirta employees in general impact on increasing motivation employee to positive and increasingly positive direction high . Research results This in line with (Lamere et al., 2021) whereas results study from (Wuwungan et al., 2020) , (Chamariyah et al., 2022) , (Pamungkas et al., 2022) who stated that motivation influences the achievement of job satisfaction.

#### **4.2.4. The influence of rewards, leadership style and motivation on employee job satisfaction .**

The results of the hypothesis testing show that there is an influence of rewards, leadership style and motivation on employee job satisfaction. At PT. Cipta Wira Tirta, the influence of rewards, leadership style and motivation on employee job satisfaction are interrelated and interact with each other. Fair and adequate rewards, supportive and communicative leadership style, and high motivation contribute to higher levels of job satisfaction. Companies need to manage these three aspects well to ensure that employees feel satisfied and motivated, which can ultimately increase productivity and overall organizational performance. This hypothesis is supported by the results of statistical coefficients testing which show that the variables of rewards, leadership style and motivation, combined or simultaneously, significantly affect employee job satisfaction . This in line with results study from (Rizky Nurul P & Rahardja, 2019) , (Rego & Program, 2014)

## **V. CONCLUSION AND SUGGESTIONS**

### **5.1. Conclusion**

There is significant influence between rewards , style leadership and motivation to satisfaction Work employee in a way simultaneous There is significant influence between style leadership to achievement satisfaction Work employee in a way partial Not available significant influence between rewards and motivation to satisfaction Work in a way partial In general overall , for increase satisfaction work at PT. Cipta Wira Tirta, a company must focus on development style positive leadership and evaluation as well as repair system existing rewards and motivations .

### **5.2. Limitations Study**

Based on conclusion research that has been presented , there is a number of limitations that can recognized from results said . First , although study This show existence influence significant between rewards , style leadership , and motivation to satisfaction Work in a way overall , important For noted that study This only involving Respondent from PT. CIPTA WIRA TIRTA, which may own characteristics and context Work certain that are not can represent all industry or organization in a way general . Limitations This to imply that results obtained Possible No can fully applied in a way wide without consider variability context organizational others . Second , although style leadership show significant influence to satisfaction Work employee in a way partial , value low significance For rewards and motivation show that factors This Possible No own similar impacts in the context studied . This could caused by other external factors variables studied in study this , like factors psychological individual , dynamics team , or aspects environment work that is not under consideration in a way deep . With thus , while study This give outlook important about factors that influence satisfaction work at PT. CIPTA WIRA TIRTA, research more further involving more samples big and varied from various industry can help generalize results more wide . In addition , considering variable addition like factors psychological and social in context satisfaction Work will enrich understanding to more dynamics complex in organization .

### **5.3. Suggestion**

Based on the conclusion that has been obtained , then the suggestions that can be given is as following :

#### **a. Suggestions for Study Furthermore**

Suggestions that can be given given For study next (1). Increase variable independent , more from 3 variables ( rewards , style leadership and motivation ) in order to get results or know the most influential variable in a way significant to satisfaction Work employee . (2). Expands objects research and quantity respondents .

**b. Suggestions for Policy Managerial**

Some suggestions that can be given for the company policy of PT. CIPTA WIRA TIRTA include: (1). In relation to employee job satisfaction, especially PT. CIPTA WIRA TIRTA where the potential of each human resource in the company must be utilized as well as possible, so that it can provide maximum results, for example by implementing additional working hours (overtime), providing bonuses, incentives, commissions and also providing motivation and appreciation by periodically selecting exemplary employees. (2). For company management, this study is expected to provide input and broader insight regarding rewards, leadership styles and motivation in achieving employee job satisfaction.

**c. Suggestions for Development Knowledge**

Study This expected give supporting insights and references other similar research about influence rewards , style leadership and motivation to satisfaction Work employee .

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