

# THE IMPACT OF WORK MOTIVATION, NON -FINANCIAL COMPENSATION ON EMPLOYEE JOB SATISFACTION AT PT. PINAGO UTAMA TBK IN PALEMBANG CITY

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## ABSTRACT

This study aims to examine the effect of work motivation and non -financial compensation on employee job satisfaction. The research method used is quantitative. The research subjects were employees of PT. Pinago Utama Tbk in the city of Palembang, with a population of 65 employees, and all employees were taken carefully. Saturated sampling techniques are used for sampling. Data analysis was carried out using t-test and multiple linear regression analysis using SPSS version 25 software. Hypothesis results showed a positive and significant relationship between work motivation and non-financial compensation and employee job satisfaction at PT. Pinago Utama Tbk in Palembang City. Multiple regression analysis shows that work motivation and non -financial compensation simultaneously have a positive and significant influence on job satisfaction. The regression equation obtained is  $y = 1,659 + 0.584x_1 + 0.324x_2$ . The F test shows a significant value (significance  $<0.05$ ), which shows that these two variables can jointly explain changes in the level of employee job satisfaction. The combination of work motivation and non -financial compensation provides a significant contribution to employee job satisfaction. The results of this study concluded that work motivation and non -financial compensation have a significant influence on employee job satisfaction.

**Keywords:** Work Motivation, Non-Financial Compensation, Employee Satisfaction.

## INTRODUCTION

Human Resources (HR) As one of the internal factors that play an important role, the success of a company is not only determined by the quality of technology or sophisticated operational systems, but also from HR owned. In the midst of increasingly competitive business development, the need for quality human resources is increasingly urgent. Competent HR is able to make a significant

contribution in achieving company goals, this is in line with Widowati et al's view. (2021) which confirms that good human resources are the main factors of the company's success, even though the company has been equipped with modern equipment and high technology.

According to Bhastary, (2020) job satisfaction is very important for employees and companies, because to see the results of the work of employees, whether the employee is satisfied or not towards superiors and their work is reflected in the performance that continues to increase. Job satisfaction is a feeling felt by employees in carrying out their work. Job satisfaction will create a pleasant feeling that will make employees motivated in completing their work. Conversely, if employees feel dissatisfied, employees will be lazy in carrying out their duties so that they will not achieve the company's goals.

Job satisfaction is the extent to which individuals like or do not like various aspects of their work, which are often associated with the productivity and welfare of employees of Rahmawani and Syahrial, (2021). So that employee satisfaction can be optimal one of the most important elements in job satisfaction is employee work motivation. According to Putra and Mujiati, (2019) motivation is an encouragement or desire to arise from within the employee who encourages them to work optimally in order to achieve certain goals. Motivation comes from the word "motive," which means stimulation, desire, or factors that encourage someone to work.

In the context of work, motivation is related to the attitudes and values that influence individuals in achieving the goals set. In addition, motivation also functions as the main driver that makes a person have the will to work to achieve the desired results. In addition, motivation also functions as the main driver that makes a person have the will to work to achieve the results desired by Putra and Mujiati, (2019). In addition to motivation, non-financial compensation also affects employee performance.

Hasibuan et al. (2019) explains that compensation is all income in the form of money, direct or indirect goods received by employees in return for the services provided to the company. Compensation is also one of the factors that influence employee job satisfaction. Non-financial compensation is a reward given by the



company to employees in a form that is not in the form of money. Financial compensation includes various forms of rewards received by employees, such as salaries, wages, bonuses, and benefits.

On the other hand compensation according to Rulianti, (2019) Non -financial compensation is all encouragement in the form of awards, entertainment, guaranteed workplace and guaranteed good communication between superiors and subordinates. According to Putri, (2024) states that there is compensation in non-financial form such as benefits and facilities that can be utilized by employees. Compensation has a close relationship with job satisfaction. In accordance with research conducted regarding Purwanto's motivation, (2023) shows that motivation has a positive and significant influence on employee job satisfaction.

## 1. Literature review

### Work motivation

#### Understanding Work Motivation

In the Hutabarat et al. (2020), motivation is the encouragement or desire that arises in employees who encourage them to work optimally in order to achieve certain goals. Motivation comes from the word "motive," which means stimulation, desire, or factors that encourage someone to work. In the context of work, motivation is related to attitudes and values that influence individuals in achieving the goals set. In addition, motivation also functions as the main driver that makes a person have the will to work to achieve the desired results Tupti et al. (2022).

According to Tupti et al. (2022) Motivation as a goal or encouragement, with the actual purpose that is the main driving force for someone in trying to get or achieve what he wants both positively negatively. Hendra, (2020) Motivation as a process that explains the intensity, direction and perseverance of an individual to achieve his goals. According to Septiadi et al. (2020) In a general sense, motivation is said to be a need that encourages action towards a particular goal. Work motivation is something that causes enthusiasm or work encouragement. Therefore, work motivation in Karya Psychology is commonly called the driving spirit of work. Strong and weak work motivation of a workforce helped determine the size of his achievement DP, (2018).

### **Understanding of non -financial compensation**

Ginting and Baene, (2021) state that non-financial compensation is the satisfaction received by someone from the job itself or from the psychological and / or physical environment where the person works. According to Nugraheni, (2020) non -financial compensation is all forms of appreciation given by the company in non -financial or non -money form, non -financial compensation includes the satisfaction obtained by the physical and non -physical environment felt by employees as expected.

### **Understanding of employee job satisfaction**

According to Rahmawani, (2021) job satisfaction is a person's perspective both positive and negative about his work. A person with a high level of job satisfaction will show a positive attitude towards his work, while a person with a low level of job satisfaction will show a negative attitude towards the work. Complex emotional reactions from encouragement, desires, demands, and expectations of employees to their work that are associated with the reality felt by employees, so that emotional reactions are formed in the form of feelings of pleasure, satisfaction, or dissatisfied.

### **The impact of work motivation on employee job satisfaction**

Work motivation is an important psychological aspect that comes from within the individual and functions as the main driver for someone in carrying out their duties and responsibilities at the workplace. In the context of the organization, motivation is not just an encouragement to complete work, but also reflects the extent to which employees have the desire, enthusiasm, and commitment to contribute optimally to the achievement of company goals.

Employees who have a high level of work motivation will generally show a more positive attitude towards their work. They tend to be more excited, diligent, and have a great sense of responsibility for the tasks given. This has an impact on increasing job satisfaction, because employees feel their jobs have meaning, get an award, and have the opportunity to develop professionally. When an individual feels that his contribution is valued and that his work gives added value, then psychologically a feeling of satisfaction will grow in carrying out tasks.



A number of previous studies also strengthen this view. For example, research conducted by Hutabarat et al. (2020) shows that work motivation has a strong and significant correlation to job satisfaction. That is, the higher the level of motivation possessed by employees, the more likely they are satisfied with the work they live. Motivation that comes from the needs of self -actualization, recognition, or challenges at work provides positive psychological effects that encourage individuals to feel comfortable and happy at work.

Furthermore, effective work motivation can create a conducive work atmosphere, increase employee involvement, and build loyalty to the organization. Motivated employees will be better able to manage work pressure, show initiatives, and are willing to contribute more than expected. Conversely, employees with low work motivation tend to be easily bored, less productive, and have a higher risk of turnover.

Thus, it can be concluded that work motivation has an important role in shaping and increasing job satisfaction. The relationship between the two variables is positive and significant, where work motivation as an independent variable (X1) directly affects job satisfaction as a dependent variable (Y). Therefore, companies that want to increase the level of job satisfaction of their employees need to pay attention to appropriate motivational strategies, both through the provision of challenges, recognition of achievement, or through the creation of supportive and inspiring work environment.

### **The impact of non -financial compensation on employee job satisfaction**

Non -financial compensation refers to all forms of rewards given by the company to employees not in the form of money, but in the form of psychological appreciation, self -development opportunities, supporting work atmosphere, and recognition of work performance. This form of compensation is often intangible, but has a very significant impact on the psychological of employees and their perceptions of work. Non -financial compensation plays an equally important role than financial compensation in building high job satisfaction. According to Ginting and Baene (2021), non -financial compensation can be in the form of career development, job training, recognition from superiors, good interpersonal relationships in the workplace, and work stability. When employees feel morally

valued, get positive feedback from the leadership, and have the opportunity to grow in their careers, then psychologically they will feel more valued, connected, and satisfied with their work. Job satisfaction in this context is not only seen from salaries or benefits, but rather the meaning and quality of overall work experience.

Research by Lilyana et al. (2021) shows that non-financial compensation can increase employee morale, reduce the level of work stress, and strengthen loyalty to the company. Employees who feel cared for by the organization in non-material aspects tend to be more committed and have an emotional attachment to the company. In addition, space for expression, developing, and participating in decision making also encourages feelings of satisfaction and comfortable at work.

In many cases, non-financial compensation is one of the main distinguishing factors in labor retention. When the company succeeds in creating a positive work environment, providing training, and providing space for achievement recognition, employees will tend to last longer and show better performance. This is in line with the research of Thapa (2020) which confirms that the awarding of non-material awards, such as recognition or trust, can be the main trigger for the emergence of satisfaction at work.

Thus, the relationship between non-financial compensation (X2) and employee job satisfaction (Y) is positive and significant. The higher the quality of non-financial compensation received by employees, the greater the possibility they are satisfied with their work and work environment. Therefore, the organization needs to place a non-financial compensation strategy as an important part of human resource management policies, especially to create a healthy, productive, and conducive working atmosphere for the growth of individuals and organizations.

### **The impact of work motivation, non-financial compensation, on employee job satisfaction**

In the world of modern work, employee job satisfaction is not only influenced by a single factor, but is the result of the interaction of various complementary elements. Two of the most important factors that greatly affect the level of job satisfaction are work motivation and non-financial compensation. Simultaneously, these two variables have greater strength in increasing job satisfaction than if they only stand alone.



Work motivation, as an internal encouragement in individuals, is able to shape high morale, a sense of responsibility, and the desire to continue to develop. When employees have strong motivation, they will tend to work wholeheartedly, have a commitment to the tasks given, and show high loyalty to the organization. However, this work motivation will not be optimal if it is not accompanied by supporting factors from the external environment, such as adequate non-financial compensation.

Non-financial compensation, on the other hand, complements internal motivation by providing social recognition, self-development opportunities, supportive work environment, and healthy interpersonal relationships. When employees feel morally appreciated and given space to grow professionally, they will experience an increase in job satisfaction that is more meaningful. This is in line with the view of Robbins & Judge (2017) that the work environment that supports and recognition of contributions can strengthen employee emotional attachment to the organization.

When both factors - work motivation and non-financial compensation - are combined simultaneously, the results will create positive synergy that strengthens its impact on job satisfaction. Employees who are motivated intrinsically and simultaneously feel the support of a positive external work environment will be more likely to show enthusiasm, work involvement, and satisfaction with their role in the organization. This is because their psychological needs are met, both in terms of recognition, self-actualization, to a pleasant working atmosphere.

Research by Purwanto (2023) and Thapa (2020) confirmed that the combination of internal motivation and a form of non-financial appreciation had a significant influence on increasing job satisfaction. In the context of human resource management, this shows the importance of a holistic approach in managing employees, namely by paying attention to internal and external needs simultaneously.

Therefore, organizations that want to build a high level of job satisfaction must implement an integrated strategy, namely developing a strong work motivation system and supported by effective non-financial compensation policies. This step will help create a healthy work climate, foster a sense of belonging, and

minimize the level of stress and employee turnover. In other words, simultaneous contributions from work motivation and non-financial compensation are the key to success in building optimal and sustainable job satisfaction.

### **Method & Research**

The research method is a crucial component in a study that explains the ways, approaches, and steps used to obtain and analyze data. In this case, the research method includes the type of research, the approach applied, the tools or instruments used, data collection techniques, and the data analysis method chosen to achieve research goals. According to Sugiyono. (2019) Research method is a scientific way used to obtain data that has certain goals and benefits. Thus, research methods are closely related to procedures, techniques, tools, and research designs used in the implementation of studies.

This study applies a descriptive quantitative approach with the aim of describing systematically, factually, and accurately regarding the linkages between work motivation and non-financial compensation on employee job satisfaction at PT Pinago Utama Tbk, Palembang City. The quantitative approach was chosen because this research focuses on measuring numerical variables and testing hypotheses. The scope of this research includes a discussion of the effect of work motivation and non-financial compensation on the level of employee job satisfaction in the company.

### **Population and sample**

#### **Population**

According to Sugiyono. (2022) Population refers to all elements in a study, both objects and subjects, which have certain characteristics and characteristics. In general, the population includes all members of a group both human, animal, events, or objects that are in a structured area and are the target of drawing conclusions in the study. In this study, the population used was all employees of PT Pinago Utama Tbk in Palembang City, totaling 65 people with the following fields:

**Table 3.1 population and sample**

NO	Division and section	Number of employees



1. Administration and finance	8
2. Human Resources (HRD)	5
3. Production (garden and prabic)	30
4. Maintenance and infrastructure	8
5. Occupational Health and Safety (K3)	4
6. Logistics and transportation	5
7. Security (security)	5
Total	65

## Sample

The sample in a quantitative study is defined as a segment of the population taken to be analyzed, with the hope that the results can be applied generally to the entire population. The number of samples taken in this study was 65 employees using saturated sampling techniques. According to Sugiyono. (2022) sampling jenuh adalah metode pengambilan sampel di mana seluruh anggota populasi dijadikan sebagai sampel dalam penelitian. That is, every individual in the population is involved without exception, so that all members of the population become part of the sample. In this case, the sample consists of all employees of PT Pinago Utama Tbk in the city of Palembang.

## Data quality test

Data or information collected through a questionnaire as a data collection instrument needs to be further analyzed by conducting validity and reliability tests. Explanation of the two types of testing is submitted as follows:

### Data validity test

According to Anggraini et al. (2023), the validity test is carried out to assess the extent to which an instrument or question item in the study is able to measure the variables that really want to be examined. This test is very important so that it can be ascertained that every question in the questionnaire is truly relevant and in accordance with the topic or object of research. To find out the validity of an item, a ratio is used between the value of r count and r table, with, the following provisions:

- a. If  $r_{count} > r_{table}$ , then the item is declared valid.

b. If  $r$  count  $< r$  table, then the item is declared invalid.

The implementation of this validity test aims to ensure that the results of the study have high accuracy and can be trusted in measuring the variables studied.

### **Data reliability test**

Data reliability in a study refers to the level of consistency and stability of respondents' answers to the questionnaire in measuring the variables or constructs under study. A questionnaire is said to be reliable when producing consistent data, both when used in different groups of respondents and at different times. One of the most common methods used to test reliability is the Cronbach's Alpha ( $\alpha$ ) statistical test. Cronbach's Alpha is used to assess the extent of the items in the questionnaire work consistently together in measuring a particular construct or variable.

According to Ghazali in the study of Aditia et al. (2020) a construct is declared reliable if the Cronbach's Alpha value produced exceeds the number 0.60. If the value is met or exceeded, the research instrument is considered to have a good and reliable consistency to measure the intended variables repeatedly, thereby increasing the validity and credibility of the research results. The criteria used in this study to determine the level of reliability of an instrument are as follows:

- a. If the reliability coefficient value ( $\alpha$ )  $> 0.6$ , the instrument is declared reliable or consistent.
- b. If the Reliability Coefficient ( $\alpha$ ) value  $< 0.6$ , the instrument is declared not reliable.

The implementation of this reliability test is important to ensure that the instruments used are able to provide stable results in repeated measurements, so that the data obtained is more trusted.

### **Classic assumption test**

The classical assumption test is an important step in the regression analysis carried out to ensure that the model used has met the statistical requirements needed. The following is an explanation and stages of each type of classic assumption test carried out

### **Normality test**

In research conducted by Aditia et al. (2020) Regression model testing aims to ensure that the residuals or variable disorders in the model have a normal



distribution. This test is very important because one of the main assumptions in linear regression is that the residual value must be spread normally. If this assumption is not met, the results of the resulting statistical analysis can be invalid, so that the conclusions drawn from the model become less trustworthy. There are several visual methods that can be used to check whether the presidency in the regression model has a normal distribution.

### Multiple linear regression test

Multiple linear regression is used to test whether there is a significant relationship between more than two variables analyzed. This method is useful To assess the impact of several independent variables on one dependent variable

$$Y = a + B_1 X_1 + B_2 X_2 + e$$

(Sherina et al, 2024). In this study, multiple linear regression was used to analyze the effect of work motivation and non -financial compensation on employee job satisfaction in Palembang City. General Equation of Regression Multiple lines are as follows:

Information:

Y = dependent variable (employee job satisfaction)

A = constant value

B1.2 = Regression coefficient (for x1 and x2)

X1 = work motivation

X2 = non -financial compensation

E = error term (error)

## RESULTS AND DISCUSSION

### Impact of Work Motivation (X1) on Job Satisfaction (Y) at PT. Pinago Utama Tbk

This work motivation includes aspects such as encouragement from within, the willingness to achieve organizational goals as well as willingness and sincerity in completing tasks. When employees feel motivated because of recognition, responsibilities given and challenges at work, employees will feel valued and have a high morale. This condition creates psychological satisfaction and has a positive impact on employee productivity and loyalty to companies.

The results of statistical analysis show that work motivation has a positive and significant impact on employee job satisfaction at PT. Pinago Utam Tbk. This is evidenced through the t test which produces a value of t count of 4,999 T table 1.998 and the value of SIG 0,000 <0.05. The regression coefficient of 0.584 proves that increasing work motivation directly will increase job satisfaction. Thus, it can be concluded that work motivation is one of the important factors in creating employee satisfaction with his work. If examined using the Input Process Output (IPO) approach, work motivation can be categorized as input, namely the initial resources in the form of psychological encouragement brought by employees into the organization. This input is then processed through an organizational system which includes work culture, leadership, and award system in the process stage. This process creates work experience experienced directly by employees. If This process takes place well and supports, it will produce output in the form of increased job satisfaction. In the context of PT. Pinago Utama Tbk, hasil penelitian menunjukkan bahwa input berupa motivasi yang tinggi menghasilkan output yang positif dalam bentuk kepuasan kerja, yang pada akhirnya berkontribusi terhadap stabilitas kinerja dan loyalitas tenaga kerja. Therefore, the IPO approach can be used as a conceptual frame that explains systematically how work motivation plays an important role in creating employee job satisfaction.

This study was strengthened by previous studies by Purwanto (2023) and Hutabarat et al (2020) which showed that work motivation significantly increases job satisfaction. Meanwhile, Rahmawani & Syahrial (2021) also stated that motivated employees will more easily reach the target and feel satisfied with their work. Therefore, companies are advised to continue to maintain and improve strategies on how internal motivation is able to maintain high job satisfaction.

### **Impact of Non -Financial Compensation (X2) on Job Satisfaction (Y) at PT. Pinago Utama Tbk**

Non -financial compensation includes a form of appreciation such as recognition of achievement, comfortable work atmosphere, harmonious work relations and career development opportunities. These factors arouse feelings valued and recognized by companies that are the main triggers for job satisfaction.



When employees feel that employee business is recognized and supported by the company, the greeting and stronger attachment grows.

The results of this study indicate that non -financial compensation has a positive and significant impact on job satisfaction. This is evidenced by the results of the T test where the  $t$  value is  $2,940 > t$  table  $1.998$  and  $sig 0.005 < 0.05$ . The regression coefficient of  $0.324$  shows that the better the form of non -financial compensation given by the company, the higher the level of employee job satisfaction which indicates that the importance of attention to the non -financial aspects in the work environment.

If examined using the Input Process Output (IPO) model, the non -financial compensation acts as an input, which is a form of initial contribution of the organization to its employees. This input is processed through employee work experience in the context of interpersonal relationships, organizational culture, and superiors, which are part of the process. If this process takes place well, it will produce output in the form of increased job satisfaction.

The results of this study were strengthened by Winaryyo et al (2021) who found that an increase in non -financial compensation by 1% could increase employee job satisfaction by up to 64.1%. In addition, Ginting Baene (2021) also emphasized the importance of non -financial rewards such as training and work atmosphere in forming job satisfaction. Therefore, PT. Pinago Utama Tbk is advised to pay more attention to non -financial aspects that are expected to support the psychological welfare of overall employees.

### **Impact of Work Motivation (X1) and Non -Financial Compensation (X2) on Job Satisfaction (Y)**

Work motivation provides internal encouragement so that employees have a high morale while non -financial compensation provides emotional and psychological external support. When these two aspects are running, employees are not only encouraged to achieve good work but also feel valued and comfortable in the work environment. This creates a balance between personal needs and company guidance which ultimately encourages a higher level of job satisfaction.

Multiple regression analysis shows that work motivation and non -financial compensation simultaneously have a positive and significant impact on job

satisfaction. The regression equation obtained is  $y = 1,659 + 0.584x_1 + 0.324x_2$  with a significant F test results with sig <0.05 then these two variables are able to jointly explain changes in the level of employee job satisfaction. The combination of work motivation and non-financial compensation makes a real contribution in shaping employee job satisfaction.

If analyzed through the Input Process Output (IPO) approach, work motivation and non-financial compensation can be categorized as inputs, namely the initial factors owned by employees and those given by the organization. This input is then processed in the organizational system through daily work experience, social interaction, leadership style, and award mechanism. The process of this process really determines how employees respond to existing conditions. If the process runs effectively, it will produce output in the form of increased job satisfaction.

This research was strengthened by previous research, Kurniawan (2018) Risky (2022) which stated that work motivation and non-financial compensation together had a significant impact on job satisfaction. This study confirms that the company needs to apply an approach in human resource management, not only focusing on financial factors but also pays attention to non-financial aspects and motivation for the creation of satisfaction and loyalty of the company to the company.

## CONCLUSION

Based on the results of research on the impact of work motivation and non-financial compensation on job satisfaction at PT. Pinago Utam Tbk, it can be concluded as follows:

### 1. Hypothesis Test Research Results:

- a. The results of the work motivation test ( $X_1$ ) have a ttable value and significance <0.05, meaning that the partial significant effect on job satisfaction and non-financial compensation ( $X_2$ ) also shows tcount> ttable and significance <0.05, so it can be concluded that partially significant effect on job satisfaction. Both independent



variables individually are proven to have a significant contribution to increasing employee job satisfaction.

- b. The F test results show a significance value of  $<0.05$  and  $F_{count} > F_{table}$  value, so it can be concluded that work motivation and non-financial compensation together have a significant effect on employee job satisfaction. This means that the regression model used is feasible to explain the relationship between variables. The F test results show a significance value of  $<0.05$  and  $F_{count} > F_{table}$  value, so it can be concluded that work motivation and non-financial compensation together have a significant effect on employee job satisfaction. This means that the regression model used is feasible to explain the relationship between variables.
- c. The results of multiple linear regression analysis showed that work motivation and non-financial compensation simultaneously had a significant effect on employee job satisfaction value of SIG 0,000  $<0.05$  with  $F_{count} 181.122 > F_{table} 2,752$ . Partially, both also have a significant effect, with a  $t_{count}$  motivation of 4.99 sig value of 0,000 and non-financial compensation of  $T_{count} 2.94$  Sig value 0.005. The coefficient of determination ( $R^2$ ) of 0.854 shows that 85.4% of job satisfaction variations are explained by the two variables.
- d. The results of research from the coefficient of determination ( $R^2$ ), the R Square value of 0.854, showed that 85.4% of job satisfaction variables could be explained by work motivation and non-financial compensation, while 14.6% were explained by other factors outside the research model.
- e. The results of research from the correlation coefficient test, namely the correlation value of 0.924 showed a very strong relationship between work motivation and non-financial compensation to employee job satisfaction at PT. Pinago Utama Tbk.

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