



Work performance, organizational commitments and reward systems on job satisfaction: Evidence from government organization in Indonesia


Adri Satriawan Surya¹, Arumega Zarefar^{2*} , Zirman Zirman³, Atika Zarefar⁴ 
1,2,3,4. Department of Economic & Business, University of Riau, Pekanbaru, Indonesia

Received 19 September 2023 | Revised 13 October 2023 | Accepted 02 November 2023

Abstract

The purpose of this research was to determine the effect of extrinsic rewards and intrinsic rewards on job satisfaction with organizational performance and commitment as an intervening variable in the organization of the Pekanbaru city region. The data used in this study were primary data which were obtained by distributing questionnaires and conducting direct interviews with Pekanbaru City government institution (OPD) staff. The population in this study was all the staffs of Pekanbaru city institution (OPD). In this study, the total number of institutions in Pekanbaru was 43 institutions. The sample used by researchers was Pekanbaru city institution employees, approximately 109 respondents. Data analysis in this study used Structural Equation Modelling-Partial Least Square (SEM-PLS) with WarpPLS version 5.0. The results of this study indicated: extrinsic and intrinsic rewards did not directly influence job satisfaction, extrinsic and intrinsic rewards had direct effect organizational performance and commitment, and performance could not be intervening between extrinsic rewards for job satisfaction, whereas organizational commitment was mediating between intrinsic rewards and job satisfaction.

Keywords: Reward, Performance, Organizational commitment, Job satisfaction.

 <https://doi.org/10.22034/NASMEA.2024.185792>

*Corresponding author: Arumega Zarefar; arumega@lecturer.unri.ac.id

1. Introduction

Human resource management is a strategy that can be applied by organizations as a managerial instrument for arrangement, managing and controlling to create skillful human resources and be able to support the organization achieve its goals (Priyono & Marnis, 2008). The realization of the objectives of the organization is attached to the work of all tools of human resources that occur in the organization. Workers are essential features and have the foremost rate in the sustainability of the organization, as well as to complete the targets of the organization (Jamil, 2003 in Vahdist, 2016). Workers are assets that must be reserved by the organization since the organization not only needs to reach its objectives at one time but also in a supportable time. Workers are one of the pieces of running an organization to attain goals.

Performance is the result of quality and quantity of work achieved by a member of staff in carrying out their liabilities by following the responsibilities given to him to reach company objectives (Mangkunegara, 2012 in Winangsih, 2017). Organizations can do a lot to enlarge member of staff performance, one of which is by giving rewards. The reward system has a fundamental influence in the association as far as welcoming and holding qualified workers to arrive at better performance. Rewards that got by workers will make them feel regarded by the organization and feel that the organization is totally engaged with advancing their professions (Dewhurst, 2010 in Teak, 2017). As indicated by Ajila and Abiola (2004) in Fareed et al. (2013) in Teak (2017), the reward positively affects the presentation of workers in organizations since it can build their efficiency and effectiveness at work.

In organizations, rewards are vital to retain and build commitment from staffs who can also ensure great criteria of workforce performance and steadiness (Wang, 2004, Young et al, 1998 in Maholtra, Budhwar & Prowse, 2007 in Winata, 2017). Proposing ideal rewards and by following the desires of each worker is something that can increase workers' commitment to the organization. Organizational commitment is one of the key topics because of the upper level of member commitment to the organization, it is expected that the greater the level of loyalty and performance that can be created by the worker (Winata, 2017).

Rewards are distributed into two types, i.e. extrinsic rewards and intrinsic rewards. Extrinsic rewards are physical rewards, can be in the formula of funds such as salaries, bonuses, benefits and can also be non-financial such as promotions. Intrinsic rewards are rewards that do not have a tangible form, which workers obtain for themselves, this reward is commonly a positive value or a worker's fulfilment with himself because he develops acknowledgement, accountability and learning opportunities (Syahril, 2016).

2. Literature Review

2.1. The Reward toward Job Satisfaction

The reward is a repayment, gift, award or compensation that intents to create somebody more enthusiastic in their hard work to progress or raise the performance that has been accomplished (Nugroho, B., 2006 in Syahril, 2016), while job satisfaction is a scheming that displays somebody's feelings is joyful or unhappy, satisfied or dissatisfied at work (Rivai & Sagala, 2009 in Syahril, 2016). Reward stimuluses on performance, according to Edisooriya (2014 in Syahril, 2016) a praiseworthy reward system will growth worker job satisfaction, while according to John & Russel (1993) in Wahab (2012) in Syahril (2016) components that change job satisfaction are prospects for improvement or promotion, job security, salary, company and management, working conditions, rewards and communication, this is attested by research conducted by Javed, et. al. (2012 in Syahril, 2016) which concluded that there was a significant

relationship between intrinsic and extrinsic rewards with job satisfaction. Based on the results of the research above, in this research the hypothesis is;

H1: Allegedly there is a positive and significant influence between extrinsic rewards and employee job satisfaction

H2: Supposedly there is a positive and significant effect between intrinsic rewards and employee job satisfaction

2.2. The Reward toward Performance

According to Mondy in the book of Human Resource Management Tenth Edition (2008) in Winata (2017) stated that reward (equated with compensation) is an award given to employees as a reward for services, while performance is a real behaviour revealed by everyone as a work realization created by employees according to their role in the company (Rivai & Sagala, 2009 in Syahril, 2016). The maximum level of performance occurs when they feel their business is valued and entirely reimbursed, the statement is supported by research led by Edirisooriya (2014 in Syahril, 2016) showed that there was a positive relationship between extrinsic reward, intrinsic reward and employee performance. Meanwhile, according to research by Aktar et al. (2012 in Syahril, 2016) demonstrated that there was a relationship between extrinsic and intrinsic rewards on employee performance. It had been identified that intrinsic reward has a significant influence on employee performance (Özutku, 2012 in Syahril, 2016). Based on the above research, the hypotheses in this study are;

H3: It is suspected that there is a positive and significant influence between extrinsic reward and employee performance

H4: Apparently there is a positive and significant effect between intrinsic reward and employee performance

2.3. The Reward toward organizational commitment

Research by Nawab & Batti (2011) in Hidayat (2013) mentioned that K Aryawan worked in an organization expecting reward as remuneration for the work done to meet the needs. Reward systems in organizations can growth feelings of job satisfaction and employee commitment in the organization. Job satisfaction describes the employee's assessment of his work. Research conducted by Nawab & Batti (2011) in Hidayat (2013) illustrated that reward had a major role in continuing employee commitment in the organization. Based on the above research, the hypothesis in this study are

H5: Extrinsic rewards have a significant effect on organizational commitment

H6: Intrinsic reward has a significant effect on organizational commitment

2.4. Mediating Effect of Performance on the Relationship between Reward Systems and Job Satisfaction

The intrinsic and extrinsic rewards system does not constantly affect performance. For employees, giving rewards is an obligation to employees as an indicator of "contract". The reward system affects performance. This is in line with Richard Steel's findings in Taba (2016) that should be of high value to the effect of one's work motivation. High motivation will affect performance. But also, performance is influenced by ability, approval of roles and organizational environment. As such, these findings are not consistent with Richard Steel's study and differ in terms of mediating variables, which in this study were organizational performance and commitment.

There are some preliminary studies carried out since the 1950s that attempt to study the relationship between performance and performance satisfaction (Konhauser & Shrap, 1932;

Mayo, 1933; Brayfield & Crockett, 1955; Herzberg, Mausner, Peterson, Capwell, 1957; Emery and Trist, 1960; McGregor, 1960; Likert, 1961; Argyris, 1964; Etzioni, 1964; Vroom, 1964; Fournet, Distefano, Pryer, 1966; Vroom, 1985; Gross & Etzioni, 1985). Most research appears to have assumed implicitly that there is a positive and significant relationship. But some research shows why job satisfaction leads to higher performance. Research in the early 50s found a substantial disappointment in the relationship between satisfaction and performance (Kornhausner & Sharp, 1932).

A study conducted by CN Greene (1972) in Robbins (2001) established the performance that would lead to job satisfaction, not vice versa. It is suggested to arrange for a theoretical assessment for Luthans and Miner's findings. If performance is good, then intrinsically reward will be received, plus the organization gives extrinsic reward to increase employee satisfaction. Based on the research, the hypothesis in this research are

H7: There is a significant influence between extrinsic rewards on job satisfaction through performance as an intervening variable

2.5. Mediating Effects of Organizational Commitment on the Relationship between Reward Systems and Job Satisfaction

Intrinsic rewards are considered as motivational features (job content) such as achievement, work, recognition, possible development, and responsibility. These factors are described by Herzberg (1967) in Taba (2016) as factors which, if they are not in the organization, do not continuously cause disappointment, but if these elements exist, they will form solid motivation and produce a good performance. Good achievement reached by motivational factors will affect employee job satisfaction. Indicators of extrinsic and intrinsic reward systems show strong relationships and directly affect the growth of employee organizational commitment. According to Luthans (1987) in Taba (2016), not much research has tried to link the organizational commitment reward system. Buchanan (1975) in Taba (2016) found a positive effect on the extrinsic reward system through structure, salary, benefits and bonuses, considerably influencing organizational commitment to sustainability, while the effect on affective and normative commitment was not significant.

Job satisfaction is influenced by organizational issues such as employee commitment to the organization, and employees often become very committed to the organization before they develop positive work practices (Boxx, Odom, & Dunn, 1991; Glisson & Durick, 1988; Mowday, Porter, and steers, 1982; Posner, 1992; Romzek, 1990; Salancik & Pfeffer, 1978). Researchers generally agree on the cause and effect relationship between job satisfaction and organizational commitment (Bateman & Strasser, 1984; Curry, Wakefield, Price, & Muller, 1986; Williams and Hazer, 1986). Based on these studies, the hypothesis in this study is

H8: There is a significant influence between the intrinsic reward systems on job satisfaction through organizational commitment as an intervening variable

3. Methodology

The population in this study were Pekanbaru City Institutions (OPD) employees. The selection of the sample in the study was decided by using a *purposive sampling* that was taking the samples were carried out based on criteria, i.e.:

- a. Employees with civil servant status of at least 2 years of work experiences
- b. Employees who graduated At least a Diploma (D3)

The sample used in this study were 109 respondents.

Table 1. Demographic data of respondents

Characteristics		Respondents	
		amount	%
Gender	Male	49	45%
	Female	60	55%
	Total	109	100%
Age	<30 years old	10 people	9%
	30-40 years old	70 people	64%
	41-50 years old	24 people	22%
	> 50 years old	5 people	5%
	Total	109	100%
Level of education	Diploma (D3)	14 people	13%
	Undergraduate (S1)	88 people	81%
	Master Degree (S2)	7 people	6%
	Total	109	100%
Length of work	2 years	3 people	3%
	3 years	6 people	5%
	4 years	10 people	9%
	> 5 years	90 people	83%
	Total	109	100%
Position	Head of Division	13 people	12%
	Section Chief	20 people	18%
	The staff	76 people	70%
	Total	109	100%
Rank/class	I	-	-
	II	10 people	9%
	III	93 people	85%
	IV	6 people	6%
	total	109	100%
Background/qualifications	Accounting	32 people	29%
	Non-accounting	77 people	71%
	total	109	100%
Work experience	<5 years	9 people	8%
	6-10 years	59 people	54%
	11-15 years old	24 people	22%
	> 16 years old	17 people	16%

4. Results

In the focal proportion of SEM examination is the clarification of the basic model. The basic model shows the bond between study factors Coefficient auxiliary model demonstrates the level connection between the variable and another variable. There is a critical impact between factors one and another if the estimation of P-esteem < 0.05. In SEM, there are two impacts, i.e. direct effect and indirect effect. The results of the analysis are summarized in Figure 1 for a direct effect and indirect effect (mediating effect).

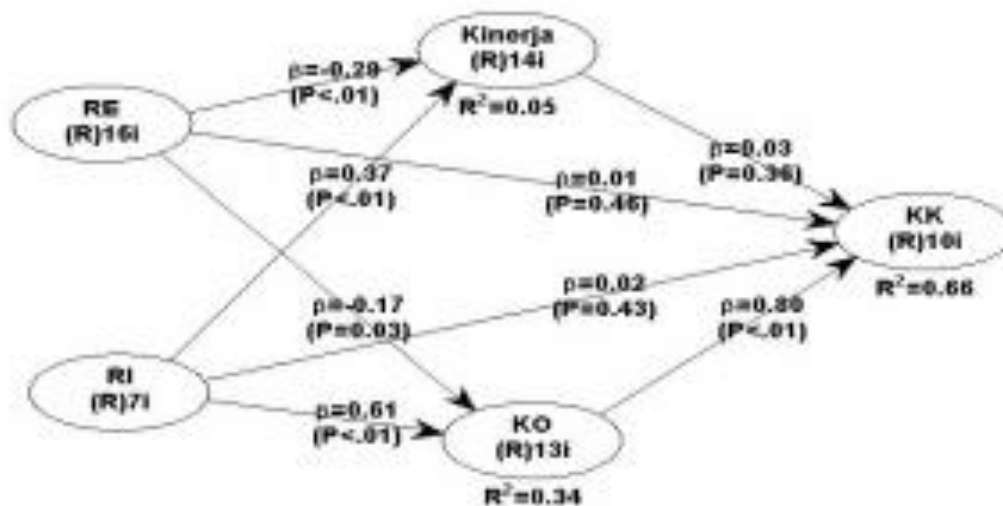


Figure 1. Hypotesis Test

The outcomes show that from 6 hypotheses of direct effect, 2 hypotheses (H1 and H2) were rejected in direct effect, but accepted in mediating (indirect) effect. Extrinsic Reward System and Intrinsic Reward System had directly significant effect on the Work Performance and Organizational Commitment, and Work Performance and Organizational Commitment had directly significant effect on Work Satisfaction. On the other hand, Extrinsic Reward System and Intrinsic Reward System had no direct effect on Work Performance. Two rejected hypotheses (in direct effect) were acknowledged in mediation effect, with Work Performance and Organizational Commitment as mediating variables to bridge the relation of Extrinsic Reward framework and Intrinsic Reward framework with Work Satisfaction.

5. Discussion and Conclusions

5.1. Mediation Effect of Work Performance on the Relation between Rewards System and Work Satisfaction

Both extrinsic and intrinsic reward framework didn't naturally influence performance. For workers, giving prize was an obligation to the representative as a declaration of "understandings". The reward framework influenced work performance. This was in accordance with the discoveries of Richard Steel that preferred position must be of high an incentive to influence one's work inspiration. Incredible inspiration will influence work performance. Furthermore, work performance is likewise influenced by the ability, endorsement of jobs and authoritative condition. Along these lines, these discoveries weren't steady with the investigation of Richard Steel and contrasted as far as the interceding factors, which right now work performance and organizational commitment. Different examinations which were predictable with these discoveries were Jensen & Murphy (1990), Kerr & Bettis (1987).

Jensen & Murphy (1990) in supporting the hypothesis of the original organization express disappointment at the low compensation affectability of the CEOs and stun at comparative outcomes on subordinates. Also, the creators prescribe scientists to consider components outside the office's structure to depict the Chief's compensation affectability to performance. Garen (1994) in his observational examination found that ... the general logical intensity of the experimental model for the affectability of instalments to performance is very low. This is as yet obscure in the investigation of official remuneration (p.1198). Indeed, even Tosi, Werner,

Katz and Gomez-Meija (1998) find that under 5 per cent of CEOs compensations can be depicted by performance factors. In conclusion, Taussig & Pastry specialist's (1925) inability to recognize a strong connection between top management remuneration and company performance has befuddled researchers.

The hypothesis of work supply depends on the possibility that relaxation is gainful for any individual or family. Relaxation is normal products which will be devoured further if the genuine salary got more prominent than previously and it's supported by the person. In any case, work is less favored by the individual whether positive or negative. Along these lines, recreation utilization is for the most part controlled by the cost and individual salary, while singular pay earned from work (compensation) implies that the aggregate of pay is dictated by the number of units of time dispersed for work. Along these lines, an individual/customer improves the measure of time spent on work. This is gotten from the hypothesis of augmentation of fulfilment.

Rewards system is designed by keeping in mind the organizational productivity direction affected by the rewards in positive and negative manners. The activities and outcomes of employee's contribution in organization influence the organizational performance. The relation of employees and organizational activities increased the employee skills and knowledge, commitment and organizational productivity (Howard & Dougherty, 2004).

Many studies provide evidences about the rewards system are important for employee's outcomes in productivity manner. But not specific rewards are mention for increase in productivity of organizational performance. We define rewards generally to include all types of rewards, both extrinsic and intrinsic. We cannot neglect one type of rewards to promote the other one. Both types of rewards have their importance according to the need and situation. Extrinsic rewards have the impact on job satisfaction and keep the employee loyal with their job. Job satisfaction is the extent to which an employee is satisfied with the job and he/she employed for. An examination led by Murphy shows that incentive conveys average result. Likewise, it is accepted that the CEO with a more elevated level of comprehension of incentive pine for possession. Meanwhile, the examination led by Crystal finds that the inside isn't how much the CEO is redressed, yet how they are compensated. Further indicated that there is no critical connection between the degree of accomplishment saw by investors and the all-out abundance of the CEO (Budiman, 1997). The connection between work performance and work satisfaction is seen by numerous investigations as complementary or shared (Excavator, 1988; Luthans, 1998), henceforth it's regularly testing to choose which variable is influenced and which variable that influences it. It's comprehended that the performance came to in a government organization is a proportion of the limit and energy of a worker in their work. The whole of competency is reflected in significant levels of scholarly expertise or knowledge and physical acknowledgment of the association, collaborators, and society as a rule. Work performance might be an individual or gathering accomplishment. The precise estimation is anything but difficult to get the commendation and affirmation from nature around work. This, thusly, will influence worker fulfilment.

5.2. Mediating Effect of Organizational Commitment on the Relation between Reward System and Work Satisfaction

Intrinsic rewards are those which are non-cash rewards or not having any physical existence. For example, employee recognition, acknowledgement, professional growth, authority to immediate tasks, respect and appreciation are intrinsic rewards. On other side, extrinsic rewards are those which have physical existence and cash based rewards are lie under the category of extrinsic rewards. Examples office pay, salary, bonuses and such indirect forms of

payment as flexibility in time. According to Porter et al. (1974), commitment is a belief and perception of employee about the receiving of organizational values and goals as their own goals and values, employees shows acceptance to organizational policies and values to keep themselves attach with organization. Extrinsic compensation includes wages, promotion at job, social climate of organization, and job security, bonuses, increments, and overtime payments also comes under the domain of extrinsic rewards (Mahaney & Lederer, 2006).

Cohen (1993) also supported the organizational commitment positive relation with the organizational performance. He described that lack of committed employees could decrease the performance of organizational and make less productive outcomes. Commitment could be raised by different types of incentives. Deci (1971) defined the commitment as a relation with rewards system. He defined that the intrinsic rewards had the great importance to integrate the commitment in employees. Organization provided the opportunities to employees by their performance for the recognition and acknowledgement as rewards and in result the employee emotionally attached with organization due to being recognized. The intrinsic rewards and social rewards found more helpful for employers to develop and construct the emotional attachment among employees towards organization goals and objectives (Burke, 2002). According to (Adeyemo & Aremu, 1999), the supportive nature of employers has more committed employees because of social recognition given to them. Lazear (2000) stated that when management were connected to employees in well-organized manner and paid them recognition and acknowledgement in return of their effective performance the employees are found more emotionally integrated in work and released more trust towards their job and remain loyal to organization. Employee's attitude was found positively related to organization perception support.

Various examinations utilize various features of satisfaction to anticipate worker attributes, for example, performance, organizational commitment, and service quality. (Dienhart & Gregoire, 1993). It is a debatable issue of whether work satisfaction is the indicator of organizational commitment or the other way around. A few scientists have presented the defense that work satisfaction is an indicator of organizational commitment (Porter, 1974). Slattery & Selvarajan (2005) analyzed the relationship between work satisfaction Organizational commitment and turnover intention among impermanent worker. They secured a positive relationship between job satisfaction and organizational commitment. A few examinations have concentrated legitimately on testing the causal connection between Job Satisfaction and Organizational commitment (Lance, 1991).

An examination was directed by Yuan Ting (1996) from California State University-Fullerton on the Analysis of Work Satisfaction of the Federal White-Collar Workforce: Findings from the study of Federal workers. The goal of this investigation is to expand previous examines on work satisfaction to group the centre parts of work and association as individual qualities that influence worker satisfaction, essentially among desk government workers. The examination likewise simply distinguishes the association/affiliation (not causality) between them dependent on the cross-sectional nature of the study of Federal workers.

The premier authoritative duty to the organization in the previous investigations is normative commitment. Normative commitment is connected to near qualities cultivated by senior individuals who have worked in the organization, explicitly in the government sector. The principle convictions of loyalty, sacrifice, and compliance in no way, shape or form uncover a solid choice for duty. Maybe, these standards are more fragile than outer variables. The normal worker training is a confirmation/ace degree with a level of 50.9%. That is, they get an opportunity of getting a new line of work if leaving the organization. Then again, it must be recollected that these requests in government foundations expertise are very high, so the degree

of rivalry is likewise very high. Besides, the outer states of our economy, particularly the work supply stays frail, so representatives may basically follow the establishment however they are not really fulfilled.

5.3. Conclusions and Recommendations

This study concludes that Extrinsic Reward System and Intrinsic Reward System had no direct significant impact on job satisfaction, extrinsic and intrinsic reward influenced on the performance and organizational commitment, performance cannot be intervening between extrinsic reward and job satisfaction, commitment organization as a partial mediator between the intrinsic reward relationships with job satisfaction This study has several limitations, namely: (1) the data is quite difficult to obtain because it is the primary data from interviews and questionnaires. (2) Quite a long time in data collection. And, the next researcher is expected to test other variables that are relevant to employee job satisfaction.

References

- Adeyemo, D. A. & Aremu, A. O. (1999). Career Commitment among Secondary School Teachers in Oyo State, Nigeria: The Role of Biographical Mediators. *Nigerian Journal of Applied Psychology*, 5, 184-194.
- Arifin, K. M. S. (2013). Analysis of the Effect of Performance Allowances and Job Satisfaction on the Performance of Polri Members in Sintang Regional Police. Open University Library Collection, Sintang District, West Kalimantan Province, Jakarta.
- Amri, J. (2008). Analysis of the Effect of Participation on Job Satisfaction and Organizational Commitment. Bogor.
- Burke, W. W. (2002). *Organizational Change: Theory and Practice*. Sage, Thousand Oaks.
- Coal, K. Ir., Sugiharto Pujangkoro, M. M., & Buchari ST, M. K. (2013). The Effect of Salary, Wages and Employee Benefits on Employee Performance at PT. XYZ. *Journal of Industrial Engineering FT USU*, 3(5), pp. 23-28.
- Cohen, A. (1993). Organizational Commitment and Turnover: A Meta-Analysis. *Academy of Management Journal*, 36, 1140-1157. <http://dx.doi.org/10.2307/256650>
- Deci, E. L. (1971). Effects of Externally Mediated Rewards on Intrinsic Motivation. *Journal of Personality and Social Psychology*, 18, 105-115. <http://dx.doi.org/10.1037/h0030644>
- Endriani, F. (2016). Effect of Compensation on the Organizational Commitment of Employees of PT. SHAANXI ENERGY RESOURCES, Kendari.
- Fajri, A. N., Hamidah, N. U., & Ika, R. (2015). Effect of Promotion on Job Satisfaction and Employee Job Performance. *Journal of Business Administration (JAB)*, 29(1).
- Fatmawati, P. (2013). The Effect of Job Promotion on Employee Performance in the Financial and Asset Management Revenue Service (DPPKA) of Kulon Progo Regency. Yogyakarta.
- Ghozali, I. (2008). *Structural Equation Model Concepts and Applications with the AMOS 16.0 Program*. Semarang, Diponegoro University Publisher Agency.
- Ghozali, I. (2011). *Application of Multivariate Analysis with SPSS Program*. Diponegoro University Publisher Agency.
- Ghozali, I., & Hengky, L. (2014). *Partial Last Square: Concepts, Techniques and Applications Using the second edition of the SmartPLS3.0 Program*. Diponegoro University Semarang.
- Hidayat, W. R. (2013). Effect of Total Reward on Job Satisfaction and Organizational Commitment: Case Study of the Directorate General of Taxes Center. Jakarta
- Howard, L. W., & Dougherty, T. W. (2004). Alternative Reward Strategies and Employee Reactions. *Compensation & Benefits Review*, 36, 41-51. <http://dx.doi.org/10.1177/0886368703261273>

- Lazear, E. P. (2000). Performance Pay and Productivity. *The American Economic Review*, 90, 1346-1361. <http://dx.doi.org/10.1257/aer.90.5.1346>
- Mahaney, R. C., & Lederer, A. L. (2006). The Effect of Intrinsic and Extrinsic Rewards for Developers on Information Systems Project Success. *Project Management Journal*, 37, 42-54
- Mardjoen, M. (2013). Research Journal on the Effect of Regional Performance Allowance (TKD) on Employee Performance in Gorontalo Provincial Health Office. Faculty of Economics and Business, Gorontalo State University.
- Murgijanto, E. (2010). The Effect of Instrinsic Compensation and Extrinsic Compensation on the Performance of Lecturers in the Ama Salatiga College of Economics. *Salatiga Among Makarti*, 3(6).
- Newman, A., & Abdullah, Z. S. (2010). *Organizational Rewards and Employee Commitments: Chinese Studies*. Emerald Insight.
- Now, U., & Bougie, R. (2017). *Research Methods for Business: Expertise Development Approach*. Salemba Empat.
- Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational Commitment, Job Satisfaction, and Turnover among Psychiatric Technicians. *Journal of Applied Psychology*, 59, 603-609. <http://dx.doi.org/10.1037/h0037335>
- Priyono., & Marnis. (2008). *Human Resource Management Book*. Palembang: ResearchGate.
- Risfandy, T. (2009). The Effect of Participation in the Work Team on Organizational Commitment with Empowerment as a Mediator. *Surakarta*.
- Sirajuddin, S., & Darwis, M. (2015). The Effect of Performance Allowances on Employee Performance at BAUK Makassar State University. *Journal of Public Administration*, 5.
- Siamto, W. (2018). Effects of Job Stress, Promotion and Turnover of Employees Towards Organizational Commitment to Prosperous Cooperative Savings and Loan Employees with Bogor Branch. *Journal of Business Disruption*, 1(1).
- Sugiyarti, G., & Triaswu. (2018). Analysis of Work Autonomy Against Organizational Commitment and Job Satisfaction with the Role of Organizational Culture Moderation in Street Vendors in Tumnosari Housing, Semarang City, *Fiber Actiya-UNTAG Semarang Scientific Journal*, 7(2). ISSN: 2302-2752
- Sugiyono. (2012). *Quantitative Research Methods and R&D*. Bandung.
- Sugiyono. (2014). *Educational Research Methods Quantitative, Qualitative and R&D Approaches*. Bandung.
- Syahril, R. R., & Nurbiati, T. (2016). The Effect of Extrinsic and Intrinsic Reward on Performance with Job Satisfaction as Intervening Variables. *Journal of Management Research*, 3(1).
- Taba, I. M. (2016). Mediation Influence Performance and Organizational Commitment in the Relationship between Reward Systems for Employee Job Satisfaction. *Journal of Management Development*.
- Teak, B. R. G. (2017). Effect of Rewards on Performance with Organizational Commitment as Moderation Variables. *Lampung*.
- Ulfha, S. M. (2018). The Effect of Performance Allowances on Employee Work Motivation (Case Study on Employees of the Medan Region I Forest Area Consolidation Office). Faculty of Economics and Business Islam, North Sumatra State Islamic University.
- Vahdist, R. & Mahfudz. (2017). Effect of Salary, Allowances, and Promotion of Position on Employee Performance. *Diponegoro Journal of Management*, 6(1), 1-15. ISSN Online: 2337-3792

- Winangsih, A. (2017). Analysis of the Effect of Extrinsic Rewards and Compensation on Performance Through Work Motivation as Intervening Variables. Surakarta.
- Winarni, H. U. (2013). The Effect of Salary Against the Performance of Salatiga City Library and Archives Office Staff Through Work Motivation Variables as Intervening Variables. Salatiga Among Makarti, 6(11), July 2013.
- Wuryanto, D. A. (2012). Analysis of the Influence of Job Promotion, Perception of Compensational Justice and Physical Work Environment on Employee Job Satisfaction (Study of PT. Suara Merdeka Press Employees). Diponegoro University's Faculty of Economics and Business.