

## Non-Financial Compensation, Job Satisfaction, and Employee Performance at PT. Rum East Great Ternate

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#### ABSTRACT

This study aims to determine and analyze the effect of non-financial compensation and job satisfaction on employee performance at PT. Rum East Great Ternate. The design in this study uses a quantitative approach by confirming previous research. The total sample of the study was 35 employees. Research data was collected through a survey with a questionnaire. Furthermore, for testing the research instrument, the questionnaire was tested through validity and reliability testing. The test tool used is multiple linear regression analysis. The results showed that non-financial compensation and job satisfaction had a positive and significant effect both partially and simultaneously on employee performance.

**Keywords:** Non-Financial Compensation, Job Satisfaction, Employee Performance

## INTRODUCTION

The industrial revolution has impacted changes in all aspects of human life today, not only in the economic sphere. The impact of this economic activity also follows this change, namely from traditional to industrial and machinery manufacturing. Along with the impact of this change, it is also followed by advances in information technology and has even reached the concept of industry 4.0. This concept can even be juxtaposed with the role of humans so that humans are always required to make useful innovations that support all aspects of human life. PT. Rum Timur Raya also needs to maintain business continuity through human resources. This condition means that humans are the company's main organs that need to be continuously considered by PT. Greater East Rum. This circumstance can affect the performance of employees because employees carry out all company activities as a whole

Concerning employee performance, it is scientifically necessary to be studied comprehensively related to factors that affect performance so that it can be understood from the other side in the perspective of human resource management (HRM). Some variables affect individual performance. However, in this study, what will be studied is non-financial compensation and job satisfaction.

Research conducted by Amrullah (2012) revealed that non-financial compensation can improve employee performance positively and significantly. In addition, the results of research by Nyaribo and Nyakundi (2016) with a sample of 100 employees of microfinance Institutions in Kenya showed that the results of non-financial compensation can improve employee performance positively and significantly. The financial compensation in his research are career development, job design, training, work environment, participation and recognition. Meanwhile, Škerlić and Erčulj (2021) found that performance can be influenced by non-financial compensation. Škerlić and Vanja's research results also form the basis for corporate decision makers, because there is a very urgent and imperative need to re-identify sensors at the lowest employee level and recognize that non-financial sensors are very important and can improve performance acceptance systems in the transportation sector.

The results of the author's interview show that: 1) the work given is by the employee's expertise but is less challenging; 2) compensation in the form of honorarium has not been given consistently and transparently; 3) lack of cooperation between fellow employees in solving a work problem, 4) there are still employees who feel that the work done has challenges, 5) employees do not understand the employee promotion system, and 6) there is no *feedback performance* from the leadership. These various job satisfaction factors will be evaluated or assessed by employees as a basis for determining job satisfaction, which will ultimately directly impact their performance. The results of Arifin (2012) and Davar & RanjuBala (2012) show that employee performance can be influenced by job satisfaction positively and significantly.

## LITERATURE REVIEW

### Non-financial compensation

In a working relationship in a company, non-financial compensation is compensation for employees from a company that is not in the form of a nominal amount of money. Even so, non-financial compensation is something whose benefits can be directly felt by employees. For this reason, non-financial compensation also needs to be provided as a way to stimulate employees to not only produce optimal performance but also maintain employee loyalty. So it can be said that there must be other elements provided by the company to employees as a way to improve performance with choices that can support loyalty, one of which is the provision of non-financial compensation.

Compensation is a counter-performance and as a substitute for employee service contributions to the company. Compensation consists of two types, namely: financial compensation and non-financial compensation. Providing financial compensation is able to attract employees to increase work motivation so as to produce optimal performance. However, non-financial compensation also needs to be provided as a way to stimulate employees to not only produce optimal performance but also maintain employee loyalty. So it can be said that there must be other elements provided by the company to employees as a way to improve performance with choices that can support loyalty, one of which is the provision of non-financial compensation.

Compensation is a term that refers to all rewards in the form of financial payments and has real (tangible) benefits that employees receive as part of a work relationship (Bernardin & Russel, 2010). According to Ivancevich (2010), compensation is a benefit of HRM associated with the variety of rewards to a person that he receives as part of an exchange to carry out the tasks of the organization.

According to Mathis and Jackson (2010), compensation consists of direct compensation which is payment in financial form obtained by employees in the form of basic salary. This payment includes wages or salaries and income considered non-fixed, namely incentives, bonuses, and stock options. Indirect financial compensation, or benefits, consists of all forms of financial rewards received by employees where this type of compensation is not categorized as part of direct financial compensation and Non-financial rewards such as praise, self-esteem, and recognition.

Non-financial compensation is compensation given to employees not in the form of money, but in the form of benefits or benefits for employee welfare in the form of social security, health insurance, non-cash pensions, overtime, holidays, even praise and recognition. The compensation in question is to create calm and pleasure for employees at work. So it is hoped that the provision of compensation to employees can be more productive and innovative and maintain employee satisfaction so they don't leave the company (Mulyapradana & Hatta, 2016). According to Umar (2013) non-financial compensation can be called complementary compensation. Non-financial compensation as compensation provided by the company to retain employees in the long term by creating pleasant working conditions and environment. According to Simamora (2006) not only financial compensation is needed by employees, but non-financial compensation is also needed by employees. Non-financial compensation consists of two categories, namely (1) work consisting of challenges, interesting tasks, recognition, responsibility, and a sense of achievement, (2) work environment consisting of competent supervision, healthy policies, good colleagues fun, and a comfortable work environment.

### **Job Satisfaction**

The sense of satisfaction felt varies between each worker. This satisfaction is also individual and very dependent on the values attached to each individual. When the work given is considered to be in accordance with the wishes of someone, of course it has implications for the high satisfaction felt. Putra, Sapta, and Suardhika (2021) stated that Employee commitment is influenced by organizational climate and justice. In their research result found that job satisfaction is positively and significantly affected by organizational climate.

According to Locke (1969) stated that job satisfaction is a positive or pleasant emotional state based on an assessment of the work and related work experiences. Therefore, thoughts that vary from one to another in an organization will impact dissatisfaction / unpleasant or satisfaction / pleasant related to their work and change behavior or attitudes in carrying out their duties and functions (Buamonabot, 2022). This condition is

in accordance with the opinion Kreitner and Kinicki (2004) that job satisfaction is a sense of pride individuals possess in doing work. Handoko (2000) further defines job satisfaction as an unpleasant or unpleasant emotional state perceived and felt by employees related to their work. Job satisfaction describes the mood of an employee related to his work.

According to George & Jones (2012), there are 5 indicators of job satisfaction, namely (1) The work itself. The dimensions used to measure job satisfaction are related to the job itself. These dimensions are increased knowledge, recreational opportunities and variety of tasks, opportunities to be busy, autonomy, responsibility, work, and job complexity. (2) Salary. The dimension used to measure employee satisfaction based on salary is the increase in the pilgrimage that is obtained is considered in accordance with the work carried out. Salaries and wages provide an influence and description of the dimensions of job satisfaction, so that workers' perspectives on salary are the rights received by workers because they have carried out their obligations as workers. (3) Supervision. This dimension is used to measure one's job satisfaction with his boss. Employees will work more actively if their superiors are caring, supportive, friendly and warm, give appreciation for the work of their subordinates, are willing to listen to subordinates' input and focus on employees rather than working with leaders who are indifferent, rude, and focused on work. (4). Promotion. This dimension is used to measure how much satisfaction is received based on promotion policies and opportunities in order to get promotion and promotion opportunities. The expectation of employees is that the company should ideally provide equal opportunities in the fairest way without discriminating against certain people. (5) Colleagues. This dimension is used to measure job satisfaction with colleagues in an organization. Good co-workers will provide full support to co-workers. In addition, comfort in work is also able to contribute to increasing employee job satisfaction. For example, pleasant coworkers or relationships with coworkers who get along well.

### **Employee Performance**

The origin of performance comes from the word work performance. The term performance itself comes from the word actual performance, which is a form of achievement of work results that can be reviewed both in terms of quality and quantity based on the suitability of tasks and responsibilities (Mangkunegara, 2011). Performance also depends on innate abilities that can be developed and supported by an adequate work environment to realize that performance so that it can be evaluated thoroughly itself which will have an impact on the material and non-material incentives obtained. Performance itself is very dependent on the physical, environmental and technological qualities of each individual (including educational suitability, abilities and skills, incentives and non-incentives) (Sastrohadiwiro, 2013).

Performance is also considered as a form of achieving success after a person has completed his work. According to Viswesvaran and Ones (2000), performance is the achievement of work based on the actions, behaviors, and measurable results of employees in work engagement related to their contribution to organizational goals. Bernardin and Russel (2010) also explained that performance in terms of the perspective of results is a record of employee work results based on a predetermined time. Furthermore Bastian (2001) also explained that performance is a portrait of the achievement of the implementation of a program/activity/policy in realizing the goals, objectives, goals, vision and mission of the company according to the company's strategy formulation scheme. For this reason, on the basis of this understanding, employee performance is a form of one's success in achieving or exceeding targets or roles that have been determined based on those that originate from one's own actions.

There are five indicators that can affect performance (Bernardin & Russel, 2010), namely (1) quantity is something that is produced and can be measured both in terms of the number of units and activity cycles that have been completed as well as units of currency, (2) quality is an activity which have been completed where the assessment of these activities is close to the level of perfection both in terms of process and results, (3) timeliness means a job that has been completed in a timely manner. In addition to work, timeliness also applies to activities and production results that have been set based on predetermined targets (4) cost effectiveness is maximizing the use of organizational resources, such as raw materials, people, technology and finance to get the highest profit or minimize the risk of potential losses. later will occur, (5) Interpersonal impact is an employee required to respect each other, cooperation and good intentions among fellow employees as well as to subordinates and superiors.

### **Hypothesis Development**

#### **The Effect of Non-Financial Compensation on Employee Performance**

Compensation is a variable that can be directly influenced by employee performance. Because one of the reasons people want to work or look for work is to get a decent wage and can be used to make ends meet. Compensation consists of direct compensation which is payment in financial form obtained by employees in the form of basic salary (Bernardin & Russel, 2010). Non-financial compensation/incentives can also be included in the compensation plan (Nyaribo & Nyakundi, 2016). This circumstance means that non-financial compensation can be used as a basis by leaders and employees as a motivator to carry out work.

According to Ivancevich (2010) stated that the leader, most individuals are looking for work because it relates to the exchange point. One form of exchange in work is the compensation obtained (Bernardin & Russel, 2010). Thus, the compensation that the organization gives employees or employees in return for services to employees is not only in the form of cash or non-cash money but also non-financial compensation is required. This is because non-financial compensation influences employee motivation, productivity (Ivancevich, 2010).

The description above shows that non-financial compensation includes: work environment, job design, training, career development, and recognition, can improve employee performance. This is as the results of research by Amrullah (2012), Hidayanto (2014), Musyafi', Utami, and Mayowan (2016), and Nyaribo & Nyakundi (2016) show a positive and significant relationship between non-financial compensation and employee performance.

**H1. There is a positive influence between non-financial compensation and the performance of employees of PT. Rum Timur Raya Ternate.**

#### **The Effect of Job Satisfaction on Employee Performance**

According to Mathis and Jackson (2010), job satisfaction is a positive emotional state resulting from evaluating a person's work. Meanwhile, Bernardin & Russel (2010) also explained that performance in terms of the perspective of results is a record of employee work results based on a predetermined time. This explanation views performance as a form of work behavior interrelated with individual characteristics (such as attitude, integrity, dependence, perseverance, loyalty, and knowledge). Although this aspect is not a valid performance measurement, it is considered to be able to determine performance comprehensively, so that performance-related measurements are not only measured based on quantity and quality but also related to work behavior and attitudes.

Based on the opinions above, it indicates that the results of an assessment in an organization can determine the level of satisfaction felt, so that these results also reflect that individuals who work are considered to be in accordance with the interests of the

organization. These results also simultaneously indicate that the satisfaction felt is a form of accumulation of the outpouring of energy and thoughts given to the organization which will ultimately affect the performance of not only the individual but also the organization (Ghazzawi, 2008).

In addition, there is a number of empirical evidence, namely research conducted by Khan, Nawaz, Aleem, and Hamed (2012), showed that job satisfaction consisting of salary, promotion, job security, working conditions, work autonomy, relations between employees and superiors can provide an increase in employee performance at Health Institutions in Pakistan. Furthermore, Arifin (2012) research shows that the good performance of bank employees in Pakistan is also determined by the perceived positive job satisfaction.

**H2. There is a positive influence between job satisfaction and employee performance at PT. Rum Timur Raya Ternate.**

## RESEARCH METHOD

This research is a study that aims to re-examine the hypotheses of previous studies with adjustments in the context of work at PT. Greater East Rum Ternate, so this research is categorized as a quantitative research using a confirmatory approach. The data that will be used later is collected using a cross sectional method approach, namely data collection or retrieval is carried out at certain times. The data collection technique used was a survey by asking questions to the respondents. The questions asked refer to a research questionnaire or by distributing them directly to respondents (Neuman, 2020). The research was conducted at PT. Greater East Rum in Ternate. The population and samples in this study were employees at PT. Greater East Rum in Ternate. The total target population as a whole is 35 people who were used as respondents in the study. To test the effect of non-financial compensation and job satisfaction on employee performance, both partially and simultaneously, the test tool used is multiple linear regression analysis as a statistical test tool.

The validity test is carried out by looking at the total item-correlation value, namely the condition is that the calculated  $r$  value is below the  $r$  table value. The reliability test looks at the consistency of the measuring instrument used by looking at the minimum Cronbach's Alpha value of 0.6 (Sekaran & Bougie, 2016). After that, this study also conducted a requirements analysis test, namely the basic assumption regression test and the classical assumption test. Furthermore, the normality test in this study uses the Lilliefors test by looking at the Kolmogorov-Smirnov value must be greater than 0.05. The multicollinearity test is also carried out by looking at the value of the inflation factor (VIF) in the regression model which must be greater than 5. Finally, the classic assumption test is the heteroscedasticity test using Spearman's and the correlation results must be less than 0.05, which means that the regression model has heteroscedasticity problems. Related the questionnaires used in this study are sourced from previous studies, such as non-financial compensation sourced from Nyaribo and Nyakundi, (2016) with 11 question items, job satisfaction referring from George and Jones, (2012) with 15 question items, and performance adopted from Bernardin and Russel, (2010) with 15 question items.

## RESULTS

Based on the results in table 2, namely distributing questionnaires, it showed that out of a total of 53 questionnaires distributed, only 42 questionnaires were returned, and seven questionnaires were declared incomplete in filling, so the total questionnaires that could be processed in this study were 35 questionnaires. Furthermore, the characteristics of respondents in table 2 show that most of the respondents are men (23 people or 66%),

with the majority of employees aged between 26-35 years (26 people or 74%) and the last level of education is generally dominated by high school graduates (29 people or 83%).

**Table 2.** Characteristics of Respondents

Profile Demographics	Characteristics	Number of	
		Browse	Percentage
Gender	Man	23	66
	Woman	12	34
Age	26-35	26	74
	36-45	5	14
	46-65	2	6
	>66	2	6
Education	SMA	29	83
	D3	3	9
	S1	3	9
	S2	0	0

Source: processed data

The descriptive statistics in Table 3 show that the average respondent agreed with employees' treatment of non-financial compensation ( $M=4.11$ ). However, some respondents also acknowledged a lack and disagreed with employees' treatment of non-financial compensation ( $\text{Min} = 2.91$  and  $\text{Max} = 4.82$ ). Furthermore, for job satisfaction, respondents also agreed with the job satisfaction provided by the company ( $M=3.77$ ), although some agreed, lacked, and disagreed with the job satisfaction itself ( $\text{Min}=2.08$  and  $\text{Max}=4.69$ ). Similarly, only a few respondents felt their performance was by the company's standards ( $M=3.46$ ). However, most respondents disagreed and even disagreed that the resulting performance was by company standards ( $\text{Min}=1.71$  and  $\text{Max}=4.00$ )

**Table 3.** Descriptive Statistics Example ( $N=35$ )

Construct	Min.	Max.	$M$	$SD$
Non-Financial	2.91	4.82	4.11	0.56
Job Satisfaction	2.08	4.69	3.77	0.45
Employee Performance	1.71	4.00	3.46	0.39

Note.  $M$  = Mean,  $SD$  = Standard Deviation.

### Validity and Reliability Test

Based on the following table 3 shows that the overall non-financial compensation variable item consisting of 11 question items has a pearson correlation ( $r$  calculate) value greater than the table  $r$  value (0.440), which means that the entire item is valid and is used as a research instrument. Furthermore, there are 15 statement items for the job satisfaction variable, of which 13 items have a *pearson correlation* value ( $r$  count) greater than the table  $r$  value(0.440), which means that the item is valid and is used as a research instrument. Whereas item 14 and item 14 have a Pearson Correlation ( $r$ ) value smaller than the table's  $r$  value(0.440), the item was no longer used in this study. Finally, the performance variable consists of 15 question items, of which 14 have Pearson Correlation values greater than the table's  $r$  value (0.440), which means that all of them are valid and used as research instruments. In contrast, the other 1-question item (item 15) has a *Pearson Correlation* value smaller than the table  $r$  value (0.440), which means that the item is invalid and must be omitted from the final instrument. In addition, based on table 4.10 above also shows that the variable reliability coefficients  $X1=0.774$ ,  $X2=0.955$ , and  $Y=0.957$  are greater than the limit value of 0.7, which means that all

measuring instruments in this study are reliable. However, since there are still items on variables X2 and Y, it is necessary to test a second time without including invalid items.

**Table 3.** Recapitulation of Validity and Reliability Test Results

Variable	Items	<i>Corrected Total Items Correlation</i>	r table	Ket	<i>Cronbach's alpha</i>	Ket
Compensation Non Financial (X1)	1	.862**	0,440	Valid	0.774	Reliable
	2	.855**				
	3	.568*				
	4	.948**				
	5	.421				
	6	.842**				
	7	.948**				
	8	.465				
	9	.921**				
	10	.815**				
	11	.740**				
Satisfaction Work (X2)	1	.847**	0,440	Valid	0.775	Reliable
	2	.847**				
	3	.677**				
	4	.914**				
	5	.847**				
	6	.847**				
	7	.847**				
	8	.677**				
	9	.914**				
	10	.845**				
	11	.914**				
	12	.567*				
	13	.876**				
Performance Employee (Y)	1	.985**	0,440	Valid	0.776	Reliable
	2	.904**				
	3	.879**				
	4	.946**				
	5	.856**				
	6	.728**				
	7	.856**				
	8	.518*				
	9	.856**				
	10	.657**				
	11	.856**				
	12	.937**				
	13	.606*				
	14	.985**				

Source: Data processed in 2022

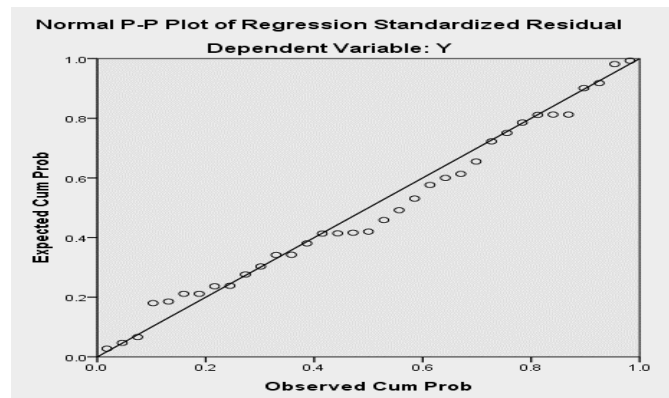
Table 3 shows that the entire item of the research variable has a *Pearson Correlation* value (r count) greater than the table r value (0.440) and the Sig. Value is greater than  $\alpha$  (0.05), meaning that the entire research item of the variable X2, and 2 is valid and used as a research instrument. In addition, the reliability test results are also reliable because it has *Cronbach's alpha* greater than the limit value of 0.7.



### Normality Test

Based on Figure 1, it is clear that the research variables, namely non-financial compensation, job satisfaction, and employee performance are normally distributed. This is because the data or points spread and follow the diagonal line.

**Figure 1.** Probability Plot Normality Test Results



### Multicollinearity Test

Based on table 3 shows that the linearity test results in the output *coefficient* column *value inflation factor (VIF)* have their respective values for non-financial compensation (X1) and job satisfaction (X2) of 1,008. Since the *VIF* value is less than 5, it can be concluded that there is no multicholnearity problem in the regression model.

**Table 3.** Variable Multicholnearity Test Results  $X_1$  and  $X_2$  Against Y

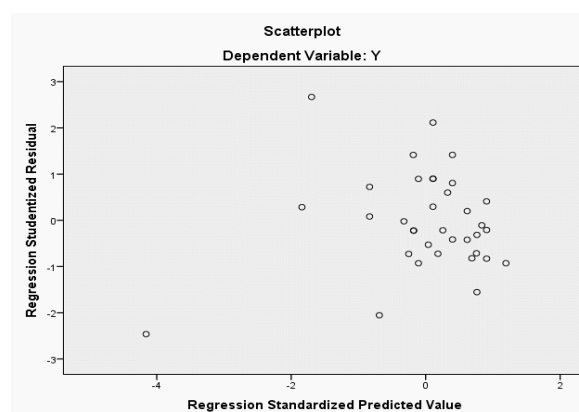
Type	<i>t</i>	<i>Sig.</i>	Collinearity Statistics	
			Tolerance	VIF
(Constant)	.200	.842		
Non-Financial Compensation (X1)	3.574	.001	.992	1.008
Job Satisfaction (X2)	6.759	.000	.992	1.008

Source: Processed data, 2022.

### Heteroskedasticity Test

The test results in Figure 2 do not provide a clear pattern. This can be seen from the points that are spread both above and below the number 0 on the Y axis.

**Figure 2.** Scatterplot Heteroskedasticity Test Results



### Partial Hypothesis Testing

This study used the t-test to test the free variables one by one, namely non-financial compensation and job satisfaction, and whether or not there is an influence on the bound variable, namely employee performance at PT. Rum East Great Ternate. The test results can be seen in table 4.

**Table 4.** Multiple Linear Regression Test Results

Effect of Variables X1 and X2 on Employee Performance

Coefficients						
Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.222	6.094		.200	.842
	X1	.331	.093	.367	3.574	.001
	X2	.659	.097	.695	6.759	.000

Source: Data processed in 2022

The results of multiple linear regression in table 4 show that the calculated t value of the non-financial compensation variable is greater than the t table value and the significance value is smaller than the value  $\alpha = 5\%$  ( $3.574 \geq 1.693$  and  $0.001 \leq 0.05$ ). Based on the test results, H1 in this study is accepted. Thus, partially there is a positive and significant effect between non-financial compensation and employee performance PT. Rum East Great Ternate. Furthermore, the calculated t value of the job satisfaction variable is greater than the t table value and the significance value is less than the value  $\alpha = 5\%$  ( $6.759 \geq 1.692$  and  $0.000 \leq 0.05$ ). Based on the test results, H2 in this study is accepted. Thus, partially there is a positive and significant influence between job satisfaction and employee performance PT. Rum East Great Ternate.

### Simultaneous Testing

Table 5 shows the calculated F value of 31.680 at a significant level of 0.000. Using a 95% confidence level,  $\alpha = 5\%$ , df1 (number of variables – 1) or  $3 - 1 = 2$ , df2 (n-k-1) or  $35 - 2 - 1 = 32$ , so that an F table is = 3.29 . The calculation results show that the calculated F value is greater than the F table and the significance value is less than the alpha value  $\alpha = 5\%$  ( $12.238 > 3.29$  and  $0.000 \leq 0.05$ ), so it is decided simultaneously that the two independent variables have a positive and significant effect on the dependent variable.

**Table 5.** Simultaneous Hypothesis Testing Results

Effect of Non-financial Compensation variables and Job Satisfaction  
Towards Employee Performance

ANOVA <sup>a</sup>						
Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	706.077	2	353.039	31.680	.000 <sup>b</sup>
	Residual	356.609	32	11.144		
	Total	1062.686	34			

Source: Data processed in 2022

## DISCUSSION

### Non-financial Compensation and Employee Performance

The results of the first hypothesis test showed that non-financial compensation positively affected the employees performance of PT. Rum East Great Ternate. The results of this study are relevant to the opinion expressed by Mangkunegara (2011) that various organizational compensations affect employee performance. Employee performance is

a form of achieving results from a job that is shown to be good not only in quantity but also in the quality that has been carried out by someone based on the suitability of the tasks and responsibilities given to him. This means that the compensation that will be provided by the organization can encourage employees to carry out their duties for the benefit of PT. Great East Ternate Rum. In addition, according to Ivancevich (2010), non-financial compensation influences work productivity or employee performance. In addition, the results of this study are relevant to previous studies, including Amrullah (2012), Hidayanto (2014), Musyafi' et al. (2016), and Nyaribo and Nyakundi (2016), which showed that non-financial compensation had a positive and significant effect on employee/employee performance.

### **Job Satisfaction and Employee Performance**

The results of the second hypothesis test show that job satisfaction positively affects the performance of PT employees. Rum East Great Ternate. These results show that job satisfaction can create or improve the performance of PT. Rum East Great Ternate. The results are relevant to Ghazzawi (2008) stated that job satisfaction felt by an employee can provide a better assessment of the organization where he works. This will have an impact related to the work that will be carried out in the direction and in accordance with the interests of the organization. This means that when the perceived job satisfaction is much better, the employee will work by fully devoting both in terms of mind and energy to the organization where he works, which in the end increases its performance and will help improve organizational performance. In other words, feelings, thoughts, and actions in life, including office life, are the first determining factors and how a person will think and feel about one job. In addition, this research is in line with research conducted by Arifin (2012), Almutairi, Moradi, Idrus, Emami, and Alanazi (2013), Brunetto, Teo, Shacklock, and Farr-Wharton (2012), and Perera, Khatibi, Navaratna, and Chinna (2014) show that job satisfaction has a positive and significant effect on employee performance.

### **Non-financial Compensation and Job Satisfaction Towards Employee Performance**

The results of hypothesis testing show that non-financial compensation and job satisfaction simultaneously have a positive and significant effect on the performance of employees PT. Rum East Great Ternate. The results of this study show that non-financial compensation and job satisfaction influence employee performance. This happens if the organization's non-financial compensation factors and job satisfaction factors are considered or developed properly by the organization's management. The results of this study were consistent with Judge, Thoresen, Bono, and Patton (2001), Roberts and David, (2020), Chi, Vu, Nguyen, and Truong (2023), Amrullah (2012) and Retnoningsih, Sunuharjo and Ruhana (2016) that non-financial satisfaction and job satisfaction can improve the performance of employees.

## **CONCLUSION**

Based on the research analysis and discussion above, this study concludes that non-financial compensation has a positive and partially significant effect on employee performance. This conclusion shows that non-financial compensation can improve the performance of PT. Rum East Great Ternate. Furthermore, job satisfaction positively and partially significantly affects employee performance. This result shows that employee job satisfaction can improve the performance of PT. Rum East Great Ternate. Finally, non-financial compensation and job satisfaction simultaneously positively and significantly affect employee performance. This shows that non-financial compensation and job satisfaction can improve the performance of PT. Rum East Great Ternate.

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## DECLARATION OF CONFLICTING INTERESTS

The authors declared no potential conflicts of interest.

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