

Human Resource Performance Improvement Model Through Reward Systems and Work Culture

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Abstract. *This study is an explanatory research. The population in this research includes all human resources (HR) at the Customs and Excise Supervision and Service Office Type Madya Pabean a Semarang, consisting of both civil servants (ASN) and non-civil servants, totaling 203 personnel. This population was selected due to its relevance to the research variables and theme, as well as the accessibility of research data. Based on the Slovin formula, the sample size determined for this study was 135 respondents, drawn from the HR personnel of the same office. The sampling technique used was non-probability sampling with a convenience sampling approach (Hair, 2021). Non-probability sampling is a method that does not provide equal chances for each population member to be selected, while convenience sampling refers to selecting samples based on their availability, meaning respondents are chosen because they are easy to access at a particular place and time (Hair, 2021). The use of convenience sampling in this study was justified by considerations of time and cost efficiency, making the data collection process more practical. Primary data were collected from respondents using a written questionnaire. The questionnaire was designed to gather data on variables such as efficiency, work culture, job satisfaction, reward system, and employee performance. Data were obtained from 135 employees of the Customs and Excise Supervision and Service Office Type Madya Pabean A Semarang. The analytical method used to test the hypothesis was Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach. The results of this study indicate the following: The reward system has a positive and significant effect on job satisfaction; Work culture has a positive and significant effect on job satisfaction; and Job satisfaction has a positive and significant effect on employee performance.*

Keywords: Culture; Performance; Satisfaction; System.

1. Introduction

An innovative and adaptive organization is able to cope with systematic changes resulting from the application of knowledge, resources, and human resources. Achieving these goals

requires a shared awareness and willingness among employees to change through changes in mindset, attitude, and action, which will ultimately result in organizational cultural change.

A strong and positive organizational culture plays an essential role in creating a conducive and harmonious work environment. A positive culture encompasses values, norms, and beliefs shared by all members of the organization, ultimately supporting the achievement of shared goals. The work culture at the Ministry of Finance, particularly at the Directorate General of Customs and Excise (DJBC), reflects the values of integrity, professionalism, transparency, and accountability. As an institution that plays a crucial role in overseeing and enforcing regulations in the customs and excise sector, DJBC emphasizes the importance of a work culture oriented toward efficient and high-quality public service.

Organizational culture is a system of shared meanings shared by members of an organization, which distinguishes one organization from another. This system of meaning reflects the characteristics that the organization upholds. The Ministry of Finance, as a state institution that plays a vital role in managing state finances, has established five organizational cultures that all employees must adhere to. These five cultures are outlined in the Decree of the Minister of Finance Number: 127/KMK.01/2013 dated April 3, 2013, concerning the 2013 Cultural Program within the Ministry of Finance, which aims to create a productive and high-performance work environment.

The first culture is "One piece of information a day," which encourages employees to continuously seek positive information and share it with their colleagues, thus creating shared knowledge. The second culture, "Two minutes before schedule," fosters discipline by requiring employees to arrive two minutes before the meeting begins, in order to increase the effectiveness and efficiency of the meeting. The third culture, "Three greetings a day," emphasizes the importance of friendly and polite service by providing timely greetings, namely good morning, good afternoon, and good evening.

The fourth culture, "Plan, do, monitor, and follow up (Plan-Do-Check-Action)", encourages employees to always plan tasks well, carry them out thoroughly, monitor the process and results, and follow up for continuous improvement. The fifth culture, "Concise, neat, clean, maintain, diligent (5R)", fosters awareness of the importance of arranging clean, tidy, and well-maintained workspaces and documents, to create a comfortable environment and increase work enthusiasm. By implementing these five organizational cultures, it is hoped that Ministry of Finance employees can work more effectively, efficiently, and professionally, and provide the best contribution to the nation and state.

Efforts to obtain professional employees in accordance with job requirements require ongoing development.(Tims et al., 2015)This development involves planning, organizing, utilizing, and maintaining employees so they can carry out their tasks effectively and efficiently. As a concrete step in this development, it is necessary to provide rewards to employees who demonstrate good work performance.(Johnson et al., 2022)This award is a

form of reward from the company for the work of employees, aimed at encouraging them to work harder and innovate for the company's progress.

A fair and transparent reward system, on the other hand, plays an important role in motivating employees to achieve their best performance.(Johnson et al., 2022). Appropriate rewards not only increase motivation but also create a deep sense of recognition and appreciation among employees. Rewards are given in the form of pay raises, promotions, or recognition for the sacrifice of time, skills, expertise, and effort made for the company.(Shields et al., 2015)Schein (2008) refers to the relationship between an organization and its employees as a psychological contract, where employees have expectations, and the company also has expectations of them. These expectations encompass not only how much work is required for a certain amount of pay, but also encompass the overall pattern of rights, privileges, and obligations between employees and the company.

The results of previous research regarding the role of organizational culture on performance still leave controversy. Among them are the research results that done by(Fadhli et al., 2022)shows that work culture has no influence on employee performance. As research results show, (Sapta et al., 2021)that organizational culture does not have a positive or direct impact on employee performance. However, the results of this study contradict the findings of (Mulinbota Moron et al., 2021)which shows a significant relationship between work culture and employee performance. These results are supported by research results which show that work culture has a significant influence on employee performance.(Egi Radiansyah & Muhammadiyah Kalianda, 2022). So in this research, job satisfaction is added to mediate this relationship.

2. Research Methods

This research is explanatory research. Singarimbun (2001) states that explanatory research is research that highlights the influence between determining variables and tests the proposed hypothesis, where the description contains a description but focuses on the relationship between the variables. TA data collection technique from respondents (primary data sources) by submitting a written list of questions/survey. The questionnaire is used to obtain data on variables such as efficiency, work culture, job satisfaction, reward systems, and employee performance. This data collection technique uses a questionnaire. A questionnaire is a direct method of data collection conducted by submitting a list of questions to respondents.135 employees Semarang Type A Customs and Excise Supervision and Service Office.

3. Results and Discussion

3.1. Respondent Description

The respondents of this study were all over Civil servants (ASN) and non-civil servants working in HR at the Semarang Type A Customs and Excise Supervision and Service Office. Respondent data were obtained from questionnaire distribution. The research was conducted by

distributing research questionnaires on September 16-26, 2025. Respondent description analysis consists of information related to respondent characteristics seen from factors such as gender, age, education, and length of service. Primary data processed by the questionnaire related to respondent descriptions are presented in Tables 4.1-4.4.

1) Gender

Respondents who participated in this study can be grouped according to gender as follows:

Table Respondent Description by Gender

Gender	Frequency	Percentage
Man	107	79.3
Woman	28	20.7
Total	135	100.0

Source: Processed primary data, 2025.

Table above shows that the majority of respondents were male (107 respondents) (79.3%), while 28 respondents were female (20.7%). This composition illustrates that the workforce structure within Customs and Excise is still dominated by male employees. This is understandable considering the many areas of work in this agency that require field activities, physical endurance, and high operational responsibilities such as goods supervision and customs services. This male dominance can also have implications for a more assertive and competitive work style, potentially driving improved employee performance through a results-oriented and punctuality approach.

2) Age

Respondents who participated in this study can be grouped according to age level as follows:

Table Respondent Description by Age

Age	Frequency	Percentage
< 30 years	54	40.0
31 - 40 years old	53	39.3
41 - 50 years old	20	14.8
51 - 65 years	8	5.9
Total	135	100.0

Source: Processed primary data, 2025.

The data presented in Table shows that the majority of respondents were in the <30 years group, with 54 people (40%), followed by the 31–40 years group with 53 people (39.3%), while the 41–50 years group had 20 people (14.8%), and 51–65 years had 8 people (5.9%). This proportion indicates that the majority of employees are classified as early and middle productive age. The dominance of young age reflects the great potential in terms of innovation, adaptability to information technology, and acceptance of changes in the work environment. This is an important asset for organizations in developing employee performance that is more adaptive and responsive to the demands of modern public services, especially in the era of digitalization of customs administration.

3) Last education

Respondents who participated in this study can be grouped according to their last education as follows:

Table Respondent Description According to Last Education

Education	Frequency	Percentage
SENIOR HIGH SCHOOL	3	2.2
DI-DIII	52	38.5
S1	62	45.9
S2	18	13.3
Total	135	100.0

Source: Processed primary data, 2025.

Based on Table 4.3 above, it can be seen that the majority of respondents had a bachelor's degree (62 people) (45.9%), followed by 52 (38.5%) with a diploma (DI-DIII), 18 (13.3%), and 3 (2.2%). This condition indicates that the majority of employees have a higher level of education relevant to the needs of professionalism in the public bureaucracy. Adequate education provides better cognitive and analytical skills in understanding regulations, implementing customs procedures, and providing quality service. The high proportion of employees with undergraduate and postgraduate education is expected to improve individual competency, which ultimately has a positive impact on overall organizational performance.

4) Length of work

Respondents who participated in this study can be grouped according to their length of service as follows:

Table Respondent Description According to Length of Service

Years of service	Frequency	Percentage
< 2 years	9	6.7
3 - 5 years	30	22.2
6 - 7 years	40	29.6
> 10 years	56	41.5
Total	135	100.0

Source: Processed primary data, 2025.

Table shows that the majority of respondents had more than 10 years of work experience (56 people (41.5%)), followed by 6–7 years of work experience (40 people (29.6%)), 3–5 years of work experience (30 people (22.2%)), and less than 2 years (9 people (6.7%)). These findings indicate that most employees have a high level of experience in their field of work. Long work experience reflects a deep understanding of internal procedures, work culture, and public service ethics. The combination of work experience and productive age makes the Customs and Excise work environment a relatively stable institution in terms of competency, which allows for consistent, efficient, and professional employee performance in supporting the achievement of organizational targets.

Descriptive analysis is a statistical analysis technique used to describe and summarize the basic characteristics of collected data. Its primary purpose is to provide an initial overview of patterns or trends in the data, allowing for a better understanding of its distribution and characteristics before engaging in more complex analysis.

Structural model testing (inner model) examines the relationship between latent constructs by estimating the path parameter coefficients and their significance levels (Ghozali, 2011). This procedure is carried out as a step in testing the proposed research hypothesis. The test produces output from the structural model of the construct loading factor, which will explain the influence of the constructs Reward System, Work Culture, Job Satisfaction, and Employee Performance.

Data processing was performed using Smart PLS v4.1.0 software. The processed primary data is shown in the following figure:

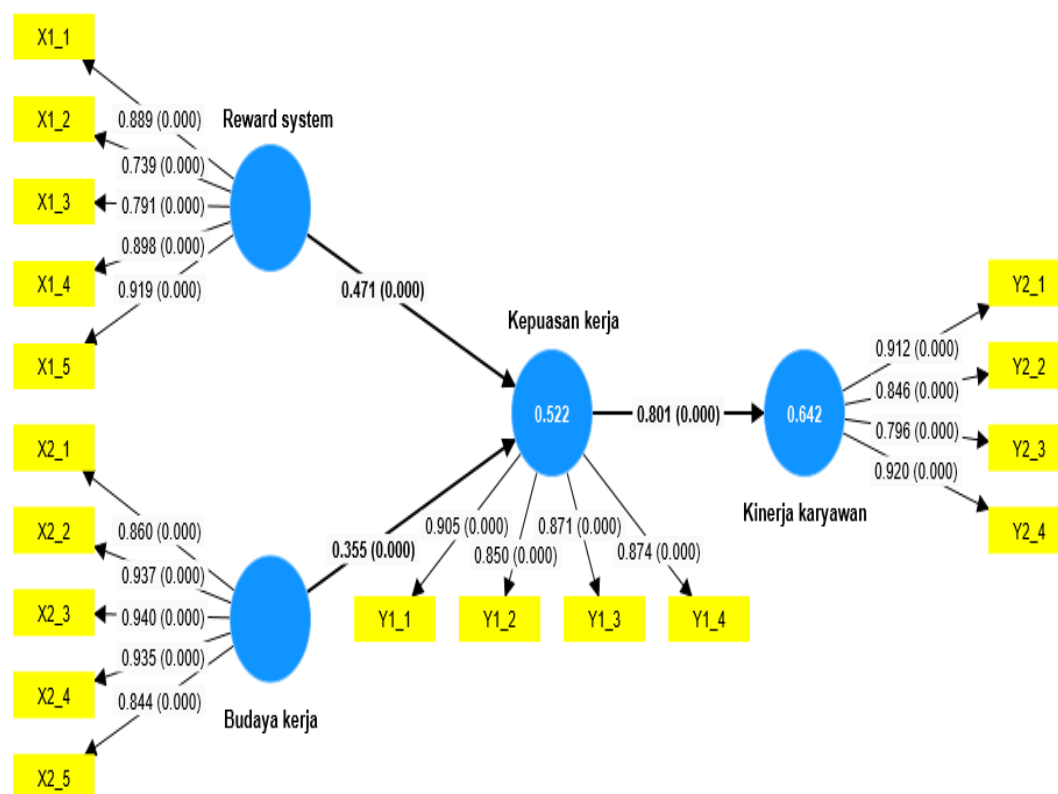


Figure Full Inner Model SEM-PLS with Mediation

Source: Primary data processing with Smart PLS 4.1.0 (2025)

1) Analysis of the Influence between Variables

This section presents the results of testing the research hypothesis proposed in the previous chapter. To determine whether a hypothesis is accepted or not, compare the calculated t value with the t table value. If the calculated t value is greater than the t table value, the

hypothesis is accepted. The t table value for a 5% significance level is 1.96. For more details, see the section below.

The results of testing the influence of each research variable can be presented as follows:

Table Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Work culture -> Job satisfaction	0.355	0.353	0.071	5,001	0.000
Job satisfaction -> Employee performance	0.801	0.803	0.030	26,301	0.000
Reward system -> Job satisfaction	0.471	0.473	0.072	6,519	0.000

Source: Data processing with SmartPLS (2025)

Based on the primary data processed using the PLS analysis above, the results of testing each hypothesis proposed in the previous chapter can be presented as follows:

a. Hypothesis Testing 1:

H1: Reward system has a positive effect on job satisfaction.

In testing hypothesis 1, the original sample estimate value was obtained at 0.471. This value proves that the reward system has a positive effect on job satisfaction. This result is also supported by the calculated t value (6.519) > t table (1.96) and the p value (0.000) < 0.05. Thus, it can be said that there is a positive and significant influence of the reward system on job satisfaction. Therefore, the first hypothesis stating that the reward system has a positive effect on job satisfaction can be accepted.

b. Hypothesis Testing 2:

H2: Work culture has a positive effect on job satisfaction.

In testing hypothesis 2, the original sample estimate value was obtained at 0.355. This value indicates a positive influence of work culture on job satisfaction. The t-test results show a calculated t value (5.001) > t table (1.96) with a p value (0.000) < 0.05. This means that work culture has been proven to have a positive and significant influence on job satisfaction. Thus, the second hypothesis stating that work culture has a positive influence on job satisfaction can be accepted.

c. Hypothesis Testing 3:

H3: Job satisfaction has a positive effect on employee performance.

In testing hypothesis 3, the original sample estimate value was obtained at 0.801. This value proves that job satisfaction has a positive influence on employee performance. This result is supported by the calculated t value (26.301) > t table (1.96) and the p value (0.000) < 0.05.

Thus, it can be concluded that job satisfaction has a positive and significant influence on employee performance. Therefore, the third hypothesis stating that job satisfaction has a positive influence on employee performance can be accepted.

The overall results of the research hypothesis test can be summarized as follows:

Table Summary of Hypothesis Test Results

No	Hypothesis	Coefficient	T statistics	P values	Information
1	H1: Reward system has a positive effect on job satisfaction.	0.471	6,519	0.000	Accepted
2	H2: Work culture has a positive effect on job satisfaction.	0.355	5,001	0.000	Accepted
3	H3: Job satisfaction has a positive effect on employee performance.	0.801	26,301	0.000	Accepted

Description: The hypothesis is accepted if $t > 1.96$ or $p < 0.05$

2) Indirect Effect Analysis

The indirect effect test aims to determine the influence of the reward system and work culture on employee performance through the mediation of job satisfaction as an intervening variable. The results of the indirect effect test are presented in the following table.

Table Indirect Effect Test Results

	Original sample	T statistics	P values	Information
Work culture -> Job satisfaction -> Employee performance	0.284	4,619	0.000	Significant
Reward system -> Job satisfaction -> Employee performance	0.377	6,417	0.000	Significant

Source: Data processing with SmartPLS (2025)

Based on the results of the indirect influence test in the table above, it is known that the indirect influence between the Reward system on Employee Performance through Job Satisfaction obtained an original sample estimate value of 0.377. This value indicates that the Reward system can improve Employee Performance if mediated by Job Satisfaction. The test results show a calculated t value ($6.417 > t$ table (1.96)) and a p value ($0.000 < 0.05$). Thus, Job Satisfaction is proven to positively and significantly mediate the relationship between the Reward system on Employee Performance. This means that the better the Reward system perceived by employees, the higher the employee satisfaction which ultimately can improve employee performance.

In testing the indirect influence of work culture on employee performance through job satisfaction, the original sample estimate value was 0.284. This value indicates a positive influence of work culture on employee performance with job satisfaction as a mediator. The test results also show that the t-value (4.619) is greater than the t-table (1.96) and the p-value (0.000) is less than 0.05 . Thus, it can be said that job satisfaction plays a significant role as a

mediator in the relationship between work culture and employee performance. This means that a good work culture in an organization can increase employee satisfaction in working, so that this has an impact on improving overall employee performance.

3.2. Discussion

1) Influence *Reward* on Job Satisfaction.

This study proves that the reward system has a positive and significant effect on job satisfaction. This finding is also supported by research findings. Muhammad & Mutmainah (2020) stated that the implementation of an effective reward system can contribute positively to the level of employee job satisfaction.

Reward system in this study it was measured from the reflection of five indicators namely indicators Wages, Salaries, Incentives, Allowances, Interpersonal rewards. These five aspects are able to increase job satisfaction, which in this study was measured from the reflection of four indicators. namely indicators Work It yourself, Rewards and recognition, Coworker, Promotion and Incentives.

The Reward System variable had the highest outer loading value for the Interpersonal Rewards indicator, while the Job Satisfaction variable showed the highest value for the Work Itself indicator. This finding indicates that the higher the quality of rewards given in the form of interpersonal relationships, the greater the level of satisfaction employees feel with their work itself.

This means that personal recognition stemming from social interactions in the workplace can provide positive meaning to the work they do. Employees feel valued not only formally through compensation, but also emotionally and socially, leading them to view their work as valuable, challenging, and satisfying. In other words, interpersonal recognition plays a crucial role in building intrinsic meaning in work, ultimately strengthening an individual's sense of satisfaction, commitment, and work motivation.

The Reward System variable shows that the indicator with the lowest outer loading value is Salary, while the Job Satisfaction variable has the lowest outer loading value is Rewards and Recognition. These findings indicate that improving the quality or fairness of pay will contribute positively to employee satisfaction with the rewards and recognition they receive in the workplace.

This means that, although salary has the weakest influence compared to other indicators in a reward system, this factor remains a crucial foundation for shaping perceptions of fairness and balance within the overall reward system. When employees perceive their salary as commensurate with their workload and contributions, they are more likely to value other forms of non-financial rewards, such as praise, achievement awards, or recognition from superiors. Conversely, if salary is perceived as inadequate, other forms of rewards lose their significance, leading to a decline in overall job satisfaction.

2) The influence of work culture on job satisfaction.

Work culture has been shown to have a positive and significant impact on job satisfaction. This finding is also supported by research findings. Ali & Saputra (2023) found that work culture has a positive and significant influence on job satisfaction at PT Graha Sarana Duta STO Gambir Branch.

Measurement of work culture in this study is measured using five indicators. namely indicators Creating shared knowledge, Cultivating discipline, Being friendly and polite, Carrying out PDCA management and Creating a comfortable environment. These five aspects are able to increase job satisfaction, which in this study was measured from the reflection of four indicators. namely indicators Work It yourself, Rewards and recognition, Coworker, Promotion and Incentives.

The work culture variable shows that the indicator with the highest outer loading value is friendliness and politeness, while in the job satisfaction variable, the indicator with the highest value is the work itself. This finding indicates that the higher the level of friendliness and politeness displayed by individuals in the work environment, the greater the level of satisfaction felt with their work. This means that polite behavior, respect for coworkers, and the ability to create a harmonious work atmosphere play a significant role in fostering a sense of pride, comfort, and meaning in the work performed. Thus, positive work culture values not only strengthen relationships between employees but also increase intrinsic satisfaction with the work itself.

This means that an organization's ability to create a comfortable work environment significantly impacts employee satisfaction with the rewards and recognition they receive. When the work environment is perceived as conducive—whether in terms of employee relationships, work facilities, or psychological climate—the rewards provided by the organization, whether material or non-material, will be more meaningful and appreciated by employees. Conversely, if the work environment is uncomfortable, rewards such as salary or recognition tend to lose their motivational value. Therefore, creating a supportive work environment not only increases comfort but also strengthens perceptions of fairness and recognition, ultimately contributing to overall job satisfaction.

3) The Influence of Job Satisfaction on Employee Performance.

Research shows that job satisfaction has a positive and significant impact on employee performance. Previous research indicates that higher levels of employee job satisfaction positively impact organizational performance. (Sutrisno et al., 2022).

Measurement of variables Job satisfaction in this study was measured from the reflection of four indicators. namely indicators Work Itself, Rewards and Recognition, Coworkers, Promotion, and Incentives. These four aspects contribute significantly to driving increased

employee performance, which in this study was measured by reflecting on four indicators. namely indicators Quality of work, Quantity of work, Reliability, and Attitude.

The job satisfaction variable shows that the indicator with the highest outer loading value is work itself, while in the employee performance variable, the indicator with the highest value is attitude. These findings indicate that the higher the level of satisfaction an employee feels with their work intrinsically—such as a sense of meaning, challenge, and opportunity for development—the more positive their work attitude will be. In other words, when individuals enjoy and value their work, they tend to demonstrate greater dedication, responsibility, and work ethic, ultimately resulting in improved overall performance.

The job satisfaction variable with the lowest outer loading value was the rewards and recognition indicator, while the employee performance variable had the lowest outer loading value, namely reliability. These findings indicate that increased job satisfaction stemming from employee rewards and recognition will contribute to increased reliability at work. In other words, when employees feel valued and recognized for their work, they are encouraged to demonstrate greater responsibility and consistency in carrying out their duties. Appropriate rewards and recognition not only strengthen intrinsic motivation but also foster a sense of pride and ownership in their work, ultimately increasing the reliability and stability of individual performance in the workplace.

4. Conclusion

Based on the results of the research discussion, it can be concluded that the answers to the existing research questions are as follows: This study shows that reward systems have a positive and significant impact on job satisfaction. Components such as wages, salaries, incentives, benefits, and interpersonal rewards have been shown to contribute to increased employee satisfaction with aspects of the job itself, rewards and recognition received, relationships with coworkers, and available promotion opportunities and incentives. The research results show that work culture has a positive and significant influence on job satisfaction. Aspects of work culture such as the formation of shared knowledge, enforcement of discipline, friendly and polite attitudes, the implementation of PDCA management, and the creation of a comfortable work environment have been shown to play a role in increasing the level of human resource satisfaction with their jobs. Research results show that job satisfaction has a positive and significant impact on employee performance. High levels of employee satisfaction with aspects of the job itself, rewards and recognition received, relationships with coworkers, and opportunities for promotion and incentives have been shown to play a significant role in improving the quality, quantity, reliability, and overall work attitude of employees.

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