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## Analysis of Incentives on Job Satisfaction with Organizational Commitment as a Mediating Variable

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ABSTRACT	ARTICLE INFO
<p><i>This research aims to analyze incentives for job satisfaction with organizational commitment to mediate J&amp;T Express expeditions in Sukabumi City as an international shipping expedition company. This research uses a Human Resource Management approach. The method used by researchers is a quantitative method with an associative approach. The population in this study consisted of 119 J&amp;T Express Sukabumi City employees. The sampling technique used in this research is Non Probability Sampling in the form of saturated sampling. This research uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) for data analysis techniques using SmartPLS version 3.0 software. The results of this research state that incentives have a positive and significant effect on job satisfaction. Incentives have a positive and significant influence on Organizational Commitment. Organizational Commitment has a positive and significant influence on Job Satisfaction. Organizational Commitment has a positive and significant effect between incentives on job satisfaction through organizational commitment.</i></p> <p>© 2025 Pendidikan Manajemen Perkantoran</p>	<p><b>Article History:</b> <i>Submitted/Received 22 August 2024 First Revised 14 November 2024 Accepted 25 November 2024 First Available online 25 December 2024 Publication Date 20 January 2025</i></p> <hr/> <p><b>Keywords:</b> <i>Incentives; Job Satisfaction; Organizational Commitment</i></p>

## 1. INTRODUCTION

Human resource management is a field of management that specifically studies the relationship and role of humans in organizations so as to realize organizational goals in the form of employee job satisfaction. In an organization, humans are the most important element in an organization. Without the role of humans, even though the various factors needed are available, the organization will not run. Because humans are the driving force and determine the course of an organization. Therefore, the organization should provide positive direction in order to achieve organizational goals. (Wahyudi, W., Semmaila, B., & Arifin, Z., 2020).

Every member of an organization has their own interests and goals when joining the organization. For some, the expectation of earning money is the only reason to work, but others argue that money is just one of the many needs that are met through work. Ideally, every organization can balance the achievement of its members' goals. Many organizations are not sustainable because of their capital, but because of poor management including human resources. It is an important task for an organization to be able to provide job satisfaction for its members.

Job satisfaction is a positive attitude that arises from work experiences and aspects of work. (Resa et al., 2023).. This is because job satisfaction can affect work behavior such as lazy, diligent, productive and others, or has a relationship with several types of behavior that are very important in organizations. (Lamin, 2018). The success of the organization is influenced by employee performance (Job Performance) or the results of work achieved by employees in performing tasks in accordance with the responsibilities assigned to them. Employees are resource assets for organizations that have the talent, energy and creativity needed by organizations in achieving goals. Every organization wants human resources or employees who are able to work very well so that they can provide added value to the organization or company. But in reality, each employee has different characteristics and motivations. In order to improve employee performance, organizations need to pay attention and try to meet the various needs of their employees.

The level of employee job satisfaction in a company is the key to the spirit that supports the realization of company goals. One of the factors that affect employee job satisfaction can be seen from the incentives provided.

Creating a good work system is still not enough to make employees work at their best in order to achieve the best job satisfaction and commitment. In return, companies need to pay attention to employee welfare. The first benchmark for employees is the amount of compensation provided, one of which is the incentives received from the company. The compensation system should satisfy the needs of employees, ensure fair treatment of them in terms of compensation and reward their performance. If the compensation system has been able to create conditions as above, employees will be happy to fulfill the management's request to work optimally. Simply put, compensation satisfaction will lead to improved performance for employees. (Norisanti et al., 2020). To increase job satisfaction and employee commitment, one of the efforts given by the company is to provide incentives.

Incentives are defined as a form of payment linked to performance and gainsharing, as the sharing of profits for employees due to increased productivity. (Ruslan Efendi, 2020). This system is another form of compensation outside of salaries and wages which is fixed compensation, called a performance-based compensation system. If incentives have been obtained by employees, employees will feel considered and needed in the company so as to create job satisfaction and fulfill the needs or desires of employees at work.

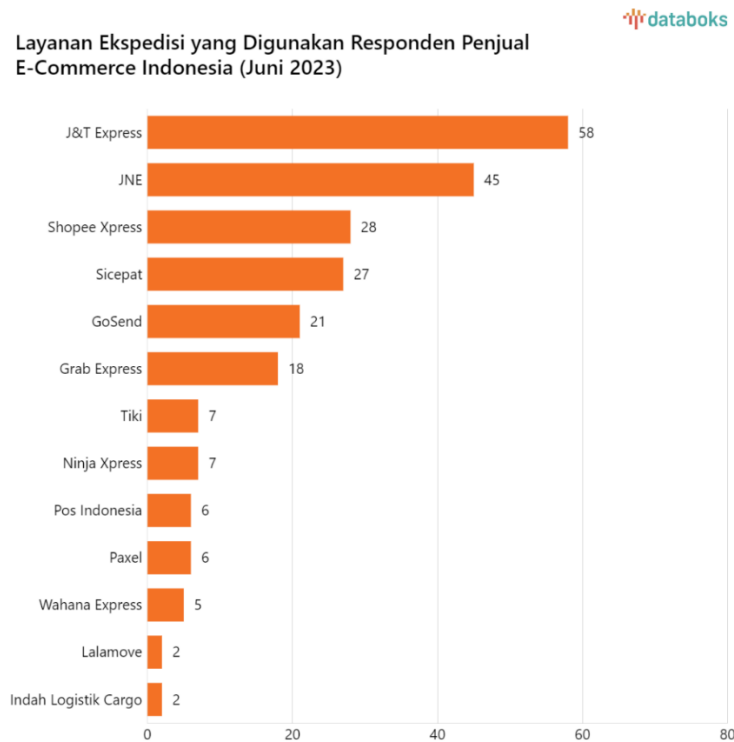
One of the factors that can affect employee job satisfaction is compensation, one of which is incentives, namely what employees receive in exchange for the contributions they have made to the organization. (Atmaja, 2022). However, it is an important task for the company in encouraging intentions that come from within the individual himself such as his loyalty or organizational commitment.

Organizational commitment is defined as a state where an employee identifies with an organization and certain goals, and wants to maintain his membership in facilitating his goals (Kasmiruddin, 2021). Commitment in the organization reflects quality improvement. This commitment is a mindset that shows employee loyalty to the organization and is a continuous process in which organizational members show their concern for the organization (Pradana, 2023). Commitment does not exist by itself, commitment is formed through a long process of life. Starting from the family, then continuing in education, then strengthened by practice and experience, then forged with burdens, problems and responsibilities, then in the end few of us have the character of commitment (Wahyudi & Salam, 2020).

When concluding the concepts of incentives, job satisfaction and organizational commitment, it should be noted that the incentives provided by the company can make employees feel satisfied with the results of their work, because employee job satisfaction that is not given optimally will be able to cause a sense of wanting to leave the place where employees currently work, on the contrary, if employees feel satisfaction at work, employees will be committed to the company.

One of the goods delivery service companies at this time is growing quite rapidly. The flow of information and higher consumption needs, as well as the development of online businesses or E-commerce such as Shopee, Lazada, Bukalapak, Tokopedia and other online businesses have resulted in an increase in the use of goods delivery services. This increase is more or less due to logistics delivery activities along with the development of the business world. The development of market demand for the demand for goods delivery services, is the background for the increasing the number of business actors involved in the sector concerned with shipping. with shipping.

Goods delivery service companies in Indonesia are increasingly mushrooming in because the opportunities are great. In Indonesia, there are already many types of companies that serve goods delivery services. This company competes to be the best by offering a variety of services so that it can win the hearts of consumers. Expedition service companies that currently dominate the market include JNE, Tiki, Pos Indonesia, Ninja Express, Sicepat and other goods delivery services that compete directly with J&T Express. directly with J&T Express.



**Figure 1. Expedition Services Used by Indonesian E-Commerce Seller Respondents (June 2023)**

Source: databoks, 2023

Based on the data presented in the figure above, it can be concluded that J&T Express is the most widely used expedition service by e-commerce seller respondents in Indonesia (58%). This shows that J&T Express is trusted by e-commerce sellers to deliver their products to buyers. JNE comes in second with a percentage of 45%. This shows that JNE is still a popular choice for e-commerce sellers in Indonesia. Shopee Xpress came in third with a percentage of 28%. This shows that Shopee Xpress is increasingly popular among e-commerce sellers in Indonesia, especially for sellers who use the Shopee platform.

J&T Express is a well-known freight forwarding company in Indonesia, quite famous in Indonesia, of the many expedition service companies shipping companies that exist. J&T Express serves its customers to make deliveries of goods. The company was founded on August 20, 2015 by Jet Lee and Tony Chen based in Jakarta, and has partnered with several large marketplaces in Indonesia such as Shopee, Tiktok Shop, Tokopedia, Lazada and Bukalapak. J&T Express is a relatively new company when compared to other freight forwarding companies, although it is relatively new, it can grow and develop quickly, and can compete with other companies. At this time J&T Express has reached all of Indonesia by having 100 gateway centers, 4,000 operating points, 30,000 workers, and thousands of supporting fleets.

The level of employee job satisfaction in a company is the key to the spirit that supports the realization of company goals. Employee job satisfaction can be influenced by several factors according to Hardono (2020). These factors can be seen from the dimensions and indicators that can affect employee job satisfaction itself. One of the dimensions that can influence is the salary dimension. The salary dimension has a close relationship with variables that affect satisfaction, namely incentives. Job satisfaction will increase if the incentives provided are in accordance with what employees do and expect (Sari & Irawanto, 2016). (Sari & Irawanto, 2016).

The number of J&T Express shipments in Sukabumi has increased significantly during 2021-2023. This can be seen in the table below:

**Table 1. Total Delivery Data of J&T Express Sukabumi in 2021-2023**

No.	Year	Number of Goods Delivered	Target
1	2021	550.000	600.000
2	2022	670.000	600.000
3	2023	720.000	600.000

Source: J&T Express Sukabumi, 2023

Based on the table above shows that the last 3 years from 2021, 2022 & 2023, in 2021 there were 550,000 total shipments of goods, in 2022 there were 670,000 total shipments of goods and in 2023 there were 720,000 total shipments of goods, this shows that the target of shipping goods J & T Exspress Sukabumi has not been achieved in 2021, with a target of 600,000 goods per year sent by J & T Exspress Sukabumi.

J&T Express freight shipments in Sukabumi show a significant increase from year to year. This shows that J&T Express services are increasingly in demand by the community. However, based on the results of interviews conducted, there are problems related to the provision of incentives that have not increased. This can be proven through the assessment of job satisfaction of J&T Express Sukabumi employees conducted through the distribution of pre-questionnaires to 30 employees as respondents. The following are the results of the assessment of J&T employees in Sukabumi City on job satisfaction.

**Table 2. Pre-questionnaire Assessment of Job Satisfaction in J&T Employees in Sukabumi City**

No.	Statement	Agree	Disagree
1	Satisfied with the amount of incentives provided	9 people	21 people
2	The company provides salary on time	12 people	18 people
3	Supervisor appreciates employee's work	14 people	16 people
4	The facilities provided are very supportive of the work	14 people	16 people
5	The company's work environment is safe and pleasant	17 people	13 people

Source: Processed by the author (2024)

Based on Table 1, it can be seen that there are significant differences of opinion from the five statements submitted to J&T employees in Sukabumi City. The average respondent from a sample of 30 respondents answered disagree to the statements submitted. The proposed statement includes employees feel that the salary paid is fair according to the work they do. In the statement 21 people answered disagree and 9 people answered agree. This means that employees feel unfair about the salary given to them. Furthermore, namely the statement that the company provides salaries on time, with the answers of 18 respondents disagreeing and 12 people agreeing. Likewise with the next two statements, namely the supervisor appreciates the results of employee work and the facilities provided are very supportive of the work, both of which were given a value by the respondents, namely 16 people answered disagree and 14 people answered agree. This is inversely proportional to the last statement, namely the situation of the company's work environment is safe and pleasant, given

an assessment by respondents of 17 people who answered agree and 13 people answered disagree.

Based on this, it can be seen that the average employee of J&T Kota Sukabumi from 4 statements related to incentives provided by the company answered disagree, which means that employees feel that there are injustices and problems with their incentives so far. This also shows that there are problems with employee job satisfaction caused by employees who feel dissatisfied with the incentives received during work.

Job satisfaction can be influenced by organizational commitment. This is supported by research conducted by (Zulfikar, 2022) which states that organizational commitment has a significant effect on job satisfaction. Meanwhile, organizational commitment itself can be influenced by incentives. Research conducted by (Cynthia Dewi dan Joyce Angelique Turangan, 2020) which states that incentives have a significant effect on organizational commitment. Based on this, there is a gap in research on the relationship between incentives and job satisfaction.

Research conducted by Dinny & Nugraheni (2015) and Ong et al., (2020) stated that incentives have a positive and significant effect on job satisfaction. Meanwhile, according to research conducted by Aprilia et al. (2022) and Patras et al. (2017) suggest that incentives have a negative and insignificant effect on job satisfaction. Based on the information of the four studies above, it shows that there are differences of opinion among researchers, therefore a connecting variable is needed from the entire research model. Based on this research gap, the researcher places the organizational commitment variable as a mediating variable. Based on the results of the description of the problems above, the researcher is interested in conducting research with the title "Analysis of Incentives on Job Satisfaction through Organizational Commitment in J&T Express Employees in Sukabumi City Area".

## **2. LITERATURE REVIEW**

This study uses Applied Theory in this study is incentives, According to Sarwoto in (Asep Kurniawan & Fitriyani, 2021) incentives are a means of motivation, can be in the form of stimulation or encouragement given deliberately to employees so that in themselves they develop a greater enthusiasm for achievement for the company. Meanwhile, according to (Lintas Sihar H Sitompul, 2022) there are 4 dimensions of incentives, namely, bonuses, commissions, profit sharing and social security. In the second independent variable Applied Theory used in this study is Organizational Commitment, According to Meyer and Allen in (Yusuf and Syarif, 2018) Organizational commitment is a psychological construct as a characteristic of the relationship between organizational members and their organization, and has implications for individual decisions to continue their existence as members of the organization.

Meanwhile, according to (Busro, 2018) suggests that there are three separate dimensions of organizational commitment, namely, Affective commitment, Continuance commitment and Normative commitment. The dependent variable in this study is job satisfaction, where employee job satisfaction is an Applied Theory in this study, according to Zainal et al. in (Adiwati, 2022), job satisfaction is an evaluation that describes a person's attitude feeling happy or unhappy, satisfied or dissatisfied at work. Meanwhile, according to Fredetick Herzberg's theory in Puspita (2022), there are 2 (two) dimensions that affect job satisfaction, namely: Hygiene (Hygiene Factor) and Motivation (Motivation factors).

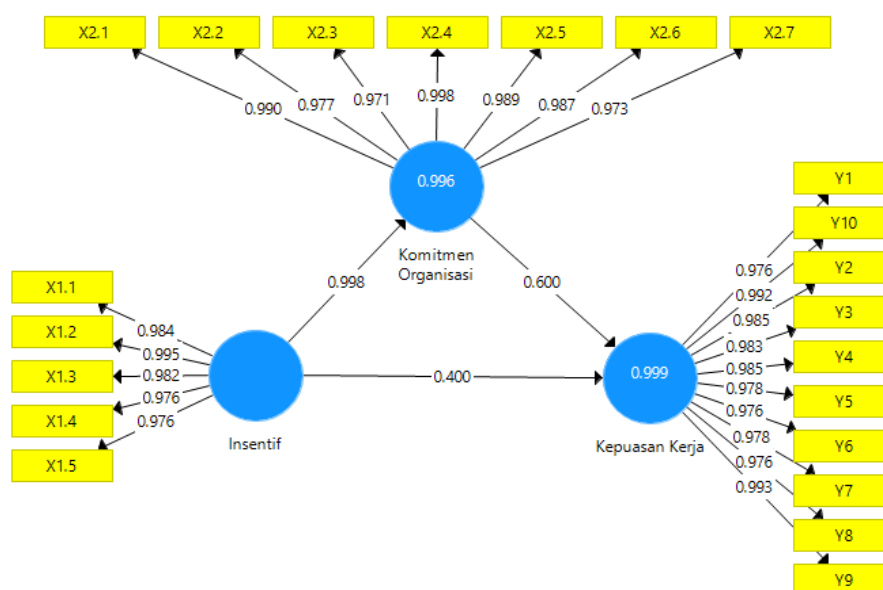
### 3. METHODS

The method used by researchers is a quantitative method with an associative approach. The population and samples used in this study were employees who worked at J&T Express Sukabumi City, totaling 119 employees at PT Global Jet Express, Sukabumi city branch which is spread across 5 outlets. Data collection techniques used in this study are observation, questionnaire, interview, and documentation. Data analysis techniques in this study are structural equation modeling (SEM) using the PLS program, descriptive analysis, model measurement (outer model), structure model evaluation (inner model), hypothesis testing (bootstrapping).

### 4. RESULTS AND DISCUSSION

#### Structural Model (Inner Model)

After testing the outer model, the next step is to test the inner model. Inner model or structural model testing is carried out to see the relationship between constructs, the significance value and R-square of the research model.



Source: PLS Processing Results version 3

The inner model can be evaluated by the Coefficient of Determination  $R^2$  (R-Square), Predictive Relevance  $Q^2$  (Q-Square) and Goodness of Fit (GoF).

1. Coefficient of Determination (R-Square)  $R^2$

In assessing the structural model with PLS, it starts by looking at the R-Square for each dependent variable. R2 is used to see how much the independent variable is able to explain the dependent variable. The greater the R2 value, the greater the influence of exogenous latent variables on endogenous variables.

Table 3. R Square Value

Variables	R.Square
Organizational Commitment	0,996
Job Satisfaction	0,999

Source: Data processed by researchers, 2024

Based on the table above, the R-square value of the Organizational Commitment variable is 0.966 or 99.6%. This value indicates that 99.6% of organizational commitment variables can be explained by incentives. While the remaining 4.5% is influenced by other variables not included in the study. The R<sup>2</sup> value on the employee job satisfaction variable is 0.999 or 99.9%. This value indicates that the variable can be explained by the incentive variable by 99.9%, while the remaining 1% is influenced by other variables not included in the study.

## 2. Predict Relevance

The next step in measuring the structural model is the Predictive Relevance (Q-Square) Q<sup>2</sup>. Q-Square for structural models that measure how good the values produced by the model are, as well as the parameter estimates. The model has predictive relevance if the Q-square value > 0, otherwise it shows that the model has less predictive relevance if the Q-square value < 0 (Ghozali & Latan, 2015).

The criteria for the strength and weakness of the model as measured by Q-Square are 0.35 (strong model), 0.15 (medium model) and 0.02 (weak model) (Ghozali & Latan, 2015). The Q-Square calculation is done using the formula:

$$Q^2 = 1 - (1 - R^2_1)(1 - R^2_2)$$

Then the value of Q<sup>2</sup> in this study can be obtained:

$$Q^2 = 1 - (1 - 0.996)(1 - 0.999)$$

$$Q^2 = 1 - (0.004)$$

$$Q^2 = 0.996$$

$$= 0,996 \times 100 = 99,6\%$$

From the results of Q<sup>2</sup> above, a value of 0.996 is obtained, which indicates that the model has good predictive relevance because the value obtained is greater than 0 (zero). Thus it can be concluded that 99.6% of job satisfaction is influenced by intensive through the mediating variable of organizational commitment. While the remaining 0.4 or 4% is influenced by other factors not included in the research model.

## 3. Goodness of Fit (GoF)

The next structural model evaluation is to measure the Goodness of Fit (GoF) Index, which is one of the PLS path modeling indices. Index measurement at this stage results in the validity of a variable from exogenous variables and endogenous variables. The Goodness of Fit (GoF) Index in the book (Ghozali & Late, 2015) has three assessment categories, namely: 1) 0.1 for low GoF value, 2) 0.25 for medium GoF value, and 3) 0.36 for high GoF value. The following is the formula for the Goodness of Fit (GoF) Index, namely:

$$\text{GoF} = \sqrt{\text{AVE} \times \text{R}^2}$$

**Table 4. Average AVE and R-Square**

	AVE	R-Square
Intensive	0,966	
Organizational Commitment	0,967	0,996
Job Satisfaction	0,965	0,999
Average	0,966	0,9975

Source: Data processed by researchers, 2024

$$\text{Then GoF} = \sqrt{0,966 \times 0,9975}$$

$$= 0,9816$$

From the results above, the GoF value is 0.9816 which shows GoF is higher than 0.36 as a requirement for a good instrument. The GoF value of 0.577 indicates that the data sample taken is in accordance with the model under study, from the R<sup>2</sup>, Q<sup>2</sup>, and GoF tests that have



been carried out it appears that the model formed is strong, so that hypothesis testing can be carried out.

### Hypothesis Testing

The purpose of hypothesis testing is to determine whether there is a significant influence between research constructs. Hypothesis testing uses the values in the t-table with the t-statistic generated from the bootstrapping procedure in the SmartPLS software, because hypothesis testing can be proven by looking at the t-statistic value greater than the t-table value, the conclusion from these results is that the t-statistic value is greater than the t-table value, if the t-table value is large, the conclusion is that these results indicate a significant relationship between the research variables. In hypothesis testing, if the -statistic value  $> 1.96$ , it is concluded that the results are significant, but if the t-statistic value  $< 1.96$ , it is concluded that the test is not significant (Ghozali & Latan, 2015).

The following are the results of the coefficients of each hypothesis path (Path Coefficients) and the T-statistic value obtained from the SmartPLS bootstrapping output:

**Table 5. Coefficient and Path T-Statistic**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Incentives -> Job Satisfaction	0,400	0,402	0,064	6,241	0,000
Incentives -> Organizational Commitment	0,998	0,998	0,001	1857,152	0,000
Organizational Commitment -> Job Satisfaction	0,600	0,597	0,064	9,342	0,000
Incentives -> Organizational Commitment -> Job Satisfaction	0,598	0,596	0,064	9,355	0,000

Source: Data processed by researchers, 2024

The following are the results of hypothesis testing for each hypothesis based on the table above:

1. The effect of incentives on job satisfaction resulted in a t-statistic of  $6.241 > 1.98$ . It can be concluded that incentives have a significant effect on job satisfaction at J&T Ekspres Sukabumi. Based on these results, H1, which suspects that incentives have a significant effect on job satisfaction, **can be accepted**. This means that incentives have a significant effect on job satisfaction at J&T Ekspres Sukabumi.
2. The effect of organizational commitment on job satisfaction resulted in a t-statistic of  $9.342 > 1.98$ . It can be concluded that organizational commitment has a significant effect on job satisfaction at J&T Ekspres Sukabumi. Based on these results, H3, which suspects that organizational commitment has a significant effect on job satisfaction, **can be accepted**. This means that organizational commitment has a significant effect on job satisfaction at J&T Ekspres Sukabumi.
3. The effect of incentives on job satisfaction through organizational commitment resulted in a t-statistic of  $9.355 > 1.98$ . It can be concluded that incentives have a significant effect on job satisfaction through organizational commitment at J&T

Ekspress Sukabumi. Based on these results, H4, which suspects that incentives have a significant effect on job satisfaction, **can be accepted**. This means that incentives have a significant effect on job satisfaction through organizational commitment at J&T Ekspress Sukabumi.

## DISCUSSION

### 1. Analysis of Incentives (X1) on Organizational Commitment (X2)

Hypothesis testing can be seen from table 4.9 that the t-statistic value of 6.241 in testing the hypothesis between the incentive variable on organizational commitment shows a value of  $6.241 > 1.96$ . Based on the results of hypothesis testing, it shows that there is a significant influence between incentives on organizational commitment. This is in line with research conducted by (Cynthia Dewi dan Joyce Angelique Turangan, 2020) which states that incentives have a significant effect on organizational commitment. Based on this, it can be interpreted that incentives at J&T Express Sukabumi City are able to increase organizational commitment. When employees receive rewards in the form of bonuses or salary increases, they tend to have a stronger sense of loyalty and are eager to achieve organizational goals. This can improve individual productivity and performance, but also strengthen the relationship between employees and the company, creating a more harmonious and effective work environment.

### 2. Analysis of Incentives (X1) on Job Satisfaction (Y)

Hypothesis testing can be seen from table 4.9 that the t-statistic value of 1857.152 in testing the hypothesis between the incentive variable on job satisfaction shows a value of  $1857.152 > 1.96$ . Based on the results of hypothesis testing, it shows that there is a significant influence between incentives on job satisfaction. This is in line with research conducted by (Rizki Reinaldi Thanan, 2021) stated that incentives have a positive and significant effect on job satisfaction. Based on this, it can be interpreted that providing incentives at J&T Express Sukabumi City can increase employee job satisfaction. When the incentives provided by the company are in accordance with employee expectations, this will provide satisfaction for them at work. Whether financial or non-financial incentives, such as bonuses, allowances, or awards, meet employee expectations, they will feel satisfied, valued and recognized for their contributions.

### 3. Analysis of Organizational Commitment (X2) on Job Satisfaction (Y)

Hypothesis testing can be seen from table 4.9 that the t-statistic value of 9.342 in hypothesis testing between organizational commitment variables on job satisfaction shows a value of  $9.342 > 1.96$ . Based on the results of hypothesis testing, it shows that there is a significant influence between organizational commitment on job satisfaction. This is in line with research conducted by (Zulfikar, 2022) which states that organizational commitment has a significant effect on job satisfaction. Based on this, it can be concluded that organizational commitment at J&T Express Sukabumi City is quite good. This can be seen from employees who feel happy with their work, tend to be more loyal and committed to the company. Employees who are committed to the organization are also more satisfied with their jobs. J&T Express Sukabumi optimizes the provision of incentives so that employees feel satisfied and motivated.

### 4. Analysis of Incentives (X1) on Job Satisfaction (Y) through Organizational Commitment (X2)

Hypothesis testing can be seen from table 4.9 that the t-statistic value of 9.355 in hypothesis testing between incentive variables on job satisfaction through organizational commitment as a mediating variable shows a value of  $9.355 > 1.96$ . Based on the results of

hypothesis testing, it shows that there is a significant influence between incentives on job satisfaction through organizational commitment.

#### 4. CONCLUSIONS

Based on the results of PLS analysis using SmartPLS and the discussion described in the previous chapter, it shows that all hypotheses are accepted, or in other words, there is a significant influence between the independent variable and the dependent variable. The conclusions that can be drawn from the analysis results are:

- a. The assessment of J&T Express employees in Sukabumi City on the research variables, namely Incentives, Job Satisfaction, and Organizational Commitment is in the very high category. Incentives are reviewed from indicators with the highest mean value, namely bonuses. Job satisfaction was reviewed due to employee job satisfaction with the indicators of company policies and administration. Commitment is reviewed because of loyalty to the organization.
- b. Incentives have a positive and significant influence on job satisfaction. This can be seen from the t-statistic value which has a value greater than the t table.
- c. Incentives have a positive and significant effect on organizational commitment. This can be seen from the t-statistic value which has a value greater than the t table.
- d. Organizational commitment has a positive and significant effect on job satisfaction. This can be seen from the t-statistic value which has a value greater than the t table.
- e. Organizational commitment has a significant effect between incentives on job satisfaction through organizational commitment. It can be seen that the t-statistic value of hypothesis testing between incentive variables on job satisfaction through organizational commitment as a mediating variable shows a value greater than the t table.

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