

## THE EFFECT TOTAL REWARDS SYSTEM ON THE INNOVATIVE WORK BEHAVIOR OF GENERATION Z EMPLOYEES

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### *Abstract*

In the era of globalization, as it is now, where companies need qualified human resources to compete with other companies, they can continue to be on a positive path. Therefore, it is only natural that the company facilitates employees to improve their performance. Using a total reward system can help companies understand and solve their problems. By adopting a total reward system (TRS), the company can influence the attractiveness and performance of employees in doing tasks and employee satisfaction. This research is quantitative research with a survey approach, using numbers obtained from survey results in the form of distributing questionnaires to research samples. The author examines the three components of the Total Rewards System: Fair Based Pay, Training and Development, and a Positive Work Environment. This study is intended to find the effect of the total rewards system simultaneously on innovative work behavior. This research is quantitative research with a survey approach, using numbers obtained from survey results in the form of distributing questionnaires to research samples. The data used in this study is primary data. In this study, the population is employees who are in generation z and work in various fields in the city of Bandar Lampung. The sample used is 108 samples. The questionnaire in this study consisted of 18 statement items containing each variable and testing the influence between variables in this study using several tests such as validity test, reliability test, multiple linear regression test, simultaneous test (f), partial test (t), and coefficient of determination test. The results of this study are that the total rewards system has a significant effect on innovative work behavior, fair-based pay has a significant positive effect on innovative work behavior, training and development has a significant positive effect on innovative work behavior, and a positive work environment has a significant positive effect on innovative work behavior.

**Keywords:** Total Rewards System, Fair Based Pay, Training and Development, and Positive Work Environment

### INTRODUCTION

There is no doubt that one of the essential elements that make a company thrive and be sustainable is human resources. Therefore, without human resources, the company will not be able to compete well in the existing market or even create a new market. Companies must support employees to get satisfactory performance from employees, which will impact activities in the company. This is where the Total Reward System plays an important role. When the company successfully encourages its employees, it will affect employee productivity, affecting the company's performance (Peluso et al., 2017). Because at this time, many companies still use the "onesize-fits-all" reward system, which shows that there is only a slight variation in the award options offered to companies (Peluso et al., 2017).

In this case, companies need to raise the issue of managing and to maintain their reward system to make it more attractive to employees, thus positively affecting their productivity (Gbande, 2016). This study is intended to measure whether there is an impact of the total rewards system on innovative work behavior. Although there is research on TRS, there is still a dearth of its influence on innovative work behavior, especially for Generation Z employees. The components or dimensions of the total rewards system contained in this study include fair-based pay, training and development, and a positive work environment. This study examines the partial effect of the total rewards system indicators, namely fair-based pay, training and development, and innovative work behavior. If it is found that the influence of the total rewards system on innovative work behavior, the researcher hopes to provide insight and contribute to the literature on TRS.

### LITERATURE REVIEW

#### **Total Reward System**

The total rewards system is the entire reward system in the organization that is useful for improving employee performance and behavior. Some companies consider the total reward as an investment in employees. Because many think that if the company can manage its reward system well, the employees will improve their performance which will then impact the company's performance. The reward system is a system that is run by the company's management by providing additional revenue to employees in order to improve their performance (Fahruraz & Suryani, 2020).

Abubakar & Yebimodei Esther (2020) explained that the reward system consists of Financial and Non-financial. Financial Rewards include:

- a) Payment  
Pay is an approach that rewards higher-performing employees with additional pay, which is sometimes called incentive pay. This can help the organization because no organization wants to lose the best players.
- b) Bonus  
A bonus is the amount of money the employer gives employees in addition to their existing wages. Most organizations prefer to use bonuses because it is an easy way for organizations to thank employees.
- c) Wages and Salaries  
Salaries mostly give employees a sense of security and allow them to feel successful and provide a high status they will enjoy. A person who earns a high salary feels motivated to do a better job to maintain his position.
- d) Vacation with Salary  
To ensure the well-being of employees, the organization offers paid vacations for those who have worked for an extended period as a condition that they are eligible for a vacation reward with a salary.
- e) Retirement Program  
When a person has worked for several years, they are entitled to a pension program offered by the company. The deferred and accumulated income during their tenure will be theirs when they retire. The purpose of a pension plan is to retain employees and appreciate that employees remain with the organization until retirement.

Non-financial Rewards include:

- a) Confession  
Recognition is a demonstration of appreciation for performance or achievement for a purpose. It can be confidential or public and can be done casually and formally.
- b) Training  
Organizations make changes if there is a change in the work environment so that employees can adapt to these changes, increasing employee motivation. As a result, employees can get promotions because of the training the organization provides
- c) Job Promotion  
Promoting individuals to certain positions ensures that employees can take on additional duties. A promotion can reduce employee turnover because they survive by aiming for a promotion or rank.

In addition to the types of reward systems, researchers also take indicators or dimensions of the total rewards system from journals published by Peluso in 2017. According to Peluso (2017), many people say that, in total rewards, people are attracted to partnering with organizations that provide not only attractive economic conditions but also attractive futures, individual growth, and a positive workplace. Based on a study conducted by Ben Ora in Peluso (2017) that the total reward system indicators include:

- a) Base salary/fair-based pay  
Basic salary can include several things: the salary itself, additional salary, recognition, and shares.
- b) Training and development  
What is meant by training and development is training to achieve job advancement, career development, management performance, and succession planning.
- c) Work Environment  
The work environment includes several things, such as organizational climate, leadership style, performance support, and work-life balance.

### **Innovative Work Behavior**

Peluso (2017) said that innovative work behaviors are deliberately created, introduced, and applied to new ideas in a group or organizational work roles to improve individual or organizational performance. Innovative work behavior refers to actions that employees take spontaneously within their organizations outside their assigned roles to increase success. De Jong and Hartog (2010) said that innovative work behavior is a series of work activities carried out gradually by workers to develop and improve effective performance.

From the definition described above, it can be concluded that innovative work behavior is the work behavior of employees who have a creative level and have ideas deliberately created for the benefit of the organization and the employees themselves.

According to Ancok in El-Manurwan & Sawitri (2017), three factors influence innovative work behavior, namely:

1. Human Factor  
Human factors in their function as things that support thinking innovatively.
2. Leader Factor

In this case, the leader contributes to every innovation progress made by every human being by appreciating every idea that has been put forward by the human he leads.

3. Organizational Structure Factor

Organizational Structure Factors, in this case as a liaison between humans and organizations, provide pre-facilities for members to innovate.

Innovative work behavior is said to be something that can solve problems in the organization through the ideas put forward.

According to De Jong & Den Hartog (2010), there are 4 (four) indicators of innovative work behavior, namely:

1. Idea Exploration

The idea of exploration in question is when employees can find opportunities for problems.

2. Idea Generation

Idea generation is intended so that employees can develop innovative ideas by creating and suggesting ideas for new processes.

3. Championing Idea

Idea championing means that employees are encouraged to be able to seek support in realizing the new innovative ideas that they have created.

4. Idea Implementation

Employees are expected to have the courage to apply these new ideas to their usual work processes.

## HYPOTHESIS

Cascio & Aguinis (2005) said that the total reward system is an award consisting of financial and non-financial rewards. Financial rewards are grouped into 2, namely direct and indirect rewards. Direct rewards can be in the form of salaries, incentives, and bonuses, and indirect rewards can be in the form of insurance, vacation, and health protection. Research conducted by Peluso (2017) showed that the total reward system significantly affects innovative behavior. Therefore, the better the management of the reward system, the higher the level of innovative work behavior produced.

Based on the explanation above, the hypotheses that can be proposed in this study are:

**H1: The total reward system significantly affects innovative work behavior.**

Fair base pay or basic salary is usually used for permanent jobs such as permanent employees and civil servants. Salaries and wages are essentially the same because they are often used as a symbol of remuneration for one's achievements (Ratnasari & Mahmud, 2020). According to Irawan (2018), in his research, it is stated that so that employees want to work harder and have high motivation. One of them is paying attention to salaries that follow employees' wishes because the salary is an essential element that can meet the needs of employees. Based on the results of research conducted by Peluso (2017), fair-based pay significantly negatively affects employee innovative work behavior. Therefore, a fair salary system will not necessarily positively impact employee behavior to be more innovative at work.

Based on the explanation above, the hypotheses that can be proposed in this study are:

**H2: Fair-based pay has a significant positive effect on innovative work behavior.**

Training is an important thing that companies or organizations must do to support the achievement of organizational goals because, with training, employees can improve their abilities and knowledge to adapt to the work environment. Training or training is learning given to employees development is a formal approach taken by companies to ensure the availability of employees with the right qualifications equipped with qualified competencies (Manansal et al., 2016). Development or development is an individual process to achieve the ability to achieve the desired career. Venendal and Bondarouk (2015) said that the training and development provided to employees dramatically affects the emergence of their ideas and innovations and increase their knowledge. As a result, employees feel more comfortable in conveying their ideas and innovations as a whole. Research conducted by Peluso (2017), training and development have a significant positive effect on innovative work behavior. The better the training and development system implemented by employees, the better employees will be at conveying their ideas and innovations.

Based on the explanation above, the hypotheses that can be proposed in this study are:

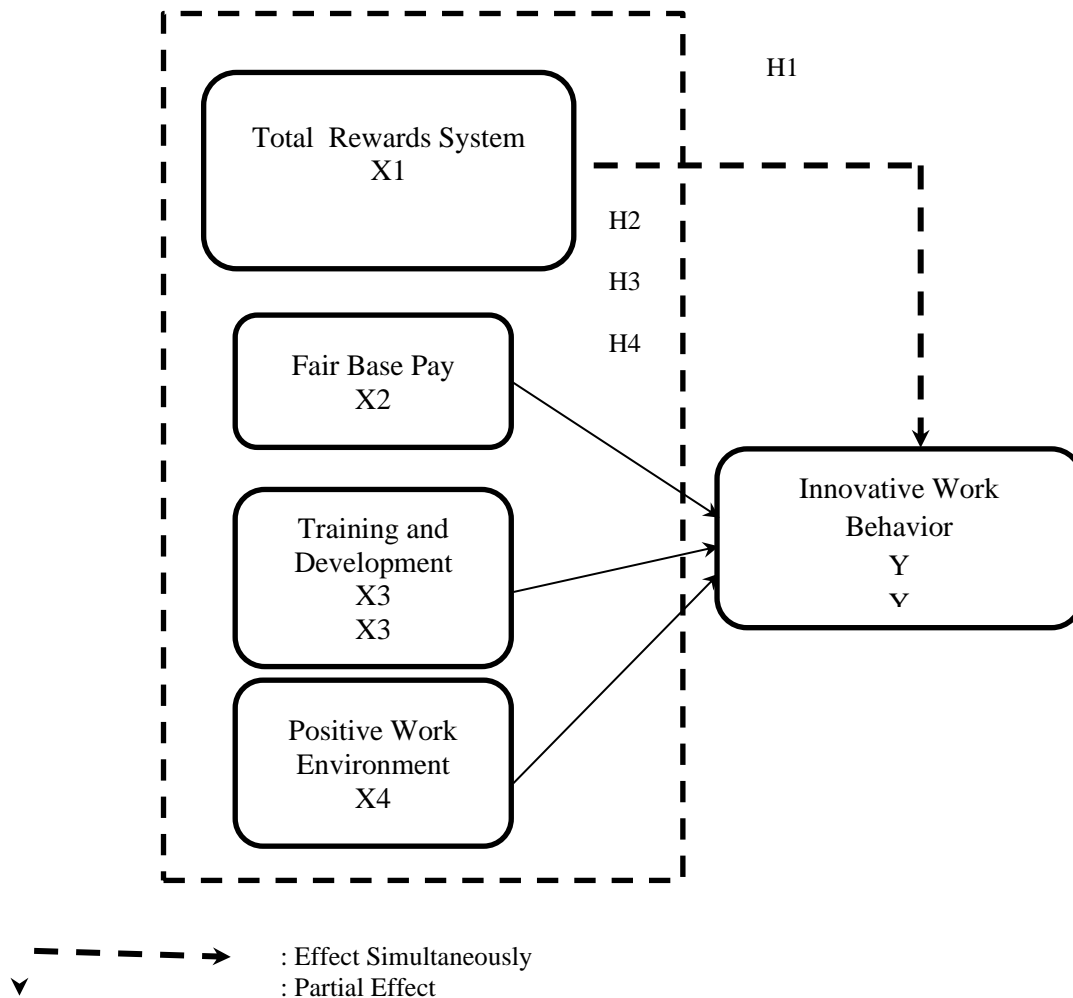
**H3: Training and development significantly positively affect innovative work behavior to start work, improve skills, and correct deficiencies at work (Putri & Ratnasari, 2019).**

The work environment must be considered in a company because the work environment dramatically affects the work processes within the company. A positive work environment can enable employees to work comfortably and think clearly so that they can issue ideas and innovations they have. Research conducted by Peluso (2017) showed that a positive work environment has a significant positive effect on innovative work behavior.

Based on the explanation above, the hypotheses that can be proposed in this study are:

**H4: A positive work environment significantly impacts innovative work behavior.**

**FRAMEWORK**



**RESEARCH AND METHOD**

**Population and Sample**

The population is the entire object of research. In other words, the population is our target for obtaining and collecting data. In this study, the population is employees who are in generation z and work in various fields in the city of Bandar Lampung.

Sample as part of the number and characteristics possessed by a population. Sample measurement is done through statistics or research estimates to determine the sample size in researching an object. The characteristics of the sample used in this study are:

1. Generation Z employees or those born in 1995-2010
2. 18-27 Years Old
3. Domiciled in the city of Bandar Lampung

Determination of the number of samples in this study using the formula Hair (2010). The sample size is the number of indicators 5-10. So the number of samples in this study is  $18 \times 6 = 108$  samples.

**Data Collection Technique**

The data used in this study is primary data. Primary data is obtained directly from the source, namely employees in generation z. To obtain this data, the researcher used a questionnaire. The questionnaire is a data collection tool in the form of written questions to obtain information from several respondents. The questionnaires in this study were distributed online using a google form, then distributed via social media to be answered by respondents.

## Analysis Method

### Validity Test

Conducting the validity test aims to see how appropriate the variables used in the study are. A study can be valid if it can provide results on what it wants to measure. In other words, promising research results will answer what is asked in the research itself. The validity test has a function to measure whether or not an instrument is valid. Ghozali (2018) says that the instrument is said to be valid if the statement can reveal something that the instrument will measure. The instrument is said to be valid if it has the following criteria:

- If  $r \text{ count} > r \text{ table}$ , the question item is declared valid with a significant value of 5% or 0.05.
- If  $r \text{ count} < r \text{ table}$ , the question item is declared invalid with a significant value of 5% or 0.05.

The validity test of this study was carried out using a statistical test tool, namely SPSS.

### Reliability Test

Reliability can be defined as or accuracy of measurement. A reliability test is done to see how far the consistency of the results of a study is when it is done repeatedly. The higher the level of reliability, the more reliable the research is. The reliability test tests the extent to which the measurement results using the same object will produce the same data (Sugiyono, 2017). The questionnaire will be said to be reliable if someone's answer is stable from time to time. This study uses the Cronbach Alpha method, which has criteria if an instrument is said to be reliable if the reliability coefficient is  $> 0.60$ . The reliability test of this study was carried out using a statistical test tool, namely SPSS.

### Multiple Linear Regression Analysis

According to Ghozali (2018), this test aims to determine the magnitude of the influence of the independent and dependent variables. This data uses data processing techniques through the IBM SPSS program. Multiple linear regression models that can be used are:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Description:

Y: Innovative Work Behavior

a: Constant

X<sub>1</sub>: Total Rewards System

X<sub>2</sub>: Fair-Based Pay

X<sub>3</sub>: Training and Development

X<sub>4</sub>: Positive Work Environment

$\beta_1$ : Coefficient Regression Total Reward System

$\beta_2$ : Coefficient Fair-Based Pay

$\beta_3$ : Coefficient Regression Training and Development

$\beta_4$ : Coefficient Regression Positive Work Environment

e: Error

### Partial Test (T)

The t-test is the partial test, which tests the influence of each independent variable on the dependent variable. This test can be done by comparing the t count with the t table or looking at the significance column in each t count. Purnomo (2016) said the T-test was used to partially determine whether the independent variable had an effect or not on the dependent variable. This test uses a significant level of 0.05 with the following criteria:

- If t count, t table with a significant more than 0.05, then H<sub>0</sub> is accepted and H<sub>1</sub> is rejected.
- If t count  $>$  t table with a significantly less than 0.05, then H<sub>0</sub> is rejected, and H<sub>1</sub> is accepted.

### Simultaneous Test (F)

The F test is known as the Simultaneous Test or the Model Test/Anova Test, which is a test to see how the effect of all the independent variables together on the dependent variable. Alternatively, test whether our regression model is good/significant or not good/non-significant. The f test is used to test the significant effect of several variables, namely the X variable, on the Y variable. This test uses a significant level of 0.05 with the following test criteria:

- If F count  $>$  F table, then H<sub>0</sub> is rejected, and H<sub>1</sub> is accepted with a significantly less than 0.05
- If F count  $<$  F table, then H<sub>0</sub> is accepted, and H<sub>1</sub> is rejected with a significance greater than 0.05.

### **Coefficient of Determination Test (R<sup>2</sup>)**

The coefficient of determination shows the extent to which the contribution of the independent variables in the regression model can explain the variation of the dependent variable. The coefficient of determination can be seen through the value of R-square (R<sup>2</sup>) in the Model Summary table. The coefficient of the determinant is an indicator used to describe how much variation is described in the model. Based on the value of R<sup>2</sup>, the significance level or the suitability of the relationship between the independent and dependent variables in linear regression can be seen.

### **Variable Operasional**

1. Dependent Variable
  - Innovative Work Behavior
2. Variable Independent
  - Total Rewards System
  - Fair-Based Pay
  - Training And Development
  - Positive Work Environment

## **RESULT AND DISCUSSION**

### **Respondent Characteristic**

Based on age :

**Table 1.** Respondent Characteristic Based on Age

<b>Age</b>	<b>Total</b>
18-21 Years Old	40
22-24 Years Old	57
25-27 Years Old	11
<b>Total</b>	<b>108</b>

Source: Data Processed by Researchers, 2022

Based on gender :

**Table 2.** Respondent Characteristic Based on Gender

<b>Gender</b>	<b>Frequency</b>
Men	35
Woman	73
<b>Total</b>	<b>108</b>

Source: Data Processed by Researchers, 2022

Based on education :

**Table 3.** Respondent Characteristic Based on Education

<b>Education</b>	<b>Frequency</b>
Highschool	58
D3	10
D4	2
S1	38
S2	0
S3	0
<b>Total</b>	<b>108</b>

Source: Data Processed by Researchers, 2022

Based on the length of work :

**Table 4.** Respondent Characteristic Based on Length of Work

<b>Length of Work</b>	<b>Frequency</b>
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< 1 Year Old	55
1 - 3 Years Old	38
2 - 3 Years Old	15
<b>Total</b>	<b>108</b>

Source: Data Processed by Researchers, 2022

Based on the field of work :

**Table 5.** Respondent Characteristic Based on The Field of Work

<b>Field Of Work</b>	<b>Frequency</b>
Finance	12
Banking	5
Sales	21
Marketing	14
IT	1
Service	8
Law	4
Art	4
Health	5
Others	34
<b>Total</b>	<b>108</b>

Source: Data Processed by Researchers, 2022

### Validity Test

**Table 6.** Validity Test Result

Variable	R Hitung	R Tabel	Sig	Decision
Fair Base Pay	0,947	0,159	0,000	Valid
	0,941	0,159	0,000	Valid
Training And Development	0,826	0,159	0,000	Valid
	0,875	0,159	0,000	Valid
	0,891	0,159	0,000	Valid
Positive Work Environment	0,828	0,159	0,000	Valid
	0,848	0,159	0,000	Valid
	0,835	0,159	0,000	Valid
Innovative Work Behavior	0,627	0,159	0,000	Valid
	0,727	0,159	0,000	Valid
	0,713	0,159	0,000	Valid
	0,755	0,159	0,000	Valid
	0,813	0,159	0,000	Valid
	0,834	0,159	0,000	Valid
	0,824	0,159	0,000	Valid
	0,787	0,159	0,000	Valid
	0,838	0,159	0,000	Valid
0,739	0,159	0,000	Valid	

Source: Data Processed by Researchers, 2022

The table above shows that the r count is greater than the r table, which means that all variables in this study are declared valid.

### Reliability Test

**Table 7.** Reliability Test Result

Variable	Cronbach's Alpha	Critical Value	Decision
Fair Base Pay	0,878	0,60	Reliable
Training And Development	0,828	0,60	Reliable
Positive Work Environment	0,786	0,60	Reliable
Innovative Work Behavior	0,920	0,60	Reliable

Source: Data Processed by Researchers, 2022

Based on the explanation in the table above, it is stated that Cronbach's alpha value of each variable in this study is more significant than 0.60. then it can be said to be reliable.

### Multiple Linear Regression Analysis

**Table 8.** Multiple Linear Regression Analysis Test Result

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.656	2.670		2.493	.014
	Fair Based Pay	.739	.323	.188	2.283	.024
	Training and Development	.897	.195	.352	4.610	.000
	Positive Work Environment	.994	.221	.371	4.506	.000

a. Dependent Variable: Perilaku Kerja Inovatif

Source: Data Processed by Researchers, 2022

Based on the table, it is explained that the constant value is 6.656, the regression coefficient for fair-based pay is 0.739, Training and Development is 0.897, and the positive work environment is 0.994. By the regression coefficient above, the multiple linear regression equation is obtained as follows:

$$Y : 6,656 + 0,739(X2) + 0,897(X3) + 0,994(X4) + e$$

Furthermore, the significant value of fair-based pay is 0.024, training and development 0.000, and positive work environment 0.000 from what has been described in the table shows that the significant value of each variable is less than 0.05.

#### Partial Test (T)

T tabel : t(a/2 ; n-k-1)

T = 0,05/2 ; 108-3-1)

T = 0,025 ; 105-1

T = 0,025 ; 104

**T = (1,983)**

Based on the table above, it can be concluded that

1. The T-test results for the Fair Based Pay (X2) variable show a significant level of 0.024, which is smaller than 0.05, and the t count of 2.283 is greater than the t table of 1.983, so H1 is accepted. This means that Fair Based Pay (X2) partially positively affects innovative work behavior (Y).
2. The results of the T-test for the Training and Development variable (X3) show a significance level of 0.000 less than 0.05 and a t count 4.610 greater than t table 1.983 then H1 is accepted. This means that Training and Development (X3) partially has a significant positive effect on Innovative Work Behavior (Y).
3. The results of the T-test for Positive Work Environment (X4) show a significant level of 0.000 which is less than 0.05, and t count 4.506 is more significant than t table 1.983, then H1 is accepted. This means that the Positive Work Environment (X4) partially has a significant positive effect on Innovative Work Behavior (Y).

**Simultaneous Test (F)**

**Table 9.** Simultaneous Test Result

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2487.624	3	829.208	45.014	.000 <sup>b</sup>
	Residual	1915.811	104	18.421		
	Total	4403.435	107			
a. Dependent Variable: Perilaku Kerja Inovatif						
b. Predictors: (Constant), Positive Work Environment, Training, and Development, Fair Based Pay						

Source: Data Processed by Researchers, 2022

F = (k;n-k)  
 F = (3;108;3)  
 F = (3;105)  
 F = 2,69

Based on the table, the calculated F value obtained is 45.104 with a significant level of 0.000. Because the level of significant value is less than 0.05 and the calculated F value of 45.104 is greater than the F table value of 2.69, then H0 is rejected, and H1 is accepted. So it can be concluded that the variables of fair-based pay, training, and development, and positive work environment together have a significant effect on the variable of innovative work behavior.

**Coefficient of Determination Test (R<sup>2</sup>)**

**Table 10.** Coefficient of Determination Test Result

Model Summary				
Model	R	R Square	Adjusted R Square	Std. The error in the Estimate
1	.752 <sup>a</sup>	.565	.552	4.29200
a. Predictors: (Constant), Positive Work Environment, Training and Development, Fair Based Pay				

Source: Data Processed by Researchers, 2022

Based on the table, the adjusted R Square figure is 0.552 or equal to 55.2%. This shows that the effect of Fair Based Pay (X2), Training and Development (X3), and Positive Work Environment (X4) on Innovative Work Behavior (Y) is 55.2%. At the same time, the rest is influenced by other variables not examined in this study.

**CONCLUSION**

Based on the results obtained from data analysis and discussion, it can be concluded that as follows:

1. The results of the simultaneous F test show that the total rewards system significantly affects the innovative work behavior of generation Z employees, with a calculated F value of 45,014 more significant than the f table value of 2.69 and a significant value of 0.000 less than 0.05.
2. The results of the partial t-test indicate that fair-based pay has a significant positive effect on the innovative work behavior of generation Z employees with a t-count value of 2.283, which is greater than the t-table value of 1.983 and a significant value of 0.024, which is smaller than 0.05.
3. The partial t-test indicates that training and development significantly positively affect the innovative work behavior of generation Z employees. The t-count value is 4.610, which is greater than the t-table value of 1.983, and the significant value is 0.000, less than 0.05.
4. The results of the partial t-test indicate that the positive work environment has a significant positive effect on the innovative work behavior of generation Z employees, with a t-count value of 4.506 and a significant value of 0.000 less than 0.00.

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