

## The Effect of Work Environment, Reward, and Work Culture on Work Motivation and Job Satisfaction as Intervening Variables in Indonesian Go-Jek Drivers



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**ABSTRACT:** This study aims to examine the effect of the work environment, rewards and work culture on work motivation and job satisfaction as intervening variables in Indonesian Go-Jek drivers. This study uses a quantitative method with sampling aimed at Indonesian Go-Jek drivers, especially two-wheeled vehicles with a total sample of 96 respondents. Data collection uses a questionnaire to be filled in by the respondents. After that, instrument tests were carried out in the form of validity tests and reliability tests, along with data analysis with the PLS test to find out the hypothesis. The results obtained from this study indicate that the effect of reward and work culture has no significant effect on motivation and job satisfaction, but there is a significant effect of the work environment on work motivation and job satisfaction on work motivation. As well as suggestions for future researchers should use other variables, namely workload and leadership.

**KEYWORDS:** work environment; rewards; work culture; work motivation; job satisfaction

### INTRODUCTION

PT Go-Jek Indonesia is one of the start-up businesses in Indonesia, in the development of the Go-Jek company not only increasing users but also making many job seekers to register as driver partners. On August 24, 2022 Go-Jek drivers held a demonstration with several demands, one of which was regarding the discussion of tariffs, it can be seen that as partner drivers, especially two-wheelers, of course they have quite high risks such as work accidents, accidents, stress, but with jobs that have risks it can be said that there are quite a lot of Go-Jek drivers. Based on the phenomenon put forward, namely the large number of enthusiasts to register as Go-Jek drivers and the Go-Jek driver demonstration action on August 24 2022 in Surabaya, then it is common knowledge that Go-Jek drivers are hard work because they have many risks. . From these several factors, the researcher wants to research the work motivation of Go-Jek drivers because they see the number of enthusiasts to become drivers, in terms of the work environment and work culture because they have a high risk load, as well as rewards and job satisfaction because of the demonstrations carried out. on August 24, 2022.

### Research Purposes

Based on the background and formulation of the problem that has been described, the purpose of this study is to prove and find out the effect of the work environment, rewards, and work culture on work motivation and job satisfaction

### LITERATURE REVIEW

#### Human Resource Management

Human Resource Management is an activity or human activity within an organization as a workforce that aims to achieve an organizational goal. According to Farida (2015: 7) Human Resources are people who work in an organization which are often also called employees or employees.

Humans are the dominant workforce to carry out organizational goals, from this it is necessary to have a division that focuses only on matters related to labor. According to Adamy (2016: 2) Human Resource Management (HRM) is an area of management that specifically studies human relationships and roles in corporate organizations. According to Hasibuan (2016: 21) the functions of human resource management include the following:

1. Managerial functions include planning, organizing, directing, controlling.
2. Operational functions include procurement, development, compensation, integration, maintenance, discipline, termination.

# **The Effect of Work Environment, Reward, and Work Culture on Work Motivation and Job Satisfaction as Intervening Variables in Indonesian Go-Jek Drivers**

## **Work Environment**

According to Sedarmayanti (2011: 26) states that in general, the type of work environment is divided into 2, namely the physical work environment and non-physical work environment.

1. **Physical Work Environment.** The physical work environment is all the physical conditions that exist around the workplace and can affect employees directly or indirectly. The physical work environment can be divided into two categories. 1) The environment that is directly related to employees (such as: work centers, chairs, tables, and so on). 2) The intermediary environment or general environment can also be called the work environment which affects the conditions of the workers such as temperature, lighting, noise, mechanical vibration, color and many others. In minimizing the impact of the physical environment on employees, we must first examine humans in terms of both their physical environment and their behavior and use that as a basis for thinking about the physical environment.
2. **Non-Physical Work Environment.** The non-physical work environment is any condition that arises in connection with the work relationship between a manager and his co-workers or subordinates. Companies must be able to map conditions that support collaboration between managers, subordinates, and colleagues. This non-physical work environment is also a group work environment that cannot be ignored, because the conditions that every company needs to create are a home atmosphere, good communication and self-discipline.

## **Reward**

Reward is a reward for the work that has been done to motivate to increase productivity. According to Nugroho (2015) Reward is an appreciation in the form of material or speech given for the success or achievements that have been achieved.

Rewards are given in the form of cash and non-cash, usually non-cash in the form of greetings or promotion of position status. Rewards can be used to be a motivator so that the workforce can continue to excel. According to Dewi, et al (2021: 99) rewards are rewards given in the form of material and non-material that are given by the company to its employees so that they can work with high motivation and achievement in achieving company goals, in other words the award is intended to increase productivity and retain outstanding employees in order to remain in the company.

## **Work Culture**

Work culture is an assumption in a group that occurs from generation to generation, such as a system of beliefs, values and norms that guide the behavior of its members. According to Wahyuningsih (2018: 15) The definition of work culture as a whole is variously defined by experts. However, in general, it can be interpreted as a set of assumptions or a system of beliefs, values and norms developed within an organization which is used as a guideline for the behavior of its members to overcome various problems, both internal and external.

According to Edgar H. Schein (2010: 18) work culture is a pattern of shared basic assumptions that are learned by certain groups to overcome problems of external adaptation and internal integration that are official and have worked well and are therefore taught/inherited to new members as appropriate ways of perceiving, thinking and feeling in relation to those problems.

## **Job Satisfaction**

Job satisfaction is a pleasant or unpleasant feeling about work and performance appraisal. According to Badriyah (2015: 227) job satisfaction is the attitude or feelings of employees towards pleasant or unpleasant aspects of work according to the assessment of each worker.

According to Robbins and Judge (2013: 79) job satisfaction as a positive feeling about one's work which is the result of an evaluation of its characteristics.

## **Work Motivation**

Motivation is an encouragement, while work motivation is an encouragement in carrying out work. According to Hasibuan (2016: 218) work motivation is a stimulant of desire (want) and the driving force of one's willingness to work. According to Rivai (2008: 455) work motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals.

According to Qomariyah (2020: 91) motivation is basically an encouragement in a person who will move himself to take positive actions which later these actions can improve performance.

# The Effect of Work Environment, Reward, and Work Culture on Work Motivation and Job Satisfaction as Intervening Variables in Indonesian Go-Jek Drivers

## METHODOLOGY

### Population and Sample

The population of this study is Go-Jek drivers in Surabaya, especially two-wheeled vehicles, with a total sample of 96 respondents using a purposive sampling technique, where this study uses certain criteria as limitations or considerations in determining the sample.

### Data Collection Procedures and Instrumentation

This study used a data collection technique in the form of an online questionnaire which was created via Google form and will be answered by the respondents. Questionnaires or questionnaires are a data collection technique by providing a set of written questions or questions to respondents to answer (Sugiyono 2021), respondents' answers are scored based on a Likert scale of 1-5.

### Data Analysis Techniques

For the purposes of discussion, analysis and testing of hypotheses, the data is processed and analyzed using the PLS program which is in accordance with this research. used to build theory and to explain whether there is a relationship between variables. By testing the validity and reliability of the instrument first. After that, a hypothesis test was carried out using PLS.

## RESEARCH RESULTS

### Statistical Analysis Results

Based on construct validity evaluation is done by calculating convergent validity. Convergent validity is known through the value of the loading factor and Average Variance Extracted (AVE). An instrument is said to meet convergent validity testing if it has a loading factor and Average Variance Extracted (AVE) above 0.5. If it produces a loading factor value of less than 0.5, then it can be said that the indicator is invalid, so that the indicator is reduced.

**Table 4.1 Convergent Validity Test Results after Reduction I**

Dimension	Indicator No.	Loading Faktor	AVE
Work Environment (X1)	X1.4	0.900	0.792
	X1.7	0.901	
	X1.8	0.869	
Reward (X2)	X2.1	0.934	0.824
	X2.3	0.886	
	X2.4	0.903	
Work Culture (X3)	X3.7	0.763	0.759
	X3.8	0.968	
Work Motivation (Y)	Y1.3	1.000	1.000
Job Satisfaction (Z)	Z1.1	0.751	0.637
	Z1.4	0.782	
	Z1.5	0.825	
	Z1.6	0.747	
	Z1.7	0.877	

Source: (Survey, 2022)

Based on the Table of Convergent Validity Test Results after Reduction I it is known that all indicators on the variables produce a loading factor and AVE value of more than 0.5. Thus it can be said that all indicators are declared valid and further analysis can be carried out.

### Construct Reliability

**Table 4.2 Calculation of Construct Reliability**

Variabel	Cronbach's Alpha	Composite Reliability
Lingkungan Kerja (X1)	0.869	0.920
Reward (X2)	0.902	0.934

## The Effect of Work Environment, Reward, and Work Culture on Work Motivation and Job Satisfaction as Intervening Variables in Indonesian Go-Jek Drivers

Budaya Kerja (X3)	0.730	0.862
Motivasi Kerja (Y)	1.000	1.000
Kepuasan Kerja (Z)	0.861	0.897

Source: (Survey, 2022)

Based on the table 4.2 it is known that all variables produce Cronbach alpha value greater than 0.6 and a composite reliability value greater than 0.7. Thus, based on the calculation of the chronbach alpha value or the composite reliability value, all indicators are declared reliable in measuring their variables.

### Hypothesis Verification

**Table 4.3 Hypothesis Testing Results**

No	Pengaruh	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Keterangan
1	Lingkungan Kerja -> Motivasi Kerja	0.345	2.386	0.017	Signifikan
2	Reward-> Motivasi Kerja	0.094	1.075	0.283	Tidak Signifikan
3	Budaya Kerja -> Motivasi Kerja	0.154	1.012	0.312	Tidak Signifikan
4	Lingkungan Kerja -> Kepuasan Kerja	0.229	1.631	0.104	Tidak Signifikan
5	Reward-> Kepuasan Kerja	0.025	0.285	0.775	Tidak Signifikan
6	Budaya Kerja -> Kepuasan Kerja	0.059	0.606	0.545	Tidak Signifikan
7	Kepuasan Kerja -> Motivasi Kerja	0.242	1.991	0.047	Signifikan

If the T-statistic > 1.96; then the hypothesis is accepted or there is a significant effect.

If P-values < 0.05; then the hypothesis is accepted or there is a significant effect.

Source: (Survey, 2022)

Based on the data from the results of hypothesis testing as shown in Table 4.3 it can be explained as follows:

- H1: the work environment has a significant effect on work motivation. The results show that the test of the effect of the work environment on work motivation produces a T-statistics value of 2.386 > 1.96 with a p-value of 0.017 < 0.05. It can be concluded that H1 is accepted, that is, there is a significant influence of the work environment on work motivation. Thus H1 in this study is fulfilled. And the resulting original sample value is 0.345 (positive), which means that if the work environment increases by 1%, it tends to increase work motivation by 0.345%.
- H2: rewards have a significant effect on work motivation. The results show that testing the effect of reward on work motivation produces a T-statistics value of 1.075 < 1.96 with a p-value of 0.283 > 0.05. It can be concluded that H2 is rejected, that is, there is no significant effect of reward on work motivation. Thus H2 in this study is not fulfilled. And the resulting original sample value is 0.094 (positive) which means, if the reward increases by 1%, it tends to increase work motivation by 0.094%.
- H3: work culture has a significant effect on work motivation. The results show that testing the effect of work culture on work motivation produces a T-statistics value of 1.012 < 1.96 with a p-value of 0.312 > 0.05. It can be concluded that H3 is rejected, that is, there is no significant effect of work culture on work motivation. Thus H3 in this study was not met. And the resulting original sample value is 0.154 (positive) which means, if work culture increases by 1%, it tends to increase work motivation by 0.154%.
- H4: work environment has a significant effect on satisfaction. The results show that the test of the influence of the work environment on job satisfaction produces a T-statistics value of 1.631 < 1.96 with a p-value of 0.104 > 0.05. It can be concluded that H4 is rejected, that is, there is no significant effect of the work environment on job satisfaction. Thus H4 in this study is not fulfilled. And the resulting original sample value is 0.229 (positive), which means that if the work environment increases by 1%, it tends to increase job satisfaction by 0.229%.
- H5: rewards have a significant effect on job satisfaction. The results show that testing the effect of rewards on job satisfaction produces a T-statistics value of 0.285 < 1.96 with a p-value of 0.775 > 0.05. It can be concluded that H5 is rejected, that is, there is no significant effect of reward on job satisfaction. Thus H5 in this study is not fulfilled. And the resulting original sample value is 0.025 (positive) which means, if the reward increases by 1% then it tends to increase job satisfaction by 0.025%.
- H6: work culture has a significant effect on job satisfaction. The results show that testing the effect of work culture on job satisfaction produces a T-statistics value of 0.606 < 1.96 with a p-value of 0.545 > 0.05. It can be concluded that H6 is rejected,

## **The Effect of Work Environment, Reward, and Work Culture on Work Motivation and Job Satisfaction as Intervening Variables in Indonesian Go-Jek Drivers**

that is, there is no significant effect of work culture on job satisfaction. Thus H6 in this study was not met. And the resulting original sample value is 0.059 (positive), which means that if the reward increases by 1%, it tends to increase job satisfaction by 0.059%.

7. H7: job satisfaction has a significant effect on work motivation. The results show that testing the effect of job satisfaction on work motivation produces a T-statistics value of  $1.991 > 1.96$  with a p-value of  $0.047 < 0.05$ . It can be concluded that H7 is accepted, namely that there is a significant effect of job satisfaction on work motivation. Thus H7 in this study is fulfilled. And the resulting original sample value is 0.242 (positive), which means that if the work environment increases by 1%, it tends to increase work motivation by 0.242%.

### **DISCUSSIONS**

#### **1. The Influence of the Work Environment on Work Motivation**

The results show that the work environment has a positive and significant effect on work motivation. This means that a good working environment for Go-Jek drivers will motivate Go-Jek driver performance to increase.

One of the things that motivates Indonesian Go-Jek drivers is the work environment which is equipped with work safety in the form of helmet facilities to support driver safety while working, helmets are the most important part of driving whose function is to protect the head from collisions, besides that helmets are safety that must be used for drive. And drivers can save money for other purposes. The helmets that can be used can be used for passengers who do not carry helmets.

In addition, the motivation that keeps Go-Jek drivers enthusiastic about doing their jobs is the relationship that fellow Go-Jek drivers get, Go-Jek drivers have a very compact relationship no matter the driver is in town or out of town. If one of the drivers is hurt, the other drivers are united to defend it. Go-Jek drivers help each other. For example, when a customer gives harsh words, gets angry and gives one star, even though this driver is in accordance with the order and the appropriate location point, fellow Go-Jek drivers don't accept it, so dozens of drivers come to the customer's house. compact drivers hold the customer accountable and hope that the customer has good ethics to apologize.

Another cohesiveness is the sharing of work-related information. Drivers will share information with each other where when other drivers find profitable locations or locations that require a lot of Go-Jek drivers, other drivers will be notified. For fellow drivers, sharing their fortune is a good thing.

This is in line with the research by Rahardjo (2014), Parashakti et al (2019), Indah & Riana (2020), and Nurhuda, et al (2019) showing that the work environment has a positive and significant effect on work motivation.

#### **2. The Influence of Reward on Work Motivation**

The results show that rewards have a positive but not significant effect on work motivation. This means that there are rewards that Go-Jek drivers get. However, it does not affect the motivation for the driver's morale.

Usually, after carrying out their work, the driver gets a reward in the form of a thank you from the customer as a sign of appreciation for the driver's services. However, in several incidents there were customers who insulted and cursed Go-Jek drivers, even the biggest problem for Go-Jek drivers lies in customers who don't understand the situation and conditions at will, they just want to be fast, so this made Go-Jek drivers motivated in the first place. his performance due to get respect for his services, now just to survive alone.

There are also rewards that Go-Jek drivers get in the form of tips from customers, usually tips earned from one thousand to ten thousand, or even food. But not all customers will give tips to drivers, so this doesn't guarantee anything, it doesn't even affect anything, tips are only made by customers who really want to voluntarily provide additional money. So not all customers will give tips to drivers, this causes tips not to motivate Go-Jek drivers.

In addition, in the past, drivers would be given the convenience of getting bonuses when they reached the target, namely by reaching 30 points and would get a maximum of 140 thousand. But to get the bonus they have to collect points in 1 day, whereas 1 day doesn't necessarily get 30 points so less points can be expected. This causes Go-Jek drivers to ignore rewards because the rewards they get do not guarantee driver income so that rewards do not affect driver motivation. This statement is in line with Akafo & Boateng's research (2015) which shows that rewards have a positive but not significant effect on work motivation. Different studies, Harunavamwe & Kanengoni (2013), Danish (2010), Hagger & Chatzisarantis (2011) which show that rewards have a positive and significant effect on work motivation.

#### **3. The Influence of Work Culture on Work Motivation**

The results show that work culture has a positive but not significant effect on work motivation. This means that the work culture that occurs in Go-Jek drivers is good, but does not affect the motivation for drivers' morale.

## **The Effect of Work Environment, Reward, and Work Culture on Work Motivation and Job Satisfaction as Intervening Variables in Indonesian Go-Jek Drivers**

The work culture that occurs at the Go-Jek company is that drivers must agree to the terms and conditions that must be agreed upon, namely downloading the Go-Jek application, having a personal vehicle and driver's license, having a bank account recommended by management, and using attributes. When the driver has agreed to the conditions that have been determined, the driver can start working.

In addition, management has provided the Go-Jek application to support the work of drivers, drivers will be given the convenience of dealing with customers such as communicating with customers, even making it easier for Go-jek and customers to make non-cash transactions using the Go-Pay application. However, this does not motivate Go-Jek drivers to improve their performance, Go-Jek drivers only work as they should according to applicable regulations. This is in line with the research of Idris Gautama So, et al. (2018), Romadhani, Kirana, & Subiyanto (2022), Choudhary, Choudhary, & Joshi (2013) which shows that work culture has a positive but not significant effect on work motivation. In contrast, Sinha, et al (2010) which shows that work culture has a positive and significant effect on work motivation.

### **4. The influence of the work environment on job satisfaction**

The results show that the work environment has a positive but not significant effect on job satisfaction. This means that the working environment for Go-Jek drivers is good. But can not make the driver feel satisfied in his work.

The physical work environment that occurs in the field where drivers comply with existing regulations such as wearing a helmet, owning a private vehicle, having a driver's license, or using other Go-Jek attributes. The physical work environment for drivers can support safety and security for drivers. There is also a non-physical work environment where drivers have good communication with colleagues such as exchanging information, or joining the Go-Jek driver community. From the work environment that exists for Go-Jek drivers, namely having co-workers is a natural thing, and using the equipment that must be used is something that really should be done. So it can be concluded that the work environment cannot affect the job satisfaction of Go-Jek drivers and does not even affect job satisfaction whatsoever. This is in line with Raziq & Maulabakhsh's research (2015) which shows that the work environment has a positive but not significant effect on job satisfaction. In contrast, Agbozo, et al (2017) show that the work environment has a positive and significant effect on job satisfaction.

### **5. The Influence of Reward on Job Satisfaction**

The results show that reward has a positive but not significant effect on job satisfaction. This means that the rewards that Go-Jek drivers get already exist. But can not make the driver feel satisfied in his work.

Being a Go-Jek driver is a challenging job, drivers are competing to get as many bonuses as possible. Drivers will break the specified target to get a big reward. When the driver is able to solve the specified target, there will be satisfaction in itself. Satisfaction increases with the reward that is obtained. However, currently the rewards that are obtained are not in accordance with the performance of the drivers who will be exhausted in achieving the target, so bonuses are more often ignored.

Drivers just do their job and ignore the bonuses they get, drivers prefer to focus on getting customers rather than focusing on getting points for bonuses. From this, it can be concluded that rewards do not affect drivers to get job satisfaction as they should. This is in line with Akafo & Boateng's research (2015) which shows that rewards have a positive but not significant effect on job satisfaction.

### **6. The Influence of Work Culture on Job Satisfaction**

The results show that work culture has a positive but not significant effect on job satisfaction. This means that the work culture that occurs in Go-Jek drivers cannot make drivers feel satisfied in their jobs.

The management has provided provisions for the distribution of commissions with a 20% profit sharing for management, but this provision is burdensome for the drivers because it is felt that the 20% profit sharing for management is too high. Management provides an application for the driver's job to get orders, but when the order comes in and the notification sounds, the Go-Jek driver must leave and may not refuse the order because if you refuse you will be subject to penalties such as decreased performance and even reduced incoming orders. Basically, the work culture created by management must be carried out by drivers so that work culture does not affect driver job satisfaction. This is not in line with Putriana's research (2015) which shows that work culture has a positive and significant effect on job satisfaction.

### **7. The effect of job satisfaction on work motivation**

The results show that job satisfaction has a positive and significant effect on work motivation. This means that job satisfaction is a force that drives the enthusiasm and work motivation of drivers.

## The Effect of Work Environment, Reward, and Work Culture on Work Motivation and Job Satisfaction as Intervening Variables in Indonesian Go-Jek Drivers

Job satisfaction is influenced by many factors, such as profit sharing, good co-worker relations, appropriate skills, fairness and the job itself.

Job satisfaction of Gojek drivers is an important matter for the company to pay attention to, because it will have a significant impact on the work motivation of the drivers, so they can work according to what the company expects. The increasing job satisfaction of a driver will increase work motivation. And from these job satisfaction factors that keep drivers motivated in their work. This is in line with the research by Romadhani, Kirana, & Subiyanto (2022) and Danish (2010) showing that job satisfaction has a positive and significant effect on work motivation.

### CONCLUSION

The results of this study can be drawn the following conclusions:

1. The results show that the work environment has a positive and significant effect on work motivation. This shows that the work environment is a force that drives enthusiasm and makes Go-Jek drivers' motivation increase.
2. The results show that rewards have a positive and insignificant effect on work motivation. This shows that the rewards that Go-Jek drivers get cannot affect the driver's work motivation.
3. The results show that work culture has a positive and not significant effect on work motivation. This shows that the work culture of Go-Jek drivers does not affect the drivers' work motivation.
4. The results show that the work environment has a positive and insignificant effect on job satisfaction. This shows that the driver's work environment does not make drivers feel satisfied in their work.
5. The results show that rewards have a positive and insignificant effect on driver job satisfaction. This shows that the rewards given to Go-Jek drivers do not make drivers feel satisfied in their work.
6. The results show that work culture has no effect on job satisfaction. This shows that Go-jek drivers have experienced a decrease in satisfaction, the work culture that occurs cannot make drivers feel satisfied at their jobs.
7. The results show that job satisfaction has a positive and significant effect on work motivation. This shows that job satisfaction is a force that drives enthusiasm and makes Go-Jek drivers' motivation increase.

### SUGGESTION

Based on the research that has been described, some suggestions can be given as follows:

1. Management should be wiser in giving rewards and pay more attention to work culture.
2. It is hoped that this research can become a basis for further research by raising new things besides the variables in this study, namely workload and leadership variables, in order to uncover and find new findings.

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## The Effect of Work Environment, Reward, and Work Culture on Work Motivation and Job Satisfaction as Intervening Variables in Indonesian Go-Jek Drivers

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