

Efforts to Increase Job Satisfaction

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Abstract

BPJS Employment provides work accident insurance programs, death insurance programs, pension insurance programs, old age insurance programs and job loss insurance programs. BPJS, collects and collects contributions from participants and employers, receives contribution assistance from the government, manages social security funds for the benefits of participants, collects and manages data on social security program participants, provides benefits and finances services in accordance with the provisions of the social security program. The results of this research are as follows: Work quality has a positive and significant effect on job satisfaction with an original sample value of 0.663 and a P value of 0.000. Punishment has a positive and insignificant effect on job satisfaction with an original sample value of 9.047 and a P value of 0.295. Punishment has a positive and significant effect on work quality with the original sample value is 0.520 and the P value is 0.000. Rewards have a positive and significant effect on job satisfaction with an original sample value of 0.220 and a P value of 0.004. Rewards have a negative and significant effect on work quality with an original sample value of 0.439 and a P value of 0.000. Punishment has a positive and significant effect on job satisfaction through work quality indirectly with the original sample result being 0.345 and P value 0.000. Rewards have a positive and significant effect on job satisfaction through work quality indirectly with an original sample value of 0.291 and a P value of 0.000.

Keywords: Reward, Punishment, Job Quality, Job Satisfaction

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Background

Rewards can be interpreted as reply service or awards given from company to his employees who showed achievement and performance in accordance with hope company the place work (Sandy & Faozen, 2017). Rewards are measured with indicator *intrinsic reward* and *extrinsic reward* (Kentjana & Nainggolan, 2018). Rewards have an effect positive to motivation work, which means there is a reward increase motivation work. System giving the reward important Because will become booster for reach results desired job at a time Motivate employee so that active work to achieve and also exceed the specified work targets company.

Punishment is the punishment imposed to employee because the person concerned has violate rules in place work (Sandy & Faozen, 2017). Punishment indicators are rules, prohibitions, discipline, reprimands, and punishments. Punishment has an effect positive to motivation work. If given in a way wise and precise target then punishment will be capable become tool stimulant for employee in increase motivation his work (Pratama, 2017).

Quality Work is a results that can be achieved measured with effectiveness and efficiency a work done by the source Power man or source Power other in achievement objective or target company with good and powerful use. Improvement source Power man is an activities carried out together employees and managers with objective look for mark add to company the can face challenge competitive.

Satisfaction work many do not achieved by employees in a company. It is not uncommon for leaders no know factors reason dissatisfaction so that employee feeling no satisfied in work. Many companies experience problem with satisfaction his employees start from lack of incentives, place underwork comfortable until problem increase position employee if left alone so will happen very high turnover rate. Satisfaction work is feeling fun which is results perception individual in frame finish task or fulfil his needs for to obtain values important work for himself.

Formulation Problem

1. Whether Rewards influential to Quality Work at BPJS Employment throughout Medan Raya.
2. Whether Rewards have an impact to Satisfaction Work at BPJS Employment throughout Medan Raya.
3. Whether Punishment has an effect to Quality Work at BPJS Employment throughout Medan Raya.
4. Whether Punishment has an effect to Satisfaction Work at BPJS Employment throughout Medan Raya.
5. Whether Quality Work influential to Satisfaction Work at BPJS Employment throughout Medan Raya.
6. Does Reward matter? to Satisfaction Work through Quality Work at BPJS Employment throughout Medan Raya.
7. What is Punishment influence on Satisfaction Work through Quality Work at BPJS Employment throughout Medan Raya.

Research purposes

1. To find out and analyze the influence of Rewards to Quality Work at BPJS Employment throughout Medan Raya.

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2. To find out and analyze the influence of rewards on Satisfaction Work at BPJS Employment throughout Medan Raya.
3. To find out and analyze the influence of Punishment on Quality Work at BPJS Employment throughout Medan Raya.
4. To find out and analyze the influence of Punishment on Satisfaction Work at BPJS Employment throughout Medan Raya.
5. To find out and analyze the influence of Quality Work to Satisfaction Work at BPJS Employment throughout Medan Raya.
6. To know and analyze the influence Reward for Satisfaction Work through Quality Work at BPJS Employment throughout Medan Raya.
7. To find out and analyze the influence of Punishment towards Satisfaction Work through Quality Work at BPJS Employment throughout Medan Raya.

Framework Theoretical Satisfaction Work

According to Agustini (2019) satisfaction Work is feeling somebody to his job, his situation work and relationships with colleague work. According to Mangkunegara (2017) satisfaction Work is supportive feelings or no support an employee related with his job or his condition.

Indicator Satisfaction Work

According to Agustini (2019) indicators satisfaction work is:

1. Salary/Rewards, is reward on services received employee in accordance with type work and its burden.
2. Job concerning characteristics work, namely whether work that challenging, interesting, or boring.
3. Supervision is quality and form supervision, instructions and directions received from superior.
4. Promotion is components that regulate opportunity development in duties and positions.
5. Co-workers is components that measure whether Possible for invite colleague Work for work same and whether there are skills each other support, friendship, and attitude help in between colleague work.

Rewards

According to Foenay (2020) defines reward as an awards given by the company at the time employee get or to achieve achievement, increasingly tall achievements achieved by employees then the reward given will also be worth it with what has been done. Reward is a business for foster a sense of recognition in the environment work that includes aspect compensation as well as aspect interaction social between Nawawi employees (2016).

Reward Indicator

According to Foenay (2020) reward indicators are:

1. Wages.
2. Salary
3. Incentives

Punishment

According to Purwanto (2018) *punishment* is the suffering given or caused with intentionally by someone (parent, teacher, etc.) after happen a violation crime or error. According to Suparmi (2019) Punishment is threat purposeful punishment for repair performance employee violator, maintain applicable regulations and provide lesson to offender.

Punishment Indicator

Punishment indicators according to Purwanto (2018), namely:

a. Preventive Punishment

This Punishment mean to for prevent Don't until happen violation so that matter That he did before violation done. with thus, preventive punishment is punishment of a punitive nature prevention. The purpose of punishment preventive is for keep things that can hinder or bother smoothness from the work process Can avoided.

b. Repressive Punishment

Punishment carried out Because existence violation, due to the sin that has been committed done. So, this punishment done after happen violation or error. Repressive punishment held when happen something acts that are considered contradictory with regulation.

Quality Work

According to Nawawi (2016), quality work is business company for can create feeling safe and satisfied in work, so that the source Power human inside company become competitive. According to Siagian (2015) aspects quality work is draft systematic in life organizational that emphasizes worker involvement for to determine method they work and what donations that can be they give for company for reach goals and objectives achievement productivity.

Indicator Quality Work

According to Nawawi (2016) the indicators quality Work that is as following:

- a. Participation workers, namely each and every employee want for always can included in the process of taking decisions and implementation on each work, according to with position them and their positions from employees. for That company can realize it with make core team involving employees, in frame think about necessary steps taken by the company in to win competition.
- b. Development career, namely all employees who work for the company really needs clarity development level career use facing the future they. This is can be reached with method offer position or position certain for those who have performance good, or can give chance to they so that follow training / education outside company.
- c. Completion conflict, namely each and every employee need existence breakdown conflict together company with open, honest and fair. Conditions it greatly influences loyalty them in the company, then dedication as well as motivation the work of the employees. For that company can give chance delivery complaint through filling form or the scheme provided.
- d. Communication, every employee expect existence open communication naturally within the limits of specified authority and responsibility each worker's responsibility, smooth communication will make delivery perceived information Enough important, to be appropriate received in due course which in the end will create a sense of satisfaction from the employees.

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- e. Occupational health, every employee need attention related health them, so they can work with in a way efficient, effective and productive. In terms of This company can organize health programs that help employees for control health them in order to produce optimal performance.
- f. Safety work, is very important thing. Employees need existence guarantee continuity his job. The company must try avoid to stop employees, and make they as employee still as well as give chance to they for to resign self through a pension program.

Framework Conceptual

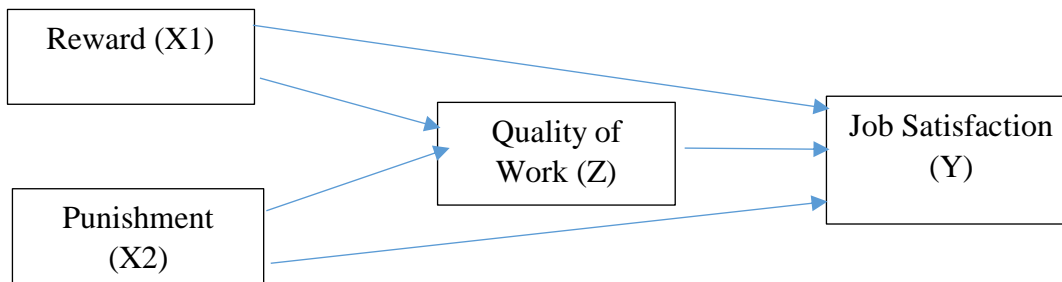


Figure 1. Framework Conceptual Study

Hypothesis Study

H₁: Rewards have an effect positive and significant to quality work at BPJS Employment throughout Medan Raya.

H₂: Rewards have an effect positive and significant to satisfaction work at BPJS Employment throughout Medan Raya.

H₃: Punishment has an effect positive and significant to quality work at BPJS Employment throughout Medan Raya.

H₄: Work punishment influential positive and significant to satisfaction work at BPJS Employment throughout Medan Raya.

H₅: Quality Work influential positive and significant to satisfaction work at BPJS Employment throughout Medan Raya.

H₆: Rewards have an effect positive and significant to satisfaction Work through quality work at BPJS Employment throughout Medan Raya.

H₇: Punishment has an effect positive and significant to satisfaction Work through quality work at BPJS Employment throughout Medan Raya.

Research Methods

Types of research

According to Sugiyono (2017) research quantitative can interpreted as a method based on philosophy positivism, used for research on population or sample certain, technique taking sample in general done randomly, data collection using instrument research, data analysis is quantitative / statistical with objective for test hypothesis that has been determined. Type of research quantitative this is done for make a research that aims for adapt a study.

Research Location and Research Time

The research location was conducted at BPJS Employment throughout Medan Raya Jl. Patimura No.334, Medan, North Sumatra, which consists of from:

1. BPJS Employment Medan City Branch, Jl. Kapten Patimura No.334, Darat, Medan Baru District, Medan City, North Sumatra 20153.
2. BPJS Employment North Medan Branch, Jalan Gunung Krakatau No.17A, Pelni Building 2nd & 3rd Floor, East Medan, North Sumatra 20239.
3. BPJS Employment Binjai Branch Jl. Soekarno-Hatta No. 262, Km No.19.5, Tunggurono, Binjai Tim. District, Binjai City, North Sumatra 20351.
4. BPJS Employment, Tanjung Morawa Branch, Jl Raya Medan - Tanjung Morawa KM. 14, Deli Serdang Regency, North Sumatra 20362.

Population and Sample

According to Sugiyono (2017) population is The generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then conclusions are drawn. The population and sample in this study were all permanent employees at BPJS Ketenagakerjaan throughout Medan Raya totaling 80 employees (saturated sample) consisting of from

1. BPJS Employment Medan City Branch as many as 20 employees.
2. BPJS Employment North Medan Branch has 20 employees.
3. BPJS Employment Binjai Branch as many as 20 employees.
4. BPJS Employment Tanjung Morawa Branch as many as 20 employees.

Research Data Sources

Data sources used in study This is primary data .

Data Analysis Techniques

Data analysis in this study uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software. According to (Gozali, 2014) Partial Least Square (PLS) is a fairly strong analysis method because it is not based on many assumptions.

Measurement Model (Outer Model)

The procedure in testing the measurement model consists of validity testing and reliability testing.

1. Validity Test
 - a. Convergent Validity
 - b. Discriminant Validity
2. Reliability Test

The Cronbach's alpha value is recommended to be greater than 0.7 and the composite reliability is also recommended to be greater than 0.7 (Sekaran, 2014) .

Structural Model (Inner Model)

This test is conducted to determine the relationship between exogenous and endogenous constructs that have become hypotheses in this study (Hair et al., 2017). To produce inner model test values, the steps in Smart PLS is carried out using the bootstrapping method, with the following explanation:

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1. Coefficient of Determination / R Square (R^2)

In assessing the model with PLS, it begins by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation in regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether it has a substantive influence (Ghozali, 2012). The R^2 value is generally between 0 and 1.

2. Predictive Relevance (Q^2)

This test is used to measure how well the observation value is generated by the model and also its parameter estimates. If the Q^2 value is greater than 0, it indicates that the model has predictive relevance, which means it has good observation value, while if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistic

Stage is used for hypothesis testing, namely to determine the significance of the relationship between variables in the study using the bootstrapping method. In the full model Structural Equation Modeling, in addition to confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2014). The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to (Latan and Ghozali, 2014) the criteria for the t table value with a value of 1.96 with a significance level of 5%.

4. Path Coefficient

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is stated as positive. While if the value is 0 to -1, then the direction of the relationship between variables is stated as negative.

Results and Discussion

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and their manifest variables, this testing includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

This test is seen from the loading factor, the value limit is 0.7, and the value limit..Average Variance..Extracted. (AVE) is 0.5, if it is above this value it is said to be valid. This means that the value for the indicator is said to be valid, if the indicator explains the construct variable with a value > 0.7 . The structural model in this study is shown in the following figure:

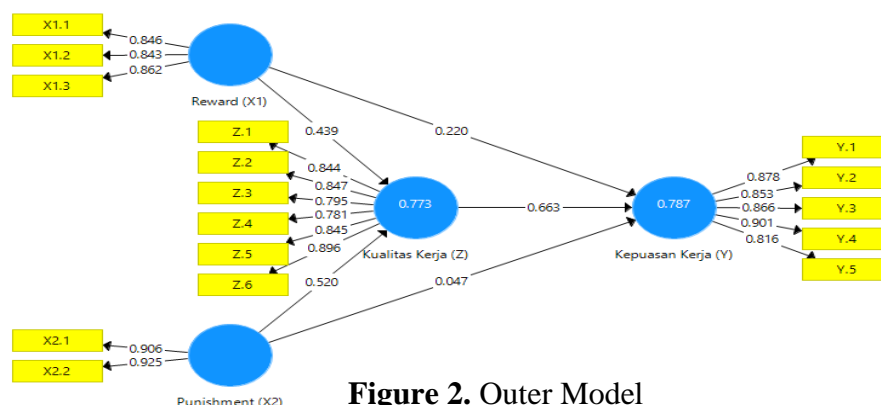


Figure 2. Outer Model

Source: Smart PLS 3.3.3

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings in this study are equal, and the equal consists of two substructures.

For substructure 1

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0.439X_1 + 0.520X_2 + e_1$$

For substructure 2

$$Y = b_3X_1 + b_4X_2 + b_5Z + e_2$$

$$Y = 0.220X_1 + 0.047X_2 + 0.663Z + e_2$$

Table 1. Outer Loadings

	Job Satisfaction (Y)	Quality of Work (Z)	Punishment (X2)	Reward (X1)
X1.1				0.846
X1.2				0.843
X1.3				0.862
X2.1			0.906	
X2.2			0.925	
Y.1	0.878			
Y.2	0.853			
Y.3	0.866			
Y.4	0.901			
Y.5	0.816			
Z.1		0.844		
Z.2		0.847		
Z.3		0.795		
Z.4		0.781		
Z.5		0.845		
Z.6		0.896		

Source: Smart PLS 3.3.3

In table 1 above, the value of each variable is stated that the indicator in each variable is higher than 0.7, which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can continue to further research.

b. Discriminant Validity

Further research to find out valid data in terms of *Discriminate Validity*, aims to find out whether the cross loading value is greater than other latent variables so as to determine the results of indicators that are highly correlated with their constructs. The following table shows the cross loading results from the validity test as follows:

Table 2. Discriminant Validity

	Job Satisfaction (Y)	Quality of Work (Z)	Punishment (X2)	Reward (X1)
X1.1	0.637	0.660	0.568	0.846
X1.2	0.664	0.643	0.626	0.843
X1.3	0.680	0.714	0.540	0.862
X2.1	0.650	0.700	0.906	0.563
X2.2	0.701	0.793	0.925	0.674

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Y.1	0.878	0.771	0.613	0.623
Y.2	0.853	0.752	0.596	0.701
Y.3	0.866	0.752	0.698	0.712
Y.4	0.901	0.835	0.696	0.693
Y.5	0.816	0.659	0.579	0.623
Z.1	0.717	0.844	0.716	0.773
Z.2	0.846	0.847	0.734	0.746
Z.3	0.664	0.795	0.590	0.562
Z.4	0.675	0.781	0.678	0.545
Z.5	0.658	0.845	0.710	0.630
Z.6	0.805	0.896	0.663	0.680

Source: Smart PLS 3.3.3

The results of table 2 above show a value that is greater than the other variables in each indicator and variable, so it can be concluded that the results of the discriminant validity study are validly distributed.

3. Composite reliability

In composite reliability research to see each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if below 0.60 and 0.7 then it is not reliable there are several blocks to determine whether the research is reliable or not and valid or not including the Cronbach alpha value, composite reliability and AVE value can be seen in the table below:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction (Y)	0.914	0.936	0.745
Work Quality (Z)	0.913	0.933	0.698
Punishment (X2)	0.807	0.912	0.838
Reward (X1)	0.809	0.887	0.723

Source: Smart PLS 3.3.3

In table 3 above, it can be seen that in the cronbach alpha column, there is a value of α for each variable greater than 0.7, which means that the reliability data for each p variable. The composite reliability column has a ρ value greater than 0.6, so it can be explained that each variable is considered reliable because the data is greater than 0.6. It can be seen from the AVE column that each variable gets a value greater than 0.7, which means that the data is valid according to AVE. All variables from the cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6, so they are considered reliable and valid.

4. Inner Model Analysis

Structural model evaluation (inner model) is conducted to ensure that the basic model created is strong and accurate. The stages of examination conducted in the primary model assessment are seen from several markers, namely:

a. Coefficient of Determination (R²)

In the next stage, namely the evaluation of the measurement model or inner model by looking at the R-Square value criteria. The R-Square results from the smartPLS 3.3.3 software output are as follows:

Table 4. R Square Results

	R Square	Adjusted Square	R
Job Satisfaction (Y)	0.787	0.778	
Quality of Work (Z)	0.773	0.767	

Source: Smart PLS 3.3.3

There is an R square value for the job satisfaction variable with an R square value of 0.787 and if expressed as a percentage of 78.7%, this means that the influence of Reward , Punishment , Quality Work To Satisfaction Work by 78.7% and the rest is in other variables. The R square value of the work quality variable is 0.773 and if in percentage it is 77.3%, it means that the Influence of Reward and Punishment on Quality Work As by 77.3% and the rest is in other variables.

b. Hypothesis Testing

After assessing the inner model, the next thing is to assess the connection between idle builds as suspected in this review. Speculation testing in this review is done by looking at T-Statistics and P-Values. Speculation is announced to acknowledge whether the T-Insights value is > 1.96 and P-Values < 0.05 . The following are the consequences of the direct impact Path Coefficient:

Table 5. Path Coefficients (Direct Effect)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Quality Work (Z) -> Satisfaction Work (Y)	0.663	6,974	0,000	Accepted
Punishment (X2) -> Satisfaction Work (Y)	0.047	0.538	0.295	Rejected
Punishment (X2) -> Quality Work (Z)	0.520	7,372	0,000	Accepted
Reward (X1) -> Satisfaction Work (Y)	0.220	2,684	0.004	Accepted
Reward (X1) -> Quality Work (Z)	0.439	6,444	0,000	Accepted

Source: Smart PLS 3.3.3

The results of the research directly above will be explained as follows:

1. Job quality has a positive and significant effect on job satisfaction with an original sample value of 0.663 and P values of 0.000. This means that if the quality of work increases, job satisfaction will also increase, conversely if it decreases, job satisfaction will decrease.
2. *Punishment* has a positive and insignificant effect on job satisfaction with an original sample value of 9.047 and P values of 0.295. This means that punishment has little effect

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on job satisfaction, so that job satisfaction does not necessarily increase if *punishment* increases.

3. *Punishment* has a positive and significant effect on work quality with an original sample value of 0.520 and P values of 0.000. This means that if *punishment* increases, work quality will increase, conversely if it decreases, work quality will also decrease.
4. *Reward* has a positive and significant effect on job satisfaction with the original sample value of 0.220 and P values of 0.004. This means that if *the reward* increases, job satisfaction increases, conversely if it decreases, job satisfaction decreases.
5. *Rewards* have a negative and significant effect on work quality with an original sample value of 0.439 and P values of 0.000. This means that if *the reward* increases, the work quality will increase, conversely, if it decreases, the work quality will decrease.

Table 6. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Punishment (X2) -> Quality Work (Z) -> Satisfaction Work (Y)	0.345	4,810	0,000	Accepted
Reward (X1) -> Quality Work (Z) -> Satisfaction Work (Y)	0.291	5,030	0,000	Accepted

Source: Smart PLS 3.3.3

The results of the indirect influence above can be explained as follows:

1. *Punishment* has a positive and significant effect on job satisfaction through work quality indirectly with the original sample results of 0.345 and P values 0.000. This means that work quality is an intervening variable because it can influence *Punishment* on job satisfaction indirectly so that it can be stated that with the existence of work quality *punishment* and job satisfaction can increase.
2. *Reward* has a positive and significant effect on job satisfaction through work quality indirectly with the original sample value of 0.291 and P values 0.000. This means that work quality is an intervening variable that can influence *Reward* on job satisfaction indirectly with the existence of work quality will increase reward and job satisfaction.

Conclusion

1. Work quality has a positive and significant effect on job satisfaction with an original sample value of 0.663 and P values of 0.000.
2. *Punishment* has a positive and insignificant effect on job satisfaction with an original sample value of 9.047 and P values of 0.295.
3. *Punishment* has a positive and significant effect on work quality with an original sample value of 0.520 and P values of 0.000.
4. *Rewards* have a positive and significant effect on job satisfaction with an original sample value of 0.220 and P values of 0.004 .
5. *Rewards* have a negative and significant effect on work quality with an original sample value of 0.439 and P values of 0.000 .
6. *Punishment* has a positive and significant effect on job satisfaction through work quality indirectly with the original sample results of 0.345 and P values of 0.000.

7. *Rewards* have a positive and significant effect on job satisfaction through work quality indirectly with an original sample value of 0.291 and P values of 0.000.

Suggestion

1. The company must improve the quality of work for its employees which is done every month so that it is embedded the desire to improve the company's performance and employee spirit to the maximum and in accordance with the rules applicable in the Company.
2. Companies must have *Punishment* in their work, with strong *Punishment* the Company's performance will increase.
3. Companies must create maximum rewards, with rewards that can improve performance and provide more value to the company.

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