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**The Influence of Reward Systems, Job Satisfaction, and Salary on
Employee Engagement among Employees of
PT. Deli Jaya Samudera Medan**

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ABSTRACT

This study aims to analyze the effect of Reward System, Job Satisfaction, and Salary on Employee engagement at PT. Deli Jaya Samudera Medan. This research used a quantitative approach with a population of 30 employees. The sampling technique used in this study was saturated sampling, in which all members of the population were selected as the research sample. The results of the study indicate that Reward System, Job Satisfaction, and Salary partially have a positive and significant effect on Employee engagement. A good Reward System can increase employees' enthusiasm and engagement at work. High job satisfaction makes employees feel comfortable, loyal, and committed to the company. In addition, appropriate salaries can improve employees' motivation and sense of responsibility in carrying out their work. Simultaneously, the three variables have a significant effect on Employee engagement, as evidenced by the Fcount value of 10.543, which is greater than the Ftable value of 2.92, with a significance level of $0.001 < 0.05$. This means that Reward System, Job Satisfaction, and Salary together have a positive and significant effect on Employee engagement at PT. Deli Jaya Samudera Medan. The coefficient of determination (R Square) value of 0.549 or 54.9% indicates that the variables of Reward System, Job Satisfaction, and Salary are able to explain the effect on Employee engagement by 54.9%, while the remaining 45.1% is influenced by other variables outside this study, such as work environment, work motivation, leadership style, organizational culture, and other factors.

Reward System, Job Satisfaction, Salary, Employee Engagement.

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INTRODUCTION

In an increasingly competitive business environment, organizational success is determined not only by financial achievements but also by the ability to manage and develop human resources (HR) as strategic assets. Companies are required to build a workforce that is productive, committed, and emotionally attached to the organization. One of the main challenges in today's

HR management is creating a high level of employee engagement. According to (Dwiningtyas et al., 2025), employee engagement is employees' positive feeling toward their work, measured through their willingness to contribute their abilities and energy in carrying out tasks. Employees with a high level of engagement tend to demonstrate strong dedication, enthusiasm, and loyalty toward the company. On the other hand, low employee engagement can negatively affect organizations, such as decreasing work motivation, increasing absenteeism and turnover rates, and reducing employee productivity.

Low employee engagement is influenced by various factors, such as an ineffective reward system, dissatisfaction with salaries and benefits, lack of communication and management transparency, and unsupportive leadership styles. In addition, limited career development opportunities and excessive workloads may trigger job burnout, which reduces employees' sense of belonging toward the organization. These conditions indicate that companies need to pay greater attention to factors that can improve employee engagement. The issue of low employee engagement has become a challenge for many organizations, including PT. Deli Jaya Samudera Medan. PT. Deli Jaya Samudera is a company engaged in stevedoring services and operates in the Belawan Port area, Medan City. The company is located at Gedung Samudera Indonesia Block C, Jl. Raya Pelabuhan Gabion (Belawan II), and was established on January 10, 1986, as part of PT. Samudera Indonesia. In facing increasingly intense competition in the logistics industry, the company is required to continuously improve its performance and competitiveness.

The high level of competition in the logistics industry requires companies to continuously innovate and improve both operational aspects and HR management. According to (Irawan et al., 2024), human resources are strategic assets that play a vital role in determining a company's success and competitiveness; therefore, they must be managed effectively and sustainably. However, in reality, HR management at PT. Deli Jaya Samudera still faces various challenges. Based on preliminary observations and interviews with the Human Resource Department (HRD), it was found that in recent years the company has experienced an increase in employee turnover rates. This condition indicates a low level of employee engagement, which may affect the stability and operational effectiveness of the company.

The high rate of employee turnover indicates problems related to employee retention and employee engagement. The impacts of this condition include increasing recruitment and training costs, disruption of team stability, and declining operational efficiency. This situation also reflects that employees' attachment to the organization is still not optimal, thus requiring an evaluation

of the factors influencing it. Based on preliminary observations, low employee engagement at PT. Deli Jaya Samudera is not only reflected in the high turnover rate but is also evident from the lack of employee initiative, suboptimal productivity, and low loyalty toward the company. These conditions indicate that employees' emotional attachment and commitment to the organization have not been fully established.

One factor influencing employee engagement is the reward system. Rewards are designed to encourage employees to improve productivity and work quality. Appropriate rewards can increase employee engagement in their work. Employees who feel appreciated tend to be more involved and committed to the organization. According to (Kairupan & Kusuma, 2022), a reward system is a set of mechanisms used to provide both financial and non-financial rewards. Financial rewards include salaries, allowances, incentives, and bonuses, while non-financial rewards include recognition, career opportunities, and competency development. Furthermore, (Astari et al., 2023) stated that rewards reflect company objectives and function to encourage employees to improve productivity and work quality. Based on interviews with the Human Resource and Development (HRD) division of PT. Deli Jaya Samudera Medan, it was found that the company has implemented a reward system as one of its strategies to improve employee engagement.

PT. Deli Jaya Samudera has implemented various forms of rewards, both financial and non-financial, such as monthly salaries, allowances, incentives, bonuses, and career advancement opportunities. However, based on initial observations, the implementation of the reward system has not been fully successful in improving employee engagement. This is reflected in the still-high turnover rate and indications of declining work enthusiasm among some employees. In addition to the reward system, job satisfaction is also an important factor in building employee engagement. Job satisfaction reflects employees' positive or negative feelings toward their work, depending on the extent to which their expectations, needs, and personal values are fulfilled by the existing work environment. According to (Sinaga, 2025), job satisfaction is an emotional response given by individuals based on their assessment of the values perceived in a job. Meanwhile, (Aura & Hutahaeon, 2025) defined job satisfaction as employees' positive attitudes toward work that reflect individual evaluations of various aspects of the work situation, including physical conditions, social support, and work-life balance. From these opinions, it can be concluded that job satisfaction plays an important role in improving employee engagement within organizations. Employees who are satisfied with their jobs tend to demonstrate high loyalty, better work spirit, and optimal contributions

toward achieving company goals. Therefore, it is important for companies to continuously evaluate the implementation of reward systems and the level of job satisfaction in order to create a work environment capable of improving employee engagement.

These findings are in line with the results of a preliminary survey conducted on 10 employees, which indicated strong signs that job satisfaction had not been running optimally. The pre-survey results showed that most employees had considered looking for other jobs, felt they lacked appreciation, and were not fully satisfied with their work. In addition, some respondents stated that the salary they received was not proportional to their job responsibilities. These findings indicate a mismatch between employees' expectations and the conditions they experience, which may potentially reduce employee engagement. Another crucial factor in building employee engagement is salary. As the primary form of financial compensation, salary is not merely a tool for fulfilling life necessities but also an indicator of appreciation for employees' workloads. According to (Sari, Siluh Nyoman Raita Syaodih & Efawati, 2025), salary is defined as financial compensation provided by a company or employer to employees for the work they have performed. At PT. Deli Jaya Samudera, a salary system that has not undergone regular adjustments based on performance or inflation has become a dominant complaint among staff members.

This phenomenon is reinforced by pre-survey results showing that most employees feel the salary they receive is not proportional to their workload, and all respondents had considered seeking employment elsewhere. In addition, this condition aligns with the company's turnover rate data, which ranged between 11%-12% over the last three years. Thus, it can be concluded that perceptions of salary play a central role in shaping employee engagement. Competitive and fair salaries not only increase motivation but also strengthen long-term loyalty and commitment. Conversely, feelings of receiving inadequate compensation may trigger disengagement, which hinders productivity and collective work effectiveness.

Therefore, PT. Deli Jaya Samudera needs to evaluate its payroll system to better align with the characteristics of today's workforce, which demands transparency and performance-based appreciation. Adjustments to the compensation system and periodic evaluations are expected to improve employee engagement and help the company retain potential talent. Based on the overall explanation above, it can be seen that employee engagement among employees at PT. Deli Jaya Samudera requires serious attention because it is closely related to the reward system, job satisfaction, and salary. These three

factors interact with one another in determining the extent to which employees feel valued and committed to the organization. Based on this phenomenon, the researcher is interested in conducting a study entitled: "The Influence of Reward System, Job Satisfaction, and Salary on Employee Engagement among Employees of PT. Deli Jaya Samudera." The objectives of this study are to determine:

1. Whether the Reward System has an effect on Employee Engagement among employees of PT. Deli Jaya Samudera.
2. Whether Job Satisfaction has an effect on Employee Engagement among employees of PT. Deli Jaya Samudera.
3. Whether Salary has an effect on Employee Engagement among employees of PT. Deli Jaya Samudera.
4. Whether the Reward System, Job Satisfaction, and Salary simultaneously affect Employee Engagement among employees of PT. Deli Jaya Samudera.

RESEARCH METHOD

This study employed a descriptive research design with a quantitative approach to examine the influence of Reward System, Job Satisfaction, and Salary on Employee Engagement among employees of PT. Deli Jaya Samudera. The research was conducted at PT. Deli Jaya Samudera Medan, located at Gedung Samudera Indonesia Block C, Jl. Raya Pelabuhan Gabion (Belawan II), Medan Belawan, from November 2025 to December 2025. The population of this study consisted of all employees of PT. Deli Jaya Samudera, totaling 30 employees. Since the population was fewer than 100 individuals, the entire population was used as the research sample through a saturated sampling or census technique, resulting in a total of 30 respondents.

The data used in this study were primary data obtained directly from respondents through questionnaire distribution. The research instrument used a questionnaire based on a five-point Likert scale consisting of Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree responses. The independent variables in this study were Reward System (X_1), Job Satisfaction (X_2), and Salary (X_3), while the dependent variable was Employee Engagement (Y). In addition to questionnaires, data collection was also carried out through observation and documentation to obtain supporting information regarding company conditions and employee work activities.

The research procedure was conducted by distributing questionnaires directly to all respondents, after which the collected data were processed using SPSS software. Data analysis was carried out through descriptive statistics to

describe the characteristics of respondents' answers, followed by validity testing using Product Moment correlation and reliability testing using Cronbach Alpha to ensure that the research instrument was valid and reliable. This study also applied classical assumption tests consisting of normality, multicollinearity, and heteroscedasticity tests to ensure that the regression model met the analytical requirements.

Hypothesis testing was conducted using multiple linear regression analysis to determine the effect of Reward System, Job Satisfaction, and Salary on Employee Engagement. Furthermore, partial testing (t-test) was used to determine the effect of each independent variable on the dependent variable, while simultaneous testing (F-test) was used to determine the effect of all independent variables collectively on Employee Engagement. In addition, the coefficient of determination (R^2) was used to determine the contribution of the independent variables in explaining the dependent variable. This study was limited because it was conducted only in one company with a relatively small sample size; therefore, the findings cannot be generalized broadly to other companies with different characteristics.

RESULT AND DISCUSSION

The normality test aims to determine whether the data in the study are normally distributed or not. In this study, the normality test was conducted using two methods, namely the Normal P-P Plot graph and the Kolmogorov-Smirnov statistical test with the assistance of SPSS software. This test was carried out on the research model involving the variables Reward System (X1), Job Satisfaction (X2), and Salary (X3) on Employee Engagement (Y). The normality test was conducted by analyzing the graph as follows:

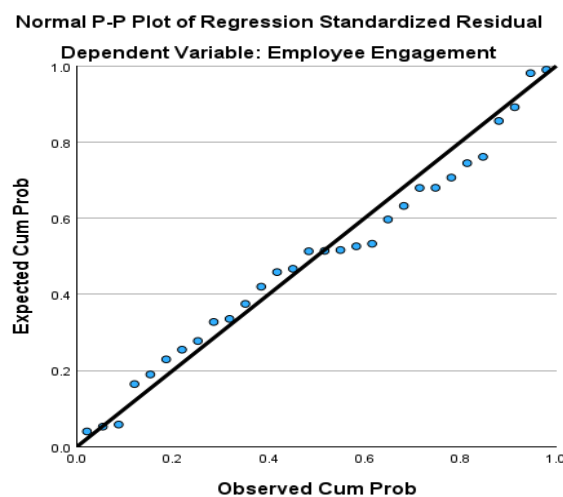


Figure 1. Normal P-P Plot Graph

Source: Research Results, 2026 (Data Processed)

Based on the Normal P-P Plot graph, it can be seen that the data points are distributed around the diagonal line and follow the direction of the diagonal line. This indicates that the residual data in this study are normally distributed, meaning that the regression model fulfills the normality assumption.

The normality test used in this study was the Kolmogorov-Smirnov test using SPSS software. If the significance value (Sig.) is greater than 0.05, the data are considered normally distributed, whereas if the significance value (Sig.) is less than 0.05, the data are considered not normally distributed. The following table presents the results of the normality test using SPSS.

Table 1.
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		30
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.10699814
Most Extreme Differences	Absolute	.099
	Positive	.099
	Negative	-.056
Test Statistic		.099
Asymp. Sig. (2-tailed) ^c		.200 ^d

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Research Results, 2026 (Data Processed)

Based on the results of the One-Sample Kolmogorov-Smirnov test, the Asymp. Sig. (2-tailed) value is 0.200 with a total of 30 respondents. Since this value is greater than 0.05, it can be concluded that the data are normally distributed. Therefore, the regression model in this study meets the normality assumption and is appropriate for further analysis.

The multicollinearity test is conducted to determine whether there is a strong intercorrelation among the independent variables. One of the most commonly used methods to detect multicollinearity is by examining the tolerance value and the Variance Inflation Factor (VIF). A good regression model is indicated by the absence of multicollinearity, with the following criteria:

1. Tolerance value: if the tolerance value is greater than 0.10, it indicates that multicollinearity does not occur.

2. VIF value: if the VIF value is less than 10.00, it indicates that multicollinearity does not occur.

Table 2.
Multicollinearity Test
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2.534	6.110		.415	.682		
Reward System	.314	.092	.457	3.418	.002	.972	1.029
Kepuasan Kerja	.326	.090	.489	3.623	.001	.954	1.049
Gaji	.252	.100	.339	2.532	.018	.969	1.032

a. Dependent Variable: *Employee engagement*

Source: Research Results, 2026 (Data Processed)

Based on the results of the multicollinearity test, it is known that the Reward System variable has a Tolerance value of 0.972 and a VIF value of 1.029. The Job Satisfaction variable has a Tolerance value of 0.954 and a VIF value of 1.049, while the Salary variable has a Tolerance value of 0.969 and a VIF value of 1.032. All independent variables show Tolerance values greater than 0.10 and VIF values lower than 10.

Therefore, it can be concluded that the regression model in this study does not experience multicollinearity. This means that there is no strong correlation among the independent variables, so the regression model is appropriate for further analysis.

The heteroscedasticity test is conducted to determine whether there is inequality of variance in the residuals across different predicted values. A good regression model is one that does not exhibit heteroscedasticity (homoscedasticity), meaning that the residual variance remains constant. In this study, the heteroscedasticity test was carried out using a Scatterplot. The results of the heteroscedasticity test using the scatterplot graph are shown in the following figure.

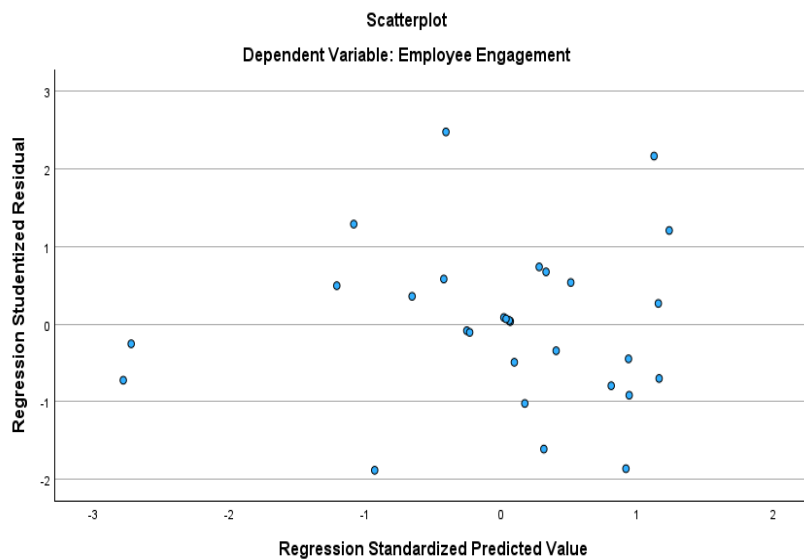


Figure 2. Scatterplot Graph

Source: Research Results, 2026 (Data Processed)

Based on the Scatterplot graph, it can be clearly seen that the data points (blue dots) are randomly spread and widely dispersed both above and below the value 0 on the Y-axis (Regression Studentized Residual). In addition, the distribution of the points does not form any specific geometric pattern or systematic structure. This indicates that the assumption of homoscedasticity has been met, meaning that the regression model is considered valid, appropriate, and suitable for further predictive analysis of Employee Engagement.

Multiple linear regression analysis is used to determine the effect of two or more independent variables on a single dependent variable. In this study, multiple linear regression is applied to examine the influence of Reward System, Job Satisfaction, and Salary on Employee Engagement. This analysis helps determine the direction and magnitude of each independent variable's effect on the dependent variable, indicating whether the relationship is positive or negative. The following presents the results of the multiple linear regression analysis processed using SPSS.

**Table 3.
 Multiple Regression Linear Test**

Model	Unstandardized Coefficients		Coefficients ^a		Sig.	Collinearity Statistics	
	B	Std. Error	Standardized Coefficients Beta	t		Tolerance	VIF
1 (Constant)	2.534	6.110		.415	.682		
Reward System	.314	.092	.457	3.418	.002	.972	1.029

Kepuasan Kerja	.326	.090	.489	3.623	.001	.954	1.049
Gaji	.252	.100	.339	2.532	.018	.969	1.032

a. Dependent Variable: *Employee engagement*

Source: Research Results, 2026 (Data Processed)

Based on the multiple linear regression analysis, the study aims to determine the effect of Reward System (X1), Job Satisfaction (X2), and Salary (X3) on Employee Engagement (Y). Based on the data processing results, the regression equation obtained is:

$$Y = 2.534 + 0.314 X1 + 0.326 X2 + 0.252 X3$$

From the multiple linear regression equation above, it can be interpreted as follows:

1. The constant value of 2.534 indicates that if the Reward System, Job Satisfaction, and Salary variables are considered constant or equal to zero, then the Employee Engagement value is 2.534.
2. The Reward System variable has a regression coefficient of 0.314 with a significance value of $0.002 < 0.05$. This shows that the Reward System has a positive and significant effect on Employee Engagement. This means that the better the reward system provided by the company, the higher the employee engagement will be.
3. The Job Satisfaction variable has a regression coefficient of 0.326 with a significance value of $0.001 < 0.05$. This indicates that Job Satisfaction has a positive and significant effect on Employee Engagement. The higher the level of job satisfaction, the higher the employee engagement.
4. The Salary variable has a regression coefficient of 0.252 with a significance value of $0.018 < 0.05$. This shows that Salary has a positive and significant effect on Employee Engagement. In other words, appropriate salary levels can increase employees' attachment to the company.

The t-test is conducted to determine whether each independent variable, namely Reward System, Job Satisfaction, and Salary, partially has a significant effect on Employee Engagement among employees of PT. Deli Jaya Samudera Medan. The decision criteria for the test are as follows:

1. If the significance value < 0.05 , or $t\text{-count} > t\text{-table}$, then the variable X has a significant effect on variable Y.
2. If the significance value > 0.05 , or $t\text{-count} < t\text{-table}$, then the variable X does not have a significant effect on variable Y.

Table 4.
Partial Hypothesis Test

Model	Unstandardized Coefficients		Coefficients ^a	t	Sig.	Collinearity Statistics	
	B	Std. Error	Standardized Coefficients Beta			Tolerance	VIF
1 (Constant)	2.534	6.110		.415	.682		
Reward System	.314	.092	.457	3.418	.002	.972	1.029
Kepuasan Kerja	.326	.090	.489	3.623	.001	.954	1.049
Gaji	.252	.100	.339	2.532	.018	.969	1.032

a. Dependent Variable: *Employee engagement*

Source: Research Results, 2026 (Data Processed)

Based on the results of the t-test analysis, it can be seen that the effect of Reward System (X1), Job Satisfaction (X2), and Salary (X3) on Employee Engagement (Y) is as follows:

1. The t-value of the Reward System variable is 3.418 with a significance value of 0.002. Meanwhile, the t-table value is 2.056 at a significance level of 0.05. From these results, it is obtained that $t\text{-count} > t\text{-table}$ ($3.418 > 2.056$) and significance value $0.002 < 0.05$. Therefore, it can be concluded that the Reward System has a positive and significant partial effect on Employee Engagement.
2. The t-value of the Job Satisfaction variable is 3.623 with a significance value of 0.001. Meanwhile, the t-table value is 2.056 at a significance level of 0.05. From these results, it is obtained that $t\text{-count} > t\text{-table}$ ($3.623 > 2.056$) and significance value $0.001 < 0.05$. Therefore, it can be concluded that Job Satisfaction has a positive and significant partial effect on Employee Engagement.
3. The t-value of the Salary variable is 2.532 with a significance value of 0.018. Meanwhile, the t-table value is 2.056 at a significance level of 0.05. From these results, it is obtained that $t\text{-count} > t\text{-table}$ ($2.532 > 2.056$) and significance value $0.018 < 0.05$. Therefore, it can be concluded that Salary has a positive and significant partial effect on Employee Engagement.

The simultaneous hypothesis test (F-test) is conducted to determine whether the variables Reward System, Job Satisfaction, and Salary simultaneously have an effect on Employee Engagement among employees of PT. Deli Jaya Samudera Medan. The test is carried out using SPSS with a significance level of 5% (0.05). The results of the SPSS output are as follows:

Table 5.
Simultaneous Hypothesis Test
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	156.623	3	52.208	10.543	<.001 ^b
	Residual	128.744	26	4.952		
	Total	285.367	29			

a. Dependent Variable: *Employee engagement*

b. Predictors: (Constant), *Gaji, Reward System, Kepuasan Kerja*

Source: Research Results, 2026 (Data Processed)

From the table above, the calculated F-value is 10.543 with a significance value of 0.001, while the F-table value is 2.92. Thus, F-count > F-table (10.543 > 2.92) and the significance level is 95% ($\alpha = 0.05$), where $0.001 < 0.05$. This indicates that Reward System, Job Satisfaction, and Salary simultaneously have a positive and significant effect on Employee Engagement among employees of PT. Deli Jaya Samudera Medan.

The coefficient of determination is used to measure how much the independent variables Reward System, Job Satisfaction, and Salary are able to explain the dependent variable, Employee Engagement. The results of the coefficient of determination test are presented in the following table.:

Table 6.
Coefficient Determination Test
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.741 ^a	.549	.497	2.225

a. Predictors: (Constant), *Gaji, Reward System, Kepuasan Kerja*

b. Dependent Variable: *Employee engagement*

Source: Research Results, 2026 (Data Processed)

Based on the Model Summary test results, the R Square value is 0.549 or 54.9%. This indicates that the variables Reward System, Job Satisfaction, and Salary are able to explain 54.9% of the variation in Employee Engagement, while the remaining 45.1% is influenced by other variables outside this study, such as work environment, work motivation, leadership style, organizational culture, and other factors that were not examined in this research.

CONCLUSION

Based on the results of the research and discussion regarding the influence of Reward System, Job Satisfaction, and Salary on Employee Engagement, several conclusions can be drawn as follows:

1. Reward System has a positive and significant effect on Employee Engagement. This is proven by the t-value (3.418) > t-table (2.056) with a significance level of $0.002 < 0.05$. This means that the better the implementation of the Reward System, the higher the level of employee engagement in the company. The provision of rewards, bonuses, incentives, and other forms of appreciation can increase employee attachment, work enthusiasm, and loyalty.
2. Job Satisfaction has a positive and significant effect on Employee Engagement. This is proven by the t-value (3.623) > t-table (2.056) with a significance level of $0.001 < 0.05$. This means that the higher the level of job satisfaction felt by employees, the higher their level of employee engagement within the company. Employees who are satisfied with their jobs tend to have higher work enthusiasm, loyalty, sense of ownership, and commitment to the organization.
3. Salary has a positive and significant effect on Employee Engagement. This is proven by the t-value (2.532) > t-table (2.056) with a significance level of $0.018 < 0.05$. This means that the better the salary received by employees, the higher their level of employee engagement. Salary that is appropriate to workload and employee contributions can increase motivation, loyalty, and responsibility toward work.
4. Simultaneously, Reward System, Job Satisfaction, and Salary have a positive and significant effect on Employee Engagement. This is proven by the F-value of 10.543 which is greater than the F-table value of 2.92 with a significance level of $0.001 < 0.05$. The coefficient of determination (R Square) of 0.549 shows that these variables explain 54.9% of the variation in Employee Engagement, while the remaining 45.1% is influenced by other factors outside this study such as work environment, work motivation, leadership style, organizational culture, and other factors.

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