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## THE EFFECTS OF WORK STRESS, WORK MOTIVATION, AND WORK-LIFE BALANCE ON JOB SATISFACTION OF GOJEK DRIVERS IN SURABAYA

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### Abstract

This study aims to analyze the effects of work stress, work motivation, and work-life balance on Gojek driver job satisfaction in Surabaya. This study uses a quantitative method with data collection through a questionnaire, which is measured using a five-point Likert scale. The population and sample in this study were 150 Gojek driver respondents in Surabaya. The sampling technique used was purposive sampling with criteria such as: (1) Drivers who have experience working as Gojek drivers for at least more than 1 year. (2) Still active as Gojek drivers until 2025. (3) Have a main job only as a Gojek driver. The data used are primary data, and the data analysis method is multiple linear regression using SPSS 30 software. The results of the study show that: (1) Work stress, work motivation, and work-life balance simultaneously have a significant effect on job satisfaction. (2) Work stress does not have a significant effect on job satisfaction. (3) Work motivation has a positive and significant effect on job satisfaction. (4) Work-life balance has a positive and significant effect on job satisfaction.

**Keywords:** Work Stress, Work Motivation, Work-Life Balance, Job Satisfaction

## INTRODUCTION

Development technology has had a major impact on the transportation sector, especially with the presence of the first online motorcycle taxi in Indonesia, namely Gojek. PT Gojek Indonesia was launched in 2010 with a telephone-based motorcycle taxi service, until 2015 Gojek experienced development rapidly with the launch of Gojek smartphone application. Until now, Gojek has owned over 20 services, including GoRide, GoFood, GoSend, etc.

PT Gojek Indonesia operates in the gig economy sector, which means that Gojek drivers do not remain employees, but rather work independently with a results-oriented structure. Although this system provides flexibility, it also creates various problems such as uncertainty about their financial risks, excessive work stress, decreased work motivation, life imbalance, and job satisfaction.

According to (Bestari, 2023) many drivers reported that their income decreased compared with early years of Gojek located in Surabaya. Average income is down up to 50%, even there are drivers who have income below Provincial Minimum Wage. Excessive deductions made by the applicator are also an obstacle for Gojek drivers because they reach more than 20% deductions. This is due to a demonstration by Gojek drivers directed against PT Gojek Indonesia and the local administration. According to Gojek drivers, the government's policy regarding online motorcycle taxi charges is not in compliance with PT Gojek Indonesia.

Job satisfaction is an important aspect of HR management. According to Hasibuan (2003) in Suartana & Dewi (2020), job satisfaction is an employee's positive emotional attitude toward their work, represented as a sense of comfort and concern for the duties completed.

On the other hand, work stress can be a challenge in the world of work. Gojek drivers are work-stressed, often caused by conditions, busy streets, demands of daily targets and bonuses, uncertainty of income and orders, as well as changes in policies that are considered non-profitable. Some Gojek drivers feel burdened by high workloads. This is not comparable with the income they earn.

Another important factor that influences job satisfaction is work motivation. Work motivation is the encouragement or effort given by employees to work well. With good work motivation, employees can perform their duties optimally with satisfactory results. Initially, Gojek drivers in Surabaya were motivated by work flexibility and attractive incentives. However, changes in the incentive system and increased competition have decreased motivation and job satisfaction, so many drivers must work longer hours to earn the same income.

One of the factors supporting the key achievement of optimal job satisfaction is the existence of an effective work-life balance in the company. For Gojek drivers, this balance is influenced by the flexibility of working hours. Individuals who have a work-life balance tend to be more productive and happier because they have the time and energy to do the activities they enjoy. However, many drivers have difficulty managing work time and personal life due to irregular working hours. To meet financial needs, they often work more than eight hours per day, including on weekends, so that rest time and interaction with family

are limited. By considering these three factors, this study aims to explore their effects on the job satisfaction of Gojek drivers in Surabaya.

## **REVIEW OF LITERATURE**

### **Work Stress**

According to Chandra *et al.* (2023), stress is a reaction of an individual to physical and mental pressure that arises as a consequence of work and the environment, where the individual feels restless and worried, so that they experience difficulty focusing on work. According to Harahap & Nasution (2023) in Mangara & Kurniawan (2025), work stress is a response to physical and emotional demands that emerge when there is an imbalance between job demands, individual abilities, and available power sources.

### **Work Motivation**

According to Wahyuningtyas *et al.* (2022), motivation originates from the Latin word "*movere*," which means encouragement or movement. That is, motivation is one of the things that can influence the behavior of each individual. According to Setiawan (2021) in Zein & Nirawati (2024), motivation is internal and external drives that drive somebody to carry out work and reach an objective, and high performance. According to Yusuff (2023), work motivation has the meaning of a psychological process that influences the actions, intensity of effort, and determination of an individual in responding to challenges in their work environment. Work motivation is a source of energy that inspires new opportunities and arouses a strong desire to increase enthusiasm and passion in work.

### **Work-Life Balance**

According to Greenhaus *et al.* (2003) in Wulandari (2021), work-life balance is the level at which an individual can bound in a balanced way and feel satisfied in their role, both at work and also in private life outside work. According to Delecta in Bintang *et al.* (2024), work-life balance is interpreted as the ability of someone to find a healthy balance between their needs and their responsibilities in the company.

### **Job Satisfaction**

Job satisfaction, according to Afandi (2018) in Renaldo & Andani (2022), is a positive attitude from power work covering feelings and behavior in demand to one's assessment work as a sense of appreciation in reaching one's value in important work. According to Pamungkas *et al.* (2022), job satisfaction is the emotions experienced by employees related to their work, which is influenced by various factors, including support, supervision, opportunities for promotion, work conditions, fair evaluation, good social relationships, handling fast complaints, and good superior attitude.

## **RESEARCH METHOD**

This study uses a quantitative research method by utilizing empirical data obtained through the measurement process. The researcher uses a descriptive research type. According to Hikmawati (2017), the purpose of descriptive research is to obtain information about variables or current symptom conditions factually and systematically. A population study is a Gojek driver in Surabaya with a sample of 150 respondents. A sample study obtained with

the formula Lemeshow. According to Riyanto & Hermawan (2020), the formula Lemeshow used for determining a sample when the population is not known in a certain way.

Methods used for election sampling are non-probability sampling, especially purposive sampling, which is a sample-taking strategy based on certain considerations or criteria. Gojek Driver active until 2025, who has experience working as a Gojek driver for at least more than 1 year and has worked mainly only as a Gojek driver, fulfills the condition of the sample criteria research. Researchers use a five-point Likert scale to measure results from collected questionnaires. The data analysis method uses multiple linear regression analysis by testing the influence of work stress, work motivation, and work-life balance variables on job satisfaction.

## RESULTS AND DISCUSSION

### Validity Test

The validity test aims to determine whether every statement in the questionnaire can measure the variables studied. In the study, there are four variables tested on 150 respondents, namely Work Stress (X1) with six statements, Work Motivation (X2) with five statements, *Work-Life Balance* (X3) with six statements, and Job Satisfaction (Y) with four statements. Here are the Validity test results displayed in the table:

**Table 1.**  
**Validity Test Result**

Variables	Statement Code	Rcount	Rtable 5% (150)	Sig.	Information
Work Stress (X1)	X1.1	0.752	0.159	<0.001	Valid
	X1.2	0.853	0.159	<0.001	Valid
	X1.3	0.801	0.159	<0.001	Valid
	X1.4	0.835	0.159	<0.001	Valid
	X1.5	0.791	0.159	<0.001	Valid
	X1.6	0.789	0.159	<0.001	Valid
Work Motivation (X2)	X2.1	0.622	0.159	<0.001	Valid
	X2.2	0.820	0.159	<0.001	Valid
	X2.3	0.837	0.159	<0.001	Valid
	X2.4	0.681	0.159	<0.001	Valid
	X2.5	0.786	0.159	<0.001	Valid
Work-Life Balance (X3)	X3.1	0.768	0.159	<0.001	Valid
	X3.2	0.730	0.159	<0.001	Valid
	X3.3	0.711	0.159	<0.001	Valid
	X3.4	0.759	0.159	<0.001	Valid
	X3.5	0.801	0.159	<0.001	Valid
	X3.6	0.829	0.159	<0.001	Valid
Job Satisfaction (Y)	Y.1	0.856	0.159	<0.001	Valid
	Y.2	0.830	0.159	<0.001	Valid
	Y.3	0.716	0.159	<0.001	Valid
	Y.4	0.879	0.159	<0.001	Valid

Source: Primary data processed 2025

Table 1 shows that all over-grain statements, including independent variables and dependent variables in the questionnaire, were declared valid. This is indicated by the value Rcount of each statement > Rtable (0.159). As for Rtable got with n = 150 and sig.a = 0.05 and 2- tailed test, so obtained Rtable of 0.159.

**Reliability Test**

The reliability test aims to measure the consistency and reliability of an instrument study in collecting data. Reliability can be measured using *Cronbach's alpha* ( $\alpha$ ), where a value > 0.60 indicates that the instrument is reliable. If the value < 0.60, then it is stated as not reliable. Here reliability test results of the study:

**Table 2.**  
**Reliability Test Result**

No	Variables	$\alpha$ Cronbach	$\alpha$ Critical	Information
1.	Work Stress (X1)	0.890	0.6	Reliable
2.	Work Motivation (X2)	0.809	0.6	Reliable
3.	Work-Life Balance (X3)	0.855	0.6	Reliable
4.	Job Satisfaction (Y)	0.839	0.6	Reliable

Source: Primary data processed 2025

Table 2 shows that Mark *Cronbach's alpha* on the variable Work Stress (X1), Work Motivation (X2), *Work-Life Balance* (X3), and Job Satisfaction (Y) are bigger than the standard reliability, which is 0.60. Therefore, the fourth variable can be trusted (reliable) and used for the study.

**Normality Test**

A normality test is required to ensure that the variable data is free and the variable bound can represent all existing data in the population. A good regression model has a normal distribution or is approaching normal. In this study, an analysis of the *Kolmogorov-Smirnov* was used on the residual equation. Criteria testing states that a mark probability > 0.05 indicates normal data distribution, whereas a mark probability < 0.05 shows a non-normal distribution.

**Table 3.**  
**Normality Test Result**

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		150
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.55196715
Most Extreme Differences	Absolute	.069
	Positive	.069
	Negative	-.061
Test Statistics		.069
Asymp. Sig. (2- tailed) <sup>c</sup>		.077

a. Test distribution is Normal.

Source: Primary data processed 2025

Based on Table 3, it shows that Sig. Value of  $0.077 > 0.05$ , meaning that the data in this study is normally distributed and has met the normality criteria in the regression model.

**Multicollinearity Test**

Multicollinearity test aiming to know whether there is a strong correlation between independent variables (Work Stress, Work Motivation, and Work-Life Balance). According to (Riyanto & Hermawan, 2020), a good regression model should not happen to correlate between the independent variables, which later it is later referred to as a *multicollinearity problem*. It is said that no multicollinearity if measured from VIF value is  $< 10$  and the value *tolerance is*  $> 0.10$ .

**Table 4.**  
**Multicollinearity Test Result**

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Work Stress	.980	1,020
Work Motivation	.517	1,935
Work-Life Balance	.520	1.925

Source: Primary data processed 2025

Based on table 4. the value *tolerance* of each variable is  $> 0.10$ , namely of 0.980, 0.517, and 0.520. While VIF value of each variable is  $< 10$ , namely of 1,020, 1,935, and 1,925. This is show that no multicollinearity in this regression model.

**Heteroscedasticity Test**

A heteroscedasticity test is done in the regression analysis to determine whether some data is biased or not. Research This using the scatterplot test model between two axes, namely The Y axis represents **SRESID** (*Studentized Residual*), while the X axis shows **ZPRED** (*Standardized Predicted Value*). The criteria for no heteroscedasticity symptoms, namely the points are spread above, below or around the number 0, do not clump together, and the distribution of the points does not form a widening or narrowing pattern.

**Figure 1.**  
**Heteroscedasticity Test Result**

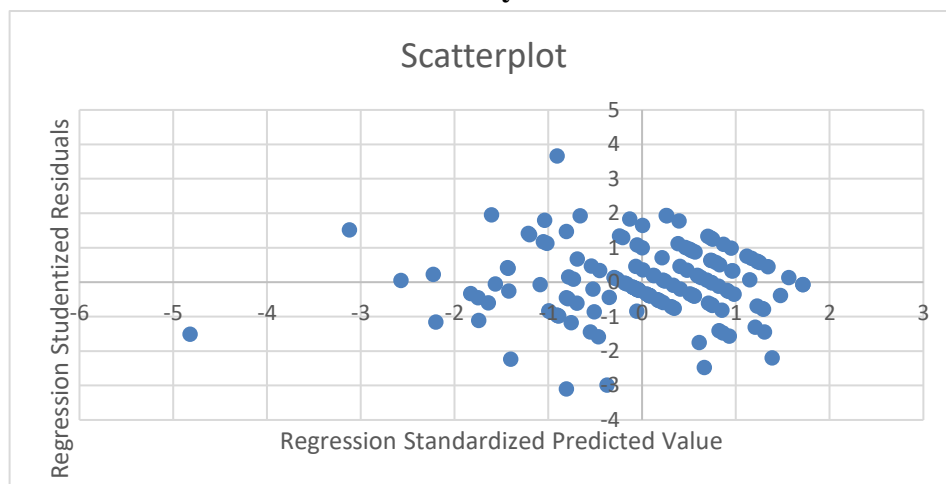


Figure 1 shows that the points are relatively random around the horizontal axis, and there is no clear wavy pattern. Therefore, it can be concluded that there is no heteroscedasticity in this regression model.

### Multiple Linear Regression

Multiple linear regression analysis is used to analyze the relationship between two or more independent variables (work stress, work motivation, and work-life balance) to one dependent variable (job satisfaction). The following is a table of the results of the multiple linear regression analysis that has been processed:

**Table 5.**  
**Analysis Multiple Linear Regression Result**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	2,550	.981		2,600	.010
Work Stress	.023	.024	.047	.963	.337
Work Motivation	.192	.058	.222	3.293	.001
Work-Life Balance	.402	.042	.639	9,493	<.001

a. Dependent Variable: Job Satisfaction

Source: Primary data processed 2025

Based on table 5. then the equation model used is obtained in the analysis this is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 2.550 + 0.023X_1 + 0.192X_2 + 0.402X_3 + e$$

Explanation from equality can explained as follows:

1. The constant (of 2.550 indicates that the independent variables (work stress, work motivation, and *work-life balance*) = 0, then the dependent variable (job satisfaction) will be worth 2,550 units.
2. The coefficient regression variable work stress (X1) is worth 0.023, which shows that with every improvement in variable work stress by 1% then job satisfaction increases by 2.3%. On the other hand, if there is a decline in variable work stress by 1% then job satisfaction decreases by 2.3%.
3. The coefficient regression variable work motivation (X2) is worth 0.192, which shows that with every improvement variable work motivation by 1% then job satisfaction increases by 19.2%. On the other hand, if there is a decline in variable work motivation by 1% then job satisfaction decreases by 19.2%.
4. The coefficient regression variable *work-life balance* (X3) is worth 0.402, which shows that with every improvement variable *work-life balance* by 1% then job satisfaction increases by 40.2%. On the other hand, if happen decline variable *work-life balance* is by 1% then job satisfaction decreases by 40.2%.

### Coefficient Determination (R<sup>2</sup>)

Coefficient determination is done to measure to which the variation model on the dependent variable (job satisfaction) can be explained by independent variables (work stress, work motivation, and *work-life balance*). The coefficient value determination is in the range  $0 < R^2 < 1$ . Next is the results coefficient determination (R<sup>2</sup>):

**Table 6.**  
**Coefficient Determination ( R<sup>2</sup>) Result**  
**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.810 <sup>a</sup>	.656	.649	1,568

a. Predictors: (Constant), Work-Life Balance, Work Stress, Work Motivation

Source: Primary data processed 2025

Based on table 6. shows the obtained mark coefficient determination of 0.649, meaning the influence of work stress, work motivation, and work-life balance towards job satisfaction is 64.9%. Meanwhile, the remaining 35.1% is influenced by other variables outside the research model.

### F Test

The F test is performed for the test hypothesis in a way simultaneous, namely whether independent variables (work stress, work motivation, and *work-life balance*) in a manner together influential significant to dependent variable (job satisfaction). Here are the F test results in research:

**Table 7.**  
**F Test Results**  
**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	683,952	3	227,984	92,748	<.001 <sup>b</sup>
	Residual	358,882	146	2.458		
	Total	1042.833	149			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Work-Life Balance, Work Stress, Work Motivation

Source: Primary data processed 2025

Based on Table 7. It is known that the F-count of 92,748 and the value significance of < 0.001. With a F-table of 2.67 obtained from (Df = n-k-1). The results show that F-count  $\geq$  F-table, namely  $92.478 \geq 2.67$ , show that variable work stress, work motivation, and *work-life balance* in a way simultaneously influential in a way significant to job satisfaction.

### T Test

The t-test was performed To test influence independent variables (work stress, work motivation, and *work-life balance*) in a manner partial to dependent variable (job satisfaction). Significance level determined by 0.05 or 5% with degrees free (Df = 150 – 4 = 146), so obtained t-table = 1.976346. Based on Table 5. Below t-test results of the research :

1. Variable work stress own mark count (0.963) < t-table (1.976346) then H0 is accepted and H1 is rejected. So that can be concluded that in a way partial work stress not influential significance to job satisfaction.
2. Variable work motivation own mark t-count (3.293) > t-table (1.976346) then H0 is rejected and H1 is accepted. So that can conclude in a way partial work motivation is influential positive and significantly to job satisfaction.

3. Variable *work-life balance* own mark t-count (9.493) > t-table (1.976346) then H0 is rejected and H1 is accepted. So that can conclude that in a way partial *work-life balance* is influential positive and significant to job satisfaction.

### **Influence Work Stress, Work Motivation, and Work-Life Balance on Job Satisfaction**

Based on results F F-test analysis shows that variable work stress, work motivation, and *work-life balance* in a way a simultaneous significant influence on job satisfaction. This is proven with mark F-count  $92.478 \geq F\text{-table } 2.67$ . Can be concluded, that H1: it is suspected work stress, work motivation, and *work-life balance* in a way simultaneous influential significant to job satisfaction Gojek drivers in Surabaya.

Research results in This are in line with a study previous from I Made Sandya Tama and Made Surya Putra (2022), who stated that work stress and work motivation are influential in a way simultaneous to job satisfaction civil servant tourism in Denpasar. Meanwhile, Mirna Nurmalasari, et al (2022) stated that *work-life balance* found its influence positive on job satisfaction as an online transportation driver for the Gojek platform in the Bandung area.

#### **Influence Work Stress on Job Satisfaction**

Based on the results t-test analysis shows that work stress own mark t-count (0.963) < t-table (1.976346). So can conclude that H2: It is suspected work stress is not influential in a way significant to the job satisfaction of Gojek drivers in Surabaya. Some Gojek drivers still feel satisfied with their jobs although face stressful work. This is because, even though the driver must face traffic jams and various character customers every day, limited choices make a part from they try to adapt and enjoy their job.

This study is not in line with the previous study by Rama Chandra, et al (2023) and I Made Sandya Tama (2022), where the second study states that in a way partial work stress impact is negative on job satisfaction.

#### **Influence Work Motivation on Job Satisfaction**

Based on the results t-test analysis shows that work motivation own mark t-count (3.293) > t-table (1.976346). So can concluded that H3: It is suspected work motivation influential positive and significant to job satisfaction Gojek driver work in Surabaya. Interpretation from results shows the higher level of work motivation that Gojek drivers have, then the more job satisfaction they have.

These research results are in line with the second study previous from Rama Chandra, et al. (2023), and I Made Sandya Tama (2022) with results studying work motivation influential positive and significant to job satisfaction.

#### **Influence Work-Life Balance on Job Satisfaction**

Based on results, t-test analysis shows that *work-life balance* own mark t-count (9.493) > t-table (1.976346). So can conclude H4: It is suspected that *work-life balance* is positively and significantly influential to job satisfaction for Gojek drivers in Surabaya. This shows that Gojek drivers can enjoy time in a way that is physical and emotional in life and social without disturbing life and work.

This research result is in line with a previous study from Mirna Nurmalasari et al. (2022) and Selly Fatmawati (2021), with results showing that a study on *work-life balance* has a positive and significant effect on satisfaction with work.

## CONCLUSION

Based on the research results, the obtained conclusion work stress, work motivation, and *work-life* balance are simultaneously influential, positive, and significant to the job satisfaction of Gojek drivers in Surabaya. Work stress does not significantly influence significance on job satisfaction of Gojek drivers in Surabaya. Work motivation is positive and significant in the job satisfaction of Gojek drivers in Surabaya. *Work-life balance* is influential positive and significantly in the job satisfaction of Gojek drivers in Surabaya.

Advice given by the writer for consideration that is company still needs to manage the level of work stress of Gojek Surabaya drivers by providing service consultation and holding training on stress management. Companies can increase work motivation in Gojek Surabaya drivers by providing an award program for drivers who reach the target, and an opportunity for development. The company can increase the utilization of *work-life balance* by more often organizing welfare programs for drivers. So that Gojek drivers in Surabaya have a balanced life, good work and time, and job satisfaction will also be maximum. Share with the next researcher, it is recommended to expand the coverage study by using more variables, such as environment, work, compensation, etc. Research on *work-life balance* is also necessary, considering that so far this study has related the topic still limited. It is also recommended to research variations of other online transportation platforms, such as Grab, Maxim, etc.

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