



The Effect of Non-Financial Compensation and Training on Employee Job Satisfaction at PT. Andalaswahana Berjaya

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Abstract

This research was conducted to determine the effect of non-financial compensation and training on employee job satisfaction at PT. Andalas Wahana Berjaya (AWB) Dharmasraya Regency in 2024. The analysis method in this research is quantitative, and data is collected using a questionnaire. Data analysis techniques using validity tests, reliability tests, classical assumption tests, multiple linear regression tests, and hypothesis tests. The research sample was 119 permanent employees. The sample in this study was determined using non-probability sampling with the census method. Based on the research results, it can be concluded that non-financial compensation significantly affects the dependent variable, namely employee job satisfaction at PT. Andalas Wahana Berjaya (AWB). Apart from that, there is a significant influence between training variables on employee job satisfaction at PT. Andalas Wahana Berjaya (AWB). Based on the F test, the results show that non-financial compensation (X1) and training (X2) have a significant simultaneous effect on employee job satisfaction (Y) at PT. Andalas Wahana Berjaya (AWB) Dharmasraya Regency in 2024.

Keywords: Non-Financial compensation, Training, Job Satisfaction

1. Introduction

Human resources are an important factor in a company, because the quality of the company depends on the quality of the human resources in the company. Human resource development is very influential on the success and sustainability of the company. Human resources function as the driver of every activity within the company. Without human resources that drive production factors, all human resources owned by the company will not be productive (Yuliantini & Santoso, 2020).

Many factors influence the success of employees, one of which is because they are directly related to organizational activities. Employees as personnel who work for the company, play a very active role in achieving company goals. Achieving goals will be successful if the workforce is productive and excels at work. Therefore, companies must provide appropriate feedback to increase employee job satisfaction.

Job satisfaction is an organizational problem that is closely related to human resources. Job satisfaction for each person is relative, and each person has a different level of satisfaction. Companies can create job satisfaction for employees by providing effective compensation. According to Musyafi et al. in (Jaenab, 2021) (Debby & Prameida, 2020), non-financial compensation is any employee reward for services other than money, namely the work environment and the work itself. Non-financial compensation plays a vital role in supporting higher job satisfaction in a company (Dewi et al., 2022). Training is essentially a systematic effort and plan to improve and develop a person's abilities, skills, and attitudes through learning experiences and activities to achieve effective performance. Training is always needed for both new and existing employees.

PT. Andalas Wahana Berjaya is a subsidiary of the TSH Group, which operates in the plantation and palm

oil management sector. Based on observations made with several employees, the problems that occurred at PT. Andalas Wahana Berjaya apparently has not been fulfilled, one of which is the problem of non-financial compensation, where there is a lack of promotions for employees who have worked for a long time. Apart from that, the insurance provided by the company can be claimed after approximately one year of work. In addition, the training program provided has not been adjusted to the latest level of education. As well as training programs at PT. Andalas Wahana Berjaya is an annual activity that all employees must participate in, even though not all training is appropriate to their performance problems. And training evaluations are also rarely carried out.

According to Musyafi et al., (Rosento et al., 2022) non-financial compensation is any reward given to employees for services other than money, namely the work environment and the work itself. Previous research shows that non-financial compensation has a positive effect on job satisfaction following the results of research by (Irma & Yusuf, 2020)

According to Simomara (Suryanti, 2022), training is a program to change employee behavior and focus more on one direction to improve organizational goals. Previous research shows that training positively affects job satisfaction in accordance with the research results (Wicaksono et al., 2022)

Job satisfaction is defined as the level of a person's feelings of pleasure, a positive assessment of their work and the work environment. In line with the opinion above, according to Musyafi et al. in (Fillipo et al., 2022) satisfaction is an evaluation that describes a person's feelings of being happy or dissatisfied at work.

Based on the explanation above, the research hypothesis is as follows:

H1: Non-financial compensation influences employee job satisfaction at PT. Andalas Wahana Berjaya (AWB) Dharmasraya Regency in 2024

H2: Training influences employee job satisfaction at PT. Andalas Wahana Berjaya (AWB) Dharmasraya Regency in 2024.

H3: Non-financial compensation and training influence employee job satisfaction at PT. Andalas Wahana Berjaya (AWB) Dharmasraya Regency in 2024.

This aims to determine and analyze the effect of non-financial compensation and training on employee job satisfaction at PT. Andalas Wahana Berjaya (AWB)

with several employees, the problems that occurred at PT. Andalas Wahana Berjaya apparently has not been fulfilled, one of which is the problem of non-financial compensation, where there is a lack of promotions for employees who have worked for a long time. Apart from that, the insurance provided by the company can be claimed after approximately one year of work. In addition, the training program provided has not been adjusted to the latest level of education. As well as training programs at PT. Andalas Wahana Berjaya is an annual activity that all employees must participate in, even though not all training is appropriate to their performance problems. And training evaluations are also rarely carried out.

2. Method

This research is quantitative research using primary data. The data collection method used in this research is a questionnaire that gives respondents questions or written statements for them to answer. Sampling was carried out using the saturated sample method, in which all members of the population were sampled. The population in this study were all permanent employees of PT. Andalasa Wahana Berjaya, numbering 119 people. The data analysis methods used in this research are validation tests, reliability tests, classical assumption tests, multiple linear regression analysis, and hypothesis testing.

The table below describes the questionnaire responses by respondents: includes data sources, collection techniques, processing, and data analysis. Method reflects how to analyze research/ study data. Results and discussion of study/ research are obtained from the analysis of this data. There is no need for subheadings such as research design, sample and data collection techniques, and validity and reliability tests, but they should be directly in paragraph form.

Table 1. Characteristics of Respondent Base on Age

| No | Age | Respondents | Percentage |
|----|---------------|-------------|-------------|
| 1. | 20 yo – 30 yo | 63 | 52,95% |
| 2. | 31 yo– 40 yo | 42 | 35,29% |
| 3. | 41 yo – 50 yo | 14 | 11,76% |
| . | Total | 119 | 100% |

Source: SPSS20 processed data (2024)

Table 1 shows that of the 119 respondents sampled, there were 63 respondents aged 20 – 30 years (52.95%), 42 respondents aged 31 years – 40 years (35.19%), and 14 respondents aged over 40 years – 50 years old (11.76%). This shows that the majority age group of employees at PT. Andalas Wahana Berjaya is 30 years - 40 years.

Table 2. Characteristics of Respondents Based on Gender

| No | Gender | Respondents | Percentage |
|----|--------------|-------------|-------------|
| 1. | Man | 106 | 89,07% |
| 2. | Woman | 13 | 10,92% |
| . | Total | 119 | 100% |

Source: SPSS20 processed data (2024)

Table 2 shows that of the 119 respondents, 106 respondents were male (89.07%) and the other 13 respondents were female (10.92%). This shows that

most of the employees of PT. Andalas Wahana Berjaya is male.

Table 3. Respondent Characteristics Based on Education

| N | Education | Respondent | Percentage |
|--------------|--------------------|------------|-------------|
| 1. | Junior high school | 5 | 4,20% |
| 2. | Senior High School | 83 | 69,75% |
| 3. | Diploma | 7 | 5,88% |
| 4. | Undergraduate | 24 | 20,16% |
| Total | | 119 | 100% |

Source: SPSS20 processed data (2024)

Table 3 shows that respondents with Junior High School education levels were 5 people (4.20%), followed by SMA/SMK/Equivalent with 83 people (69.75%), D3 as many as 7 people (5.88%) and S1 as many as 24 people (20.16). This shows that most of the employees of PT. Andalas Wahana Berjaya has SMA/SMK/Equivalent education level.

3. Result and Discussion

Result

Table 4, 5, 6 presents validity test for each variables.

Table 4. Validity Test of Non-Financial Compensation

| N | R Statistic N =119 | R tabel 5% Df = N-2 =117 | Criteria |
|----|--------------------|--------------------------|----------|
| 1 | 0,768 | 1,1801 | Valid |
| 2 | 0,732 | 1,1801 | Valid |
| 3 | 0,779 | 1,1801 | Valid |
| 4 | 0,722 | 1,1801 | Valid |
| 5 | 0,741 | 1,1801 | Valid |
| 6 | 0,696 | 1,1801 | Valid |
| 7 | 0,710 | 1,1801 | Valid |
| 9 | 0,738 | 1,1801 | Valid |
| 9 | 0,860 | 1,1801 | Valid |
| 10 | 0,702 | 1,1801 | Valid |

Source: SPSS 20 processed data (2024)

Table 5. Test the Validity of Training

| N | R count N =119 | R tabel 5% Df = N-2=117 | Criteria |
|----|----------------|-------------------------|----------|
| 1 | 0,710 | 0,1801 | Valid |
| 2 | 0,769 | 0,1801 | Valid |
| 3 | 0,781 | 0,1801 | Valid |
| 4 | 0,840 | 0,1801 | Valid |
| 5 | 0,676 | 0,1801 | Valid |
| 6 | 0,751 | 0,1801 | Valid |
| 7 | 0,743 | 0,1801 | Valid |
| 8 | 0,716 | 0,1801 | Valid |
| 9 | 0,758 | 0,1801 | Valid |
| 10 | 0,741 | 0,1801 | Valid |
| 11 | 0,799 | 0,1801 | Valid |
| 12 | 0,725 | 0,1801 | Valid |

Source: SPSS 20 processed data (2024)

Tables 4, 5, 6 and are the results of the SPSS 23 validity test which shows that the score for each indicator is greater than 0.1801, which means the imore signifikantr is valid.

Table 6. Reliability Test

| Var | Total Item | Cronbach alpa | Rule of thumb | Result |
|-----|------------|---------------|---------------|----------|
| X1 | 11 | 0,772 | 0,6 | Reliable |
| X2 | 12 | 0,772 | 0,6 | Reliable |
| Y | 8 | 0,772 | 0,6 | Reliable |

Source: SPSS 20 processed data (2024)

Table 6 shows that the Cronbach alpha value for the three variables above is greater than 0.06, indicating that all variables can be reliable. Multicollinearity test is presented in table 7 below

Table 7. Multicollinearity Test of Non-Financial

| Model | Collinearity Statistics | |
|-------|-------------------------|------|
| | Tolerance | VIF |
| 1 | X1 | .561 |
| | X2 | .561 |

Source: SPSS 20 processed data (2024)

From the results of the table above, it can be concluded that: The tolerance value for non-financial compensation (X1) and training (X2) is $0.561 > 0.10$. So this means that multicollinearity does not occur. The VIF value of non-financial compensation (X1) and training (X2) is $1.782 < 10.00$. So this means that multicollinearity does not occur.

Table 8. Normality Test of Non-Financial Compensation (X1), Training (X2), on Employee Job Satisfaction (Y)

Table 8. Normality Test

| One-Sample Kolmogorov-Smirnov Test | | |
|------------------------------------|----------------|-------------------------|
| | | Unstandardized Residual |
| | | 199 |
| Normal | Mean | .0000000 |
| Parameters ^{a,b} | Std. Deviation | 2.90296066 |
| Most Extreme Differences | Absolute | .041 |
| | Positive | .041 |
| | Negative | -.037 |
| Kolmogorov-Smirnov Z | | .041 |
| Asymp. Sig. (2-tailed) | | .200 |

Source: SPSS 20 processed data (2024)

The data above was processed using the Kolmogorov – Smirnov test because the data consisted of 119 people, and to make an assessment, it referred to significant

numbers with a significance level greater than 0.05. From the data above, it can be concluded that the research results and data are normal. Based on the results of the normality test, it is known that the significant value is $0.200 > 0.05$, so it can be concluded

To detect whether there is heteroscedasticity, a test will

be carried out using the Glejser test which proposes to regress the absolute residual value B on the independent variable, so there is no indication that heteroscedasticity is occurring. This can be seen if the significant probability is above 5% confidence. The following are the test results to detect the presence or absence of heteroscedasticity.

Table 9. Heteroscedasticity Test Results

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .173 | 1.089 | | .157 | .875 |
| | X1 | -.033 | .027 | -.147 | -1.215 | .227 |
| | X2 | .073 | .031 | .286 | 2.367 | .020 |

Source: SPSS 20 processed data (2024)

From the results of Table 10 above, what can be seen is that the significant value for each independent variable has a significant value > 0.05 , namely non-financial

compensation (X1) $0.227 > 0.05$ and training $0.220 > 0.05$, so it can be interpreted that this research model is free from heteroscedasticity.

Table 10. t-test

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. error | Beta | | |
| 1 | (Constant) | 6.272 | 1.817 | | 3.451 | .001 |
| | X1 | .202 | .045 | .349 | 4.467 | .000 |
| | X2 | .326 | .498 | .498 | 6.371 | .000 |

Source: SPSS 20 processed data (2024)

Based on Table 11 above, it can be seen that the t-counts X1 and the level of significance is higher. Smaller than alpha ($0,000 < 0,005$), which means that non-financial compensation variables and training has a positive and

significant effect on work satisfaction.

Table 11. F-Test

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 1500.736 | 2 | 750.36 | 87.532 | .000 ^b |
| | Residual | 994.407 | 116 | 88.572 | | |
| | Total | 2495.143 | 118 | | | |

Source: SPSS 20 processed data (2024)

Based on Table 12 above, it can be seen that the F-statistic is $>$ from the F-table with a significant value $<$

0.005 , so it is obtained that H_0 is rejected and H_a is accepted.

Tabel 12. R-Test

| Model | R | R Square | Adjusted Square | Std. Error of the Estimate |
|-------|------|----------|-----------------|----------------------------|
| 1 | .776 | .601 | .595 | 2.928 |

Source: SPSS20 processed data (2024)

Based on Table 13 above, it can be seen that R Square is 0.601. This shows that the contribution of non-financial compensation and training variables to job satisfaction is 0.601 (60.1%), while other factors influence another 39.9%.

Discussion

1. The Influence of Non-Financial Compensation on job Satisfaction

Analysis of non-financial compensation variables partially

significantly affects employee job satisfaction at PT. Andalas Wahana Berjaya (AWB) Dharmasraya Regency in 2024. This is demonstrated by the results of data management t - count of 4.467 and t - table of 1.980. So $4.467 > 1.980$ shows that H_0 is rejected and H_1 is accepted. So it can be seen that the non-financial compensation variable has a positive and significant influence on the job satisfaction variable.

This means that the higher the non-financial compensation, the greater the employee job satisfaction at PT. Andalas Wahana Berjaya (AWB) Dharmasraya Regency, and vice versa if the non-financial compensation variable is low then employee job satisfaction at PT. Andalas Wahana Berjaya, Dharmasraya Regency also decreased.

The results of this research are in line with research conducted by (Jaenab, 2021) entitled "The Influence of Financial Compensation and Non-Financial Compensation on Employee Job Satisfaction," showing that non-financial compensation has a significant effect on employee job satisfaction. This is proven by the statistical results of the t test for the variable, which obtained a calculated t value of 5,563 with a t table value of 2.042 ($5,563 > 2.042$) with a significance value of 0.000 which is smaller than 0.05 ($0.000 < 0.05$).

After the author conducted research in the field, the results were different from the research above, so the author confirmed the same research results as the author's research results, namely (Zainal et al., 2020) (Zainal et al., 2020) there was a negative and insignificant influence on the influence of financial compensation and non-financial compensation. on job satisfaction of PT employees. Telkom Witel South Java.

2. The effect of training on job satisfaction

Partial analysis of training variables has a significant effect on employee job satisfaction at PT. Andalas Wahana Berjaya (AWB) Dharmasraya Regency. This is shown by the data management results of t -count of 6.371 and t -table of 1.980, so that $6.371 > 1.890$ with a significant value of $0.000 < 0.005$, this shows that H_0 is rejected and H_2 is accepted. So it can be seen that the training variable has a positive and significant effect on employee job satisfaction.

The results of my research are in accordance with research that I quoted from previous research conducted by (Irma & Yusuf, 2020) entitled "The Effect of Training, Work Environment and Discipline on Job Performance and Satisfaction" showing that training is the most important thing in creating satisfaction. work because the practical process will help the work become

easier to understand and more efficient in carrying out the tasks carried out, so the level of satisfaction will increase. Based on research by Osewe and Gendhica (2021), training and development have a positive correlation with employee satisfaction.

This means that the higher the training, the greater the employee job satisfaction at PT. Andalas Wahana Berjaya (AWB) Dharmasraya Regency and vice versa if the training variable is low then employee job satisfaction at PT. Andalas Wahana Berjaya (AWB) Dharmasraya Regency will decline.

3. The Influence of Non-Financial Compensation and Training on Job Satisfaction

From the two results of the analysis above, it can be concluded that the non-financial compensation variable partially has a significant effect on employee job satisfaction at PT. Andalas Wahana Berjaya (AWB) Dharmasraya Regency in 2024. Also, the training variable partially has a significant effect on employee job satisfaction at PT. Andalas Wahana Berjaya (AWB) Dharmasraya Regency in 2024. And it can be concluded from the two linkage analyzes above that the variables of non-financial compensation and training affect employee job satisfaction simultaneously with the calculated F -value with F -table ($87.532 > 3.07$) with significant level ($0.000 < 0.005$), then H_0 is rejected and H_3 is accepted, which means that non-financial compensation and training have a significant effect on employee job satisfaction.

The results of this research are in line with research conducted by (Ginting & Baene, 2021) (Yanti Mayasari Ginting, Adieli Baener, 2021) entitled "Analysis of the Effect of Training, Work Environment, Financial Compensation and Non-Financial Compensation on Job Satisfaction at PT. Tractors Pekanbaru" shows that non-financial compensation, training and work environment influence employee job satisfaction at PT. United Tractors Pekanbaru. Companies can improve non-financial compensation, training, and work environments so that employees have high job satisfaction. High job satisfaction is also obtained from a conducive work environment because it will be directly felt by employees, which will, in turn, improve employee performance.

So, it can be concluded that the two independent variables, namely non-financial compensation and training, significantly contribute to the purchasing decision variable.

4. Conclusion

Based on the results of the analysis carried out from 3 (three) variables, it can be seen that the influence of non-financial compensation (X_1) on job satisfaction (Y) is 20.2%, while the influence of training (X_2) on job satisfaction (Y) is 32%. Other factors influence .6% and another 47.2%. then the following

conclusions can be drawn:

1. Non-financial compensation has a significant effect on employee job satisfaction at PT. Andalas Wahana Berjaya (AWB) Dharmasraya Regency in 2024 based on the T test shows that the significant value of non-financial compensation on employee job satisfaction at PT. Andalas Wahana Berjaya (AWB) Dharmasraya Regency has a positive and significant effect on the dependent variable. This shows that non-financial compensation is positive and increases employee job satisfaction at PT. Andalas Wahana Berjaya (AWB) Dharmasraya Regency will also increase.
2. Training has a significant effect on employee job satisfaction based on the T test, which shows that the significant value of training on employee job satisfaction is that it has a positive and significant effect on the dependent variable. This shows that if training is positive and increases, employee job satisfaction at PT. Andalas Wahana Berjaya will also increase.
3. Based on the results of the F test, the results show that non-financial compensation (X1) and training (X2) have a positive and significant effect simultaneously on purchasing decisions (Y) with a calculated F-value greater than F-table, so it is obtained that Ho is rejected and Ha accepted, which means that non-financial compensation and training have a significant effect on job satisfaction.

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