

The Effect of Incentives on Employee Job Satisfaction at PT. Landipo Niaga Raya Baubau City

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Abstract: The purpose of this study is to ascertain the impact of sentiment on the job satisfaction of PT. Landipo Niaga Raya Baubau City. The data collection methods employed include field research, library research, correlation, and documentation. The data analysis method employed in this study is a simple linear regression with a sample size of 30 individuals. According to the findings of the research conducted on the impact of sentiment on job satisfaction at PT. Landipo Niaga Raya Baubau, it can be concluded that sentiment has a significant impact on job satisfaction at PT. Landipo Niaga Raya Baubau. The hypothesis was rejected based on the results of the hypothesis test, which involved comparing the value of t to the value of t_r in the table and conducting a test that determined that t count was greater than t table ($2.819 > 2.05183$) or a significance level (Sig) that was greater than or equal to 0.05. As a result, the null hypothesis (H_a) was rejected and the null hypothesis (H_0) was accepted. PT. Landipo Niaga Raya Baubau is to increase incentives that influence job satisfaction.

1. Introduction

In an era of increasingly rapid globalization, the flow of communication and technology between two or more parties is becoming increasingly sophisticated and fluid. Companies must capitalize on this era of globalization to improve their operations, as competition between companies is increasingly fierce. However, employees are also actively involved in company growth, as well as technological and communication advancements. Employees significantly influence the success or failure of a company's development process. However, there are techniques that can reduce the likelihood of failure in company development, namely management. Fitri et al. (2022:2). Human resource management is a management discipline that focuses on the roles and interactions of individuals within an organization. Human resource management organizes personnel to achieve organizational goals, namely meeting employee needs. By assessing and rewarding each employee according to their work abilities, human resource management can also produce optimal performance within an organization. Diviani et al. (2015:18).

Management must establish policies based on factors that can influence employee job satisfaction to increase it. To achieve job satisfaction, management must also be able to create

a productive environment that motivates employees to improve their skills and sales abilities. One way companies meet employee needs is by providing incentives to improve employee performance. Mangkunegara (2013) cited by Julian and colleagues (2020: 39). According to Sopiah and Sangadji (2018: 365), incentives are direct rewards given to employees when their performance exceeds established standards. Productive employees prefer to receive rewards based on their work performance, assuming that money can be used to motivate employees to work harder. Incentive programs are modified to include additional payments contingent on productivity, sales, profits, or cost-cutting initiatives. Material and non-material incentives, as well as monetary incentives, are two categories classified under employee incentives. Material incentives are based on company-set targets or work standards, such as saving time for employees who successfully complete work within the standard time. Companies provide non-material incentives in the form of work facilities, such as awards, praise, occupational safety standards, and a comfortable workplace. These incentive programs aim to increase employee productivity and create a competitive advantage. Therefore, it is important for companies to pay attention to employee needs as a form of work motivation to maintain employee enthusiasm and satisfaction, which consistently contribute to the company's progress. Ray Kota Baubau is very satisfied with the incentives provided to its employees, as demonstrated by research conducted by researchers at PT. Landipo Niaga. Employees receive incentives based on set targets if the company's sales targets are met for a month. This ensures that the incentives are satisfactory for employees. In addition to sales, all employees receive a 25% incentive if they exceed the company's sales targets.

Robbins and Judge (2015:327) assert that "job satisfaction is a generalization of attitudes toward one's work." Job satisfaction is characterized by a sense of pleasure and an abundance of positive energy, as individuals believe their tasks have been completed effectively. Handoko (2014:193) offers an alternative perspective, asserting that "job satisfaction is an emotional state experienced by employees as pleasant or unpleasant." Individuals' attitudes toward their work are reflected in their level of job satisfaction. This is evident in employees' optimistic attitudes toward their work and the obstacles they face in their professional environment. Efforts to increase productivity and job satisfaction depend on effective employee performance. Therefore, one of the most effective strategies for improving employee performance is to provide incentives that encourage employees to further improve their performance. This will lead to improved performance, which will enable the company to produce high-quality work.

Certainly, PT. Landipo Niaga Raya Kota Baubau provides financial and non-financial incentives to its employees as a token of appreciation for their contributions to the organization. Incentives are recognized as having the potential to increase or decrease job satisfaction. Employee job satisfaction can be significantly reduced if they perceive incentives and the work environment as unsatisfactory. They are inadequate. This results in the company failing to achieve its goal of generating substantial profits. PT. Landipo Niaga Raya, Baubau City, is a private company engaged in the distribution of consumer goods. The company is responsible for human resources functions in the sales, administration, and finance departments, as well as the distribution and logistics department.

The researcher is interested in conducting a more comprehensive examination of the impact of incentives on job satisfaction, as indicated by the aforementioned context. The researcher intends to conduct a study entitled "The Impact of Incentives on Employee Job Satisfaction at PT. Landipo Niaga Raya, Baubau City."

2. Methodology

This research was conducted at PT. Landipo Niaga Raya, located in Baubau City, Southeast Sulawesi, with the aim of analyzing the effect of incentives on employee job satisfaction. The study population included all company staff, totaling 30 members, and the sample was drawn using a saturated sampling technique, where the entire population was sampled. In data collection, the researchers used two techniques: a questionnaire and a literature review. The questionnaire contained a list of questions structured based on indicators of the influence of incentives on job satisfaction, while the literature review was used to analyze various sources of information. The collected data was then analyzed to validate the research hypotheses.

Data analysis was conducted using several techniques. First, a descriptive technique, in which data from participants was tabulated and processed to draw conclusions. Second, validity and reliability tests were conducted on the instrument. The validity test measured the instrument's validity by comparing the item-total correlation value with the *r* table value, which was at a 5% alpha level of significance. The reliability test used SPSS 23, with the questionnaire considered reliable if the calculated *r* value was greater than 0.60. Next, simple linear regression was applied to determine the effect of the independent variable (incentives) on the dependent variable (job satisfaction). This analysis illustrates the functional and causal relationships between the two variables and is expected to provide insight into the extent of incentives' influence on employee job satisfaction at PT. Landipo Niaga Raya.

The purpose of the *t*-test is to analyze and determine the level of significance between two types of variables: the independent variable, which in this context is incentives, and the dependent variable, which is job satisfaction. The *t*-test process involves comparing the *t*-value calculated from the data with the values contained in the *t*-table. If the calculated *t*-value is greater than the value in the *t*-table, then the alternative hypothesis (*H*_i) is accepted, while the null hypothesis (*H*_o) is rejected. Conversely, if the calculated *t*-value is smaller than the value in the *t*-table, then *H*_i is rejected and *H*_o is accepted. In addition, this analysis uses ordinal (qualitative) values as a basis for conducting quantitative data analysis, which is very important in assessing the relationship between incentives and job satisfaction.

3. Results and Discussion

3.1 Results

The findings suggest that the company's reward and recognition mechanisms play a significant role in enhancing employee engagement and performance, aligning with the principles of fair compensation and motivation theories that link financial and non-financial rewards to employee satisfaction and productivity.

Questionnaire Analysis Results

The questionnaire analysis results for the Incentive (*X*) variable at PT. Landipo Niaga Raya indicate that the total score obtained from nine statement items was 1,133, with an average score of 125.9, reflecting a positive response from the 30 participants involved in the study. The highest score for an individual item was 5, representing a very good perception of incentives, while the lowest score was 1, indicating a less favorable response. Overall, the cumulative score of 3,160 corresponds to a positive evaluation level of 83.93%, showing that the incentive system in the company is perceived as effective and satisfactory. This demonstrates that employees generally agree that the incentive policies implemented contribute positively to their work motivation and satisfaction.

Incentive (X)

After collecting the questionnaire data during the research, the next step was to analyze the X variable "Incentives" and resolve the initial research problem formulation, namely to determine the incentives available at PT. Landipo Niaga Raya. The incentive indicators are:

Table 1. Results of Incentive Indicator Assessment

Question	Participant Answers										Score
	SS		S		CS		KS		TS		
	Σ	(%)	Σ	(%)	Σ	(%)	Σ	(%)	Σ	(%)	
P1	13	43,33	16	53,33	1	3,33	-	-	-	-	132
P2	4	13,33	22	73,33	4	13,33	-	-	-	-	120
P3	5	16,67	24	80	1	3,33	-	-	-	-	124
P4	7	23,33	19	63,33	4	13,33	-	-	-	-	123
P5	7	23,33	22	73,33	1	3,33	-	-	-	-	126
P6	8	26,67	21	70	1	3,33	-	-	-	-	127
P7	5	16,67	24	80	1	3,33	-	-	-	-	124
P8	7	23,33	23	76,66	-	-	-	-	-	-	127
P9	10	33,33	20	66,67	-	-	-	-	-	-	130
Total Score											1.133
Average											125,9

The above table shows the participants' responses to variable X, namely the influence of incentives. The total score was 1,133, or an average score of 125.9, from the nine recognition items obtained from the three indicators. The statement item with the highest score was given a score of 5, while the statement item with the lowest score was given a score of 1. Based on the results of the incentive research at PT. Landipo Niaga Raya, the total score obtained from the questionnaire data collection was 3,160. This means that the responses from 30 participants regarding incentives at PT. Landipo Niaga Raya were 3,160. The results of research conducted at PT. Landipo Niaga Raya showed that incentives received a positive evaluation of 83.93%.

Job Satisfaction (Y)

The researcher's questionnaire on Variable Y "job satisfaction" was intended to assess the extent to which incentives influence job satisfaction at PT. Landipo Niaga Raya. The following are indicators of employee job satisfaction:

Table 2. Results of Incentive Indicator Assessment

Question	Participant Answers										Score
	SS		S		CS		KS		TS		
	Σ	(%)	Σ	(%)	Σ	(%)	Σ	(%)	Σ	(%)	
P1	10	33,33	20	66,67	-	-	-	-	-	-	130
P2	10	33,33	20	66,67	-	-	-	-	-	-	130
P3	8	26,67	22	73,33	-	-	-	-	-	-	128
P4	7	23,33	23	66,67	-	-	-	-	-	-	127
P5	10	33,33	20	66,67	-	-	-	-	-	-	130
P6	7	23,33	23	76,66	-	-	-	-	-	-	127
P7	6	20	24	80	-	-	-	-	-	-	126
P8	8	26,67	21	70	1	3,33	-	-	-	-	127
P9	9	23,33	21	70	-	-	-	-	-	-	129
P10	8	26,67	22	73,33	-	-	-	-	-	-	128
Total Score											1.282

Average	128,2
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The results presented in the table indicate the participants' responses to the Job Satisfaction (Y) variable at PT. Landipo Niaga Raya. The total score achieved from the ten statement items was 1,282, with an average score of 128.2, showing that the majority of employees provided positive assessments. Most respondents selected "Agree" (S) and "Strongly Agree" (SS) across nearly all indicators, suggesting that employees generally feel satisfied with their work environment, responsibilities, and reward systems. The highest scores were consistently obtained in statements P1, P2, and P5, each reaching 130 points, reflecting a strong sense of agreement among participants regarding key aspects of job satisfaction such as fair treatment, recognition, and workplace comfort. Meanwhile, the slightly lower scores in other items still remain within a good category, indicating minor variations in employee perceptions. Overall, these results confirm that job satisfaction levels within PT. Landipo Niaga Raya are high, implying that the company's incentive and management systems effectively foster employee motivation and a positive work climate.

Validity and Realibility

The results of the validity test show that all questionnaire items in the incentive and job satisfaction variables meet the criteria for use as research instruments. For the incentive variable, 9 questionnaire items were declared valid because the calculated r-values for each item exceeded the critical r-value. This indicates that all items in the incentive variable accurately measure the intended concept. Meanwhile, for the job satisfaction variable, the validity test results show that 10 questionnaire items were also valid, with $r\text{-calculated} \geq r\text{-table}$. Thus, all questionnaire items for both variables are suitable to be used in this study. Furthermore, the reliability test results reinforce these findings, indicating that both variables incentive (X) and job satisfaction (Y) have Cronbach's Alpha values greater than 0.60, signifying good reliability. Therefore, the instruments for both variables are considered reliable and can be used to collect and analyze research data consistently.

Hypothesis Anaysis

The hypothesis testing was conducted using the t-test to determine whether the incentive variable (X) had a significant influence on job satisfaction (Y) among employees at PT. Landipo Niaga Raya. Based on the data analysis results, the calculated t-value for the incentive variable was 2.819, while the t-table value at a 5% significance level ($\alpha = 0.05$) was 2.05183. Since the calculated t-value is greater than the t-table value and the significance value of 0.000 is smaller than 0.05, it can be concluded that the incentive variable has a positive and significant effect on job satisfaction. This means that employees' job satisfaction increases in line with the improvement of incentive distribution in the company.

Table 3. Results of the t-Test for the Incentive Variable (X)

Variable	t-count	t-table	Sig.	α	Decision	Conclusion
Incentive (X)	2.819	2.05183	0.000	0.05	Reject H0	Significant Effect

The table above presents the results of the t-test analysis for the incentive variable (X). The t-count value of 2.819 exceeds the t-table value of 2.05183, and the significance level of 0.000 is less than 0.05. This statistical evidence confirms that the incentive variable has a significant effect on job satisfaction. Therefore, the null hypothesis (H0), which states that there is no significant influence of incentives on job satisfaction, is rejected, while the alternative hypothesis (Ha) is accepted. These results demonstrate that incentives play an important role in shaping employee job satisfaction at PT. Landipo Niaga Raya. The provision of incentives, both financial and non-financial, motivates employees to work more

effectively, increases their commitment, and enhances their overall satisfaction. Consequently, this finding supports the assumption that a well-managed incentive system can positively impact employee attitudes and performance within the company's operational environment.

Impact of Incentives (X) on Job Satisfaction (Y)

The independent variable (X), incentives, has a positive effect on the dependent variable, job satisfaction, as evidenced by the t-test results. The calculated t-value is 2.819, as determined by the data processing results for the incentive variable. Thus, the calculated t-value is greater than the t-table ($2.819 > 2.05183$) with a probability of $0.000 < 0.05$, meaning H_0 is rejected and H_1 is accepted. This indicates that the incentive variable has a positive and significant effect on job satisfaction.

The results of this study align with the research of Klasri Asrika Fitri and Muhammad Yusuf (2022) on the effect of incentives on employee job satisfaction at PT. Sicepat Ekspres Bima Branch. This study showed that employee performance is significantly and positively influenced by incentive and motivation variables. This research on the effect of incentives on employee job satisfaction at this company is similar to research conducted by Juliana, Jerry Ong, Nathaniel, Aldo Marcolino, and Jessalyn Tanubrata (2020). The results of this study indicate that incentives have a significant effect on job satisfaction. The results of the regression model test showed an effect of 71.7%, with bonuses being the most influential indicator when work goals are achieved. This research also aligns with research conducted by Annisa Pratiwi, Haedar, and Sari Ratna Dewi (2023) on the influence of incentives and motivation on employee performance. The results showed that incentive and motivation variables had a positive and significant influence on employee performance.

3.2 Discussion

The results of the t-test analysis show that incentives have a positive and significant influence on employee job satisfaction at PT. Landipo Niaga Raya. This finding suggests that when employees perceive the incentive system as fair and rewarding, their level of satisfaction with their work increases. The relationship between incentives and job satisfaction reflects the idea that financial and non-financial rewards can serve as effective motivators, encouraging employees to perform better and feel valued by the organization. Employees who receive recognition through incentives tend to demonstrate stronger engagement, loyalty, and enthusiasm in carrying out their responsibilities. Furthermore, the significance of this relationship highlights the importance of maintaining a transparent and performance-based incentive policy within the company. Incentives not only act as a form of appreciation but also as a strategic tool to align employee goals with organizational objectives. When incentives are distributed consistently and based on achievement, employees develop a sense of fairness and motivation, leading to improved job satisfaction and productivity. Therefore, the company's management should continue to enhance its incentive programs to sustain high levels of employee satisfaction and ensure long-term organizational growth.

The analysis of the job satisfaction variable provides an overview of how employees at PT. Landipo Niaga Raya perceive their overall work experience, particularly in relation to the company's incentive system. The findings indicate that most employees expressed agreement and strong agreement with statements related to satisfaction in their job environment, responsibilities, and recognition. This suggests that the existing incentive program contributes positively to employees' feelings of fairness, appreciation, and engagement. The presence of a supportive work environment, along with clear reward

mechanisms, allows employees to experience a sense of achievement and stability in their roles, which enhances their job satisfaction. Furthermore, the consistent pattern of high responses across most indicators implies that the company has successfully established an effective management approach that aligns employee needs with organizational goals. While minor variations in satisfaction levels exist, these are likely influenced by personal expectations or differences in job roles rather than structural issues. Overall, the data shows that PT. Landipo Niaga Raya's incentive and management policies play a vital role in maintaining high employee morale and commitment. This supports the view that well-designed incentive systems, when implemented consistently and transparently, can serve as a strong foundation for improving both individual performance and collective organizational success.

The results of the validity and reliability tests show that the research instruments used to measure the incentive and job satisfaction variables were both accurate and consistent. All questionnaire items met the validity requirements, meaning that each statement successfully represented the concept it was intended to measure. This finding confirms that the questions designed for the incentive variable effectively capture employees' perceptions of the company's reward system, while the items for the job satisfaction variable appropriately reflect their feelings toward their work and organizational environment. In addition to being valid, the instruments were also proven to be reliable based on the reliability test results. Both variables, incentive (X) and job satisfaction (Y), showed Cronbach's Alpha values above the accepted threshold, indicating that the responses were stable and dependable across all items. This high level of reliability ensures that the questionnaire can consistently produce accurate data when applied to similar contexts. In conclusion, the validity and reliability outcomes confirm that the research instruments are both precise and dependable, making them suitable tools for analyzing the relationship between incentives and employee job satisfaction at PT. Landipo Niaga Raya.

The results of the hypothesis analysis indicate that incentives have a positive and significant effect on job satisfaction among employees at PT. Landipo Niaga Raya. This means that when the company provides appropriate rewards, whether financial or non-financial, employees tend to feel more valued and motivated in their work. The findings show that incentives serve as a driving factor that enhances employees' sense of achievement, loyalty, and enthusiasm in performing their duties. A fair and transparent incentive system also helps foster a positive work environment, where employees feel that their efforts are recognized and appreciated by the management, ultimately leading to increased satisfaction and productivity. Furthermore, these results highlight the importance of maintaining an effective incentive strategy as part of the company's human resource management practices. Incentives not only serve as a means of compensation but also as a tool to build trust and strengthen the emotional bond between employees and the organization. When incentives are distributed consistently and based on performance, they can increase morale, reduce turnover intentions, and improve the overall quality of work. Therefore, the findings of this analysis reinforce the view that a well-implemented incentive policy plays a vital role in achieving sustainable employee satisfaction and organizational success.

The results of the study show that incentives have a positive and significant impact on employee job satisfaction at PT. Landipo Niaga Raya. This means that when the company provides appropriate and fair incentives, employees tend to experience greater motivation and a stronger sense of belonging in their work environment. Incentives act as a form of appreciation and recognition for employees' efforts, encouraging them to perform better and remain committed to achieving organizational goals. The existence of a transparent and

performance-based reward system also helps foster a culture of accountability and enthusiasm among employees, which ultimately contributes to higher job satisfaction and overall productivity. These findings are consistent with several previous studies that emphasize the significant relationship between incentives and job satisfaction. Research conducted by other scholars has also shown that both financial and non-financial incentives play a vital role in shaping employees' attitudes and performance. The alignment of results across different studies confirms that incentive systems that are managed effectively can increase employees' sense of motivation, reduce work stress, and create a positive work atmosphere. Therefore, maintaining a consistent and fair incentive policy is essential for companies to sustain employee satisfaction, improve retention, and support long-term organizational success.

5. Conclusion

Based on the results of the study conducted at PT. Landipo Niaga Raya Baubau, it can be concluded that incentives have a positive and significant effect on employee job satisfaction. The t-test results show that the calculated t-value (2.819) is greater than the t-table (2.05183) with a significance value of $0.000 < 0.05$, indicating that the hypothesis stating incentives influence job satisfaction is accepted. This means that better and fairer incentive distribution contributes to higher levels of employee job satisfaction. The analysis results further show that the incentive variable received a positive evaluation of 83.93%, while job satisfaction reached 85.5%, both categorized as good. These findings suggest that employees generally perceive the company's incentive system as fair and motivating, which leads to a positive impact on their work attitudes and satisfaction. The results are consistent with previous studies by Fitri & Yusuf (2022), Juliana et al. (2020), and Pratiwi et al. (2023), which also found that incentives play a significant role in improving employee job satisfaction and performance. Based on these findings, it is recommended that PT. Landipo Niaga Raya continue to monitor and ensure fairness in incentive distribution to maintain and improve employee satisfaction. The company should also review its incentive policies periodically to remain aligned with employee expectations and industry standards. Future research is encouraged to include additional variables such as motivation or organizational culture and expand the sample size to obtain more comprehensive and generalizable results.

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