



**THE EFFECT OF FINANCIAL COMPENSATION AND NON-FINANCIAL  
COMPENSATION ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION  
AS AN INTERVENING**

<sup>1</sup>Eva Rahmawati, <sup>2</sup>Taufikur Rahman

<sup>1&2</sup> Faculty of Islamic Economics and Business, UIN Salatiga, Indonesian  
Corresponding Author e-mail: [evarahmawati436@gmail.com](mailto:evarahmawati436@gmail.com)

**Abstract**

This study aims to examine the effect of financial and non-financial compensation on employee performance with job satisfaction as an intervening variable. The data collection method in this study was by distributing questionnaires to 50 employees of bank bukopin syariah kc surakarta. This study uses a saturated sample technique. The research used analysis with reliability test, classical assumption test, t test, and path analysis test (path analysis). The results of the t test show that financial and non-financial compensation, and job satisfaction have a positive and significant effect on employee performance. The f test shows that financial and non-financial compensation and job satisfaction simultaneously have a positive and significant effect on employee performance with an influence of 86.2%, the remaining 13.8% is influenced by other variables outside the model. Based on the path analysis test, it shows that financial and non-financial compensation have a positive and significant effect on employee performance through job satisfaction as an intervening variable.

**Keywords:** financial and non, financial compensation, employee performance

**INTRODUCTION**

The company is an organization consisting of several people who work together to achieve a goal. The most basic interest is to get the maximum possible profit or profit and welfare for the company's shareholders (Prastuti, 2014). The success of a company in achieving its goals is strongly influenced by the human resources contained in the company, so a company must pay special attention and it is only natural that the owner of the company views human resources as more than just a company asset and is used as a partner in doing business. Human resources are creatures that have certain thoughts, feelings, needs and expectations. Human resources are the main factors that will affect work performance, dedication, and loyalty and love for the job and the company. This will form a competitive advantage and will be the key to progress in the future.

Employees are the most important part in achieving company goals. In this case, company management must encourage its employees to maximize performance to achieve company goals. This is related to the duties and functions of an important employee in the company, so that employees in the company must be managed properly and correctly. In general, human resource management is intended to improve company performance, so that the formation of human resources with reasonable abilities is a must. Therefore, the management and utilization of these human resources must be a concern to be put forward optimally (hidayah, 2016).

Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with the authority and responsibility of each in order to achieve the goals of the organization concerned legally, not violating the law, and in accordance with morals and ethics (rachmawati, 2009) . Work results in accordance with company goals will greatly depend on the work of employees. Employee work results are influenced by several factors, namely internal factors and external factors. Internal factors are factors related to a person's characteristics, including attitudes, personality traits, physical characteristics, desire or motivation, age, gender, education, work experience, cultural background, and other personal variables. External factors are factors that influence employee performance that come from the environment, leadership, co-workers' actions, types of training and supervision, wage systems and the social environment (hidayah, 2016).

Simamora in hamdan (2014), argues that performance refers to the achievement of tasks that make up an employee's job. Performance reflects how well the employee meets the requirements of a job. Performance is basically determined by three things, namely ability, desire, and environment. To have good performance, a person must have a high desire and know what he is doing in his work. Without knowing these three factors, employee performance will not be maximized. In other words, individual performance can be improved if there is a match between work and ability.

Employee performance is influenced by several factors, susilo (2007), states that factors that can affect employee performance include motivation, job satisfaction, stress level, physical condition, work, compensation system, and economic aspects. According to kaswan (2012), to encourage performance, especially repeated good performance, it is very important for leaders to do these three things namely, provide a number of rewards that are truly valued by

employees, at the right time, in a fair and sincere manner . One important factor in efforts to improve employee performance is the provision of compensation to employees.

---

According to hariandja (2002), compensation is the overall remuneration received by employees as a result of carrying out work in the organization in the form of money or otherwise, which can be in the form of salaries, wages, bonus incentives and other benefits such as holiday allowances, meal allowances, leave allowances. , and others. Compensation is given so that employees can fulfill all or part of the needs and desires of employees. The company provides compensation as a form of appreciation or remuneration for what employees have given to the company hamdan and roy in umar (2005).

Compensation is very important for the employee himself as an individual, because the amount of compensation is a reflection or measure of the value of the employee's work. Conversely, the size of the compensation can affect work performance, motivation, and job satisfaction of employees. If compensation is given properly and correctly, employees will get job satisfaction and be motivated to achieve organizational goals, and vice versa. Providing compensation according to the type of work and employee work group, will make employees motivated so that they are encouraged to work well (notoatmodjo, 2003).

Research that has been conducted by jamil (2011), blazovich (2013), and shopiah (2013) shows that compensation has a positive and significant effect on employee performance. Meanwhile, research conducted by juniarti (2014), rizal (2014), and bastian, et al (2016), concluded different results that compensation does not have a significant effect on the performance of banking employees. So the compensation variable has no partial effect on employee performance

The results of the above studies are different, so it is possible that there are other variables that play a role in influencing the relationship between compensation variables and employee performance variables. The variables that play a role are intervening variables or mediating variables. According to tuckman in sugiyono (2010), intervening variables are variables that theoretically affect the relationship between the independent variables and the dependent variable into an indirect relationship and cannot be observed and measured. The job satisfaction variable acts as a variable that mediates how compensation influences employee performance. The results of research conducted by nurcahyani (2016), concluded that job satisfaction mediates the effect of compensation on employee performance.

Job satisfaction is the emotional level of being pleased with how workers perceive their work. Job satisfaction is needed to keep employees motivated and more committed to the company. Job satisfaction is an important condition that every working employee must have,

where these humans are able to interact with their work environment and they will work passionately and earnestly so that their contribution to achieving company goals will increase (kunartinah, 2012).

Research by dermawan, et al (2012: 173), murty and hudiwinarsih (2002), proves that compensation has a significant effect on job satisfaction. Motivation and expectations of employees to get appropriate compensation make employees work optimally in order to achieve high performance for employees. Sulistyani in utomo (2010), states that subjective employee satisfaction comes from conclusions based on a comparison between what employees receive compared to what is expected and desired. Job satisfaction greatly influences employees in carrying out their daily tasks within the company. Employees who are dissatisfied at work will appear disinterested in completing their tasks, which ultimately affects employee performance.

Low employee job satisfaction is one of the symptoms that can damage conditions in a company. Low employee satisfaction is usually seen from various aspects, one of which is the lack of ability of employees to complete assigned work tasks resulting in delays in working on reports, as well as decreased work effectiveness and efficiency. Employee job satisfaction is a phenomenon that needs to be observed by company leaders. Employee job satisfaction is closely related to employee performance. Someone who is satisfied will have high motivation and work participation, which will ultimately continue to improve their performance (hasibuan, 2002).

## **LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT**

Mondy in lenni (2014: 515), reveals that financial compensation can be given directly consisting of payments that someone gets in the form of salaries, wages, bonuses or commissions. In a survey conducted by the society for human resource management, the main driver of employees is pay. Indirect financial compensation includes all rewards that are not included in financial compensation. The form of indirect financial compensation includes labor insurance programs (jamsostek), payment of sick expenses (medical treatment), leave and others (mondy, 2008: 4).

### **Financial compensation indicator**

according to simamora (2004: 445), states that indicators of financial compensation are: (1) wages and salaries, (2) incentives, (3) allowances

Non-financial compensation

Non-financial compensation is remuneration provided by the company to employees not in the form of money. Non-financial compensation includes the satisfaction a person receives from the work itself or the psychological and physical environment in which the person works. The non-financial compensation aspects include psychological and physical factors in the company's work environment

### **Employee performance**

According to mangkunegara (2008: 67), gives the sense that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Employee performance indicators

According to hasibuan (2007), states that there are several indicators in measuring employee performance, including: (1) loyalty, an assessment measuring employee loyalty to their work, position, and organization, (2) honesty, (3) creativity, (4) cooperation, ( 5) leadership, (6) personality, (7) initiative, (8) skills, and (9) responsibility.

### **Job satisfaction**

According to waxley and yuki in fattah (2014), job satisfaction is the way a worker feels about his job. Job satisfaction is a generalization of attitudes toward work based on various aspects of work.

Job satisfaction indicators

According to luthans (2006), put forward several indicators of measuring job satisfaction as follows: (1) promotion opportunities, (2) supervision, (3) co-workers, and (4) the job itself.

## **METHOD**

This research used quantitative research. The data collection method in this study was by distributing questionnaires to 50 employees of bank bukopin syariah kc surakarta.. The sample in this study were 50 responden, where respondents answered using a likert scale,

## **RESULT AND DISCUSSION**

Table 4.1 Descriptive statistic of reliability indicator

Variable	Cronbach Alpha	Description
Financial Compensation	0,692	Reliable
Non Financial compensation	0,718	Reliable
Job Satisfaction	0,894	Reliable
Performance	0,849	Reliable

Based on table 4.1, it shows that the variable X1, X2, z & y have cronbach alpha values > 0.60. According to Nunnally in Bawono (2006:68), states that a variable can be said to be reliable if the cronbach alpha value is > 0.60. Thus it can be concluded that the data can be said to be reliable or can be trusted for measurement and further research.

Table 4.2 Descriptive statistic of the normally indicator

**One-Sample Kolmogorov-Smirnov Test**

		Standardized Residual
N		50
Normal Parameters <sup>a</sup>	Mean	.0000000
	Std. Deviation	.96890428
Most Extreme Differences	Absolute	.089
	Positive	.089
	Negative	-.066
Kolmogorov-Smirnov Z		.626
Asymp. Sig. (2-tailed)		.828

a. Test distribution is Normal.

based on the table 4.2, it shows that asymp is obtained. Sig (2-tailed) is 0.828. This value is greater than  $\alpha = 0.05$ , so it can be concluded that the data is normally distributed

Table 4.3 Descriptive statistic of the multicollinearity indicator

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.420	4.006		-.105	.917		
	X1	.406	.141	.223	2.873	.006	.496	2.015
	X2	.315	.148	.180	2.133	.038	.423	2.365
	Z	.835	.143	.622	5.853	.000	.265	3.771

a. Dependent Variable: Y

Based on the table 4.3, the tolerance values obtained for x1, x2 and z are 0.496, 0.423 & 0.265 which are greater than 0.10. While the vif values of the variables x1, x2 and z are 2.015, 2.365 and 3.771. So it can be concluded that there are no symptoms of multicollinearity.

Table 4.4 Descriptive statistic of the heteroscedasticity

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.881	6.660		1.484	.145
	X1	-.078	.235	-.067	-.333	.741
	X2	-.372	.246	-.332	-1.513	.137
	Z	.131	.237	.153	.552	.583

a. Dependent Variable: LNU2I

Based on the the table 4.4, it shows that the parameter coefficient values for the independent variables have a significant value of more than  $\alpha = 0.05$ , namely 0.741, 0.137 & 0.583, so it can be concluded that there are no symptoms of heteroscedasticity.

## RESULT AND DISCUSSION

### 1. Hypothesis 1: financial compensation has a positive and significant effect on employee performance

Based on t-test show that the t-count for the financial compensation variable (x1) is 2,873 which is greater than the t-table, which is 1.67866 and the significant level of the financial compensation variable (x1) is 0.006, which is smaller than 0.05, so it means that there is positive and significant influence of financial compensation variables on the performance of bank bukopin syariah kc surakarta employees. The coefficient of the financial compensation variable is 0.406, meaning that if the financial compensation variable increases by 1% (one unit), the employee's performance will increase by 0.406 or 40.6%. The coefficient is positive, meaning that there is a positive relationship between financial compensation (X1) and employee performance (Y). Financial compensation has a positive and significant effect on employee performance, meaning that the higher the financial compensation, the higher the employee performance at bank bukopin syariah kc surakarta.

the results of this study support the research conducted by Fredrik (2017), which states that financial compensation has a positive and significant effect on employee performance. On the other hand, the results of this study do not support the research conducted by Bastian (2016), which states that financial compensation has a positive and insignificant effect on employee performance. So it can be concluded that hypothesis 1 is accepted.

### 2. Hypothesis 2: non-financial compensation has a positive and significant effect on employee performance

Based on results of the t-test show that the t-count for the non-financial compensation variable ( $x_2$ ) is 2.133 which is greater than the t-table, which is 1.67866 and the significant level of the non-financial compensation variable ( $x_2$ ) is 0.038, which is smaller than 0.05, so that it can mean that there is a positive and significant influence of non-financial compensation variables on the performance of bank bukopin syariah kc surakarta employees. The coefficient of the non-financial compensation variable is 0.315, meaning that if the non-financial compensation variable increases by 1% (one unit), the employee's performance will increase by 0.315 or 31.5%. The coefficient is positive, meaning that there is a positive relationship between non-financial compensation ( $x_2$ ) on employee performance ( $y$ ). Non-financial compensation has a positive and significant effect on employee performance, meaning that the higher the non-financial compensation, the higher the employee performance at bank bukopin syariah kc surakarta.

The results of this study support the research conducted by mufty (2015), which states that financial compensation has a positive and significant effect on employee performance. On the other hand, the results of this study do not support the research conducted by bastian (2016), which states that non-financial compensation has a positive and insignificant effect on employee performance. So it can be concluded that hypothesis 2 is accepted

3. Hypothesis 3: job satisfaction has a positive and significant effect on employee performance

Based on the results of the t-test show that the t-count for the job satisfaction variable ( $x_3$ ) is 5,853 which is greater than the t-table, which is 1.67866 and the significant level of the job satisfaction variable ( $Z$ ) is 0,000, which is less than 0.05, so it means that there is a positive and significant effect of job satisfaction variables on the performance of bank bukopin syariah kc surakarta employees. The coefficient of the job satisfaction variable is 0.835, meaning that if the job satisfaction variable increases by 1% (one unit), the employee's performance will increase by 0.835 or 83.5%. The coefficient is positive, meaning that there is a positive relationship between job satisfaction ( $Z$ ) on employee performance ( $Y$ ). Job satisfaction has a positive and significant effect on employee performance, meaning that the higher the job satisfaction, the higher the employee performance at bank bukopin syariah kc surakarta. the results of this study support the research conducted by hidayah (2016), which states that job satisfaction has a positive and significant effect on employee performance. On the other hand, the results of this study do not support the research conducted by so it can be concluded that hypothesis 3 is accepted.

---



4. Hypothesis 4: financial compensation has a positive and significant effect on job satisfaction

Based on table 4.11, the results of the t-test show that the t-count for the financial compensation variable (x1) is 5,627 which is greater than the t-table, which is 1.67866 and the significant level of the financial compensation variable (x1) is 0,000, which is less than 0.05, so it means that there is a positive and significant influence of financial compensation variables on job satisfaction of bank bukopin syariah kc surakarta. The coefficient of the financial compensation variable is 0.628, meaning that if the financial compensation variable increases by 1% (one unit), job satisfaction will increase by 0.628 or 62.8%. The coefficient is positive, meaning that there is a positive relationship between financial compensation (x1) and job satisfaction (z). Financial compensation has a positive and significant effect on job satisfaction, meaning that the higher the financial compensation, the higher the job satisfaction of employees at bank bukopin syariah kc surakarta.

The results of this study support the research conducted by devi, et al (2015), which states that financial compensation has a positive and significant effect on job satisfaction. On the other hand, the results of this study do not support the research conducted by mardiyanti, et al (2018), which states that financial compensation has a positive and insignificant effect on job satisfaction. So it can be concluded that hypothesis 4 is accepted.

5. Hypothesis 5: non-financial compensation has a positive and significant effect on job satisfaction

The results of the t-test show that the t-count for the non-financial compensation variable (x2) is 6,732 which is greater than the t-table, which is 1.67866 and the significant level of the financial compensation variable (x1) is 0,000, which is smaller than 0.05, so it means that there is a positive and significant effect of non-financial compensation variables on job satisfaction of bank bukopin syariah kc surakarta. The coefficient of the non-financial compensation variable is 0.726, meaning that if the non-financial compensation variable increases by 1% (one unit), job satisfaction will increase by 0.726 or 72.6%. The coefficient is positive, meaning that there is a positive relationship between non-financial compensation (x2) and job satisfaction (z). Non-financial compensation has a positive and significant effect on job satisfaction, meaning that the higher the non-financial compensation, the higher the employee job satisfaction at bank bukopin syariah kc surakarta.

The results of this study support the research conducted by nugrahanti, et al (2016), which states that non-financial compensation has a positive and significant effect on job satisfaction. ~~On the other hand, the results of this study do not support the research conducted~~

by mardiyanti, et al (2018), which states that non-financial compensation has a positive and insignificant effect on job satisfaction. So it can be concluded that hypothesis 5 is accepted.

6. Hypothesis 6: effect of financial compensation mediated by job satisfaction.

Based on figure 4.1 above, it shows that the direct effect (p4), namely financial compensation on employee performance, is 0.406. The indirect effect value (p1), namely financial compensation to job satisfaction on employee performance, namely  $(p1 \times p3) = 0.628 \times 0.835 = 0.52438$ . These results prove that job satisfaction mediates the effect of financial compensation (x1) on employee performance (y) of 0.406. Significant or not calculated using the sobelth test.

Based on the calculation of the sub-chapter above, it can be seen that  $t \text{ count} = 4.013 > t \text{ table}$  with a significant level of 0.05 which is equal to 1.67866, so it can be concluded that job satisfaction is able to mediate the influence of financial compensation variables on employee performance. Mundakir & zainuri (2018), shows that compensation has a significant positive effect on employee performance. Job satisfaction can affect compensation on employee performance, meaning that when employees receive appropriate compensation it will increase job satisfaction and when job satisfaction is felt, employee performance will increase. The results of this study support research conducted by nurchayani & adnyani (2016), which states that job satisfaction variables can mediate the relationship between financial compensation variables on employee performance.

7. Hypothesis 7: the effect of non-financial compensation mediated by job satisfaction

Based on figure 4.1 above, it shows that the direct effect (p5), namely financial compensation on employee performance is 0.315. The indirect effect value (p2), namely financial compensation to job satisfaction on employee performance, namely  $(p2 \times p3) = 0.726 \times 0.835 = 0.60621$ . These results prove that job satisfaction mediates the effect of non-financial compensation (x2) on employee performance (y) of 0.315.

based on the sub-chapter calculations above, it can be seen that  $t \text{ count} = 4.380 > t \text{ table}$  with a significant level of 0.05 which is equal to 1.67866, so it can be concluded that job satisfaction is able to mediate the influence of non-financial compensation variables on employee performance. Mundakir & zainuri (2018), shows that compensation has a significant positive effect on employee performance. Job satisfaction can affect compensation on employee performance, it mean that when employees receive appropriate compensation so they will increase job satisfaction and when job satisfaction is felt, employee performance will

increase. The results of this study support research conducted by utomo, et al (2017), which states that job satisfaction variables can mediate the relationship between non-financial compensation variables on employee performance.

### **Conclusion**

Based on the results of the research that has been carried out through the stages of data collection, data processing and data analysis, the following conclusions can be drawn:

1. Financial compensation has a positive and significant effect on employee performance at bank bukopin syariah surakarta branch office.
2. Non-financial compensation has a positive and significant effect on employee performance at bank bukopin syariah surakarta branch office.
3. Job satisfaction has a positive and significant impact on employee work performance at bank bukopin syariah surakarta branch office.
4. financial compensation has a positive and significant impact on employee job satisfaction at bank bukopin syariah surakarta branch office.
5. Non-financial compensation has a positive and significant impact on employee job satisfaction at bank bukopin syariah surakarta branch office.
6. Job satisfaction is able to mediate the variable between financial compensation on employee performance at bank bukopin syariah surakarta branch office.
7. job satisfaction is able to mediate the variable between non-financial compensation on employee performance at bank bukopin syariah surakarta branch office.

### **BIBLIOGRAPHY**

- Afrida, Zairina, dkk. 2014. "Pengaruh Kompensasi Finansial dan Nonfinansial terhadap Motivasi Kerja dan Kinerja Karyawan Studi Pada Karyawan Departemen Produksi PT. Eka Fortuna Malang". *Jurnal Administrasi Bisnis (JAB)*. Vol.12, No.1, Juli 2014.
- Bawono, Anton. 2006. *Multivariate Analysis dengan SPSS*. Salatiga: STAIN Salatiga Press.
- Blazovich, Janell I. 2013. "Tema Identity And Performance – Based Compensation Effects On Performance". Dalam *Team Performance Management: An International Journal*. Vol. 19, No.3/4 Hal 165-166 USA: Accounting Department, University If St Thomas.
- Dermawan, Dkk.2012. "Pengaruh Motivasi, Lingkungan Kerja, Kmpetensi Dan Kompensasi Terhadap Kepuasan Kerja Dan Kinerja Pegawai Lingkungan Dinas Pekerjaan Umum Provinsi Bali". *Jurnal Manajemen, Strategi Bisnis Dan Kewirausahaan*.Vol. 6, No. 2, Tahun 2012.

- Devi, Sri N L M & Sudibia, Gede Adnyana. 2015. "Analisis Pengaruh Job Insecurity, Dan Kompensasi Finansial terhadap Kepuasan Kerja Dan Turnover Intention: (Studi Pada Karyawan Kontrak Di Bali Dynasty Resort)". *E-Jurnal Manajemen Unud*. Vol. 4, No. 4, Tahun 2015.
- Fattah, A Hussein. 2014. *Perilaku Pemimpin Dan Kinerja Pegawai*. Jakarta: Elmatara.
- Frediksz, Grace. 2017. "Pengaruh Kompensasi Finansial dan Kompensasi Nonfinansial terhadap Kinerja Karyawan". *Jurnal Penelitian Manajemen Terapan (PENATARAN)*. Vol. 2, No. 2, Tahun 2017.
- Ghozali, Imam. 2016. *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 23 Edisi 8*. Semarang: Badan Penerbit Universitas Diponegoro.
- Hamdan, Ekshu dan Roy Setiawan. 2014. "Pengaruh Kompensasi Finansial dan Kompensasi Nonfinansial terhadap Kinerja Karyawan PT. Samudra Buana Persada". *Jurnal AGORA*. Vol. 2, No.1 Tahun 2014.
- Hariandja, Marihot.T.E. 2002. *Manajemen Sumber Daya Manusia*. Jakarta: Grasindo.
- Hasibuan, Malayu. 2002. *Manajemen Sumberdaya Manusia*. Jakarta: Bumi Aksara. Cetakan IX.
- Hidayah, Nurul. 2016. "Pengaruh Kompensasi Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening (Studi Kasus Pada Karyawan Bagian Keuangan Dan Akuntansi Uny)". *Jurnal Profita Edisi 4* Tahun 2016.
- Jamil, Bilal & Naintara Sarfaraz Raja. 2011. "Impact Of Compentation Performance Evaluation And Promotion Practice On Government Employeess Performance Vs Private Employees". Dalam *Interdisciplinary Journal Of Contemporary Research In Business*. Vol. 3, No. 8. Pakistan Foundation University Islamabad.
- Juniarti, Dafiana. 2014. "Pengaruh Kompensasi Terhadap Kinerja Karyawan dengan Motivasi Kerja Sebagai Variabel Moderating pada Karyawan Tanjungpinang.
- Kaswan, M.M. 2012. *Manajemen Sumber Daya Manusia untuk Keunggulan Bersaing Organisasi*. Yogyakarta: Graha Ilmu.
- Luthan, Fred. 2006. *Perilaku Organisasi*. Yogyakarta: Andi. Edisi Sepuluh.
- Lenni, Nor. 2014. "Pengaruh Kompensasi Finansial dan Nonfinansial Terhadap Kinerja Karyawan PT. Pertamina EP Bunyu Field kabupaten Bulungan." *e-Journal Ilmu Administrasi Bisnis*. Vol, 2, No, 4 Tahun 2014.
- Mangkunegara, Anwar Prabu. 2008. *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: PT Remaja Rosdakarya.
- Martono, Nanang. 2011. *Metodologi Penelitian Kuantitatif Analisis Isi dan Analisis Data Sekunder*. Jakarta: Raja Grafindo Persada.
- Mardiyanti, Oktavika Alrina, dkk. 2018. "The Effect Of Financial Compensation And Non Financial Compensation On Employees' Performance Through Job Satisfaction As An Intervening Variable (Study On Permanent Employees Of Pt Citra Perdana Kendedes In Malang, East Java)". *Jurnal Administrasi Bisnis (JAB)*. Vol. 62, No. 1 September 2018.

- Mundakir & Zainuri. 2018. "Pengaruh Kompensasi Dan Motivasi Terhadap Kinerja Pegawai Negeri Sipil Dengan Kepuasan Kerja Sebagai Variabel Intervening". *Business Management Analysis Journal (BMAJ)*. Vol. 1, No. 1 Oktober 2018.
- Mondy, Wayne. 2008. *Manajemen Sumberdaya Manusia*. Jakarta: PT Gelora Aksara Pratama
- Mufty, M Syarief. 2015. "Pengaruh Kompensasi Finansial dan Non Finansial Terhadap Kinerja Karyawan Pada BPR Sariah Bangun Drajat Warga Yogyakarta". SKRIPSI. Universitas Islam Sunan Kalijaga.
- Nurchayani, Ni Made & Adnyani, LG A Dewi. 2016. "Pengaruh Kompensasi Dan Motivasi Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening". *E-Jurnal Manajemen Unud*. Vol. 5, No. 1 Tahun 2016.
- Murti & Hudwinarsih. 2002. "Pengaruh Kompensasi, Motivasi Dan Komitmen Organisasional Terhadap Kinerja Karyawan Dengan Bagian Akuntansi (Studi Kasus Pada Perusahaan Manufaktur Di Surabaya)". *The Indonesian Accounting Review*. Vol.2, No. 2 July Tahun 2002.
- Notoatmojo, Soekidjo. 2003. *Pengembangan Sumberdaya Manusia*. Jakarta: PT Rineka Cipta.
- Nugrahanti, Putri. Dkk. 2016. "Pengaruh Kompensasi Finansial Dan Non Finansial Terhadap Kepuasan Kerja Dan Prestasi Kerja Karyawan (Studi pada karyawan PT Telkom Indonesia Witel Jatim Selatan Malang)". *Jurnal Administrasi Bisnis (JAB)*. Vol. 40, No. 1, November 2016.
- Nugroho, A D & Kunartinah. 2012. "Analisis Pengaruh Kompensasi Dan Pengembangan Karier Terhadap Kepuasan Kerja Dengan Mediasi Motivasi Kerja". *Jurnal Bisnis Dan Ekonomi*. Vol. 19. No. 2 September 2012.
- Prastuti. 2014. "Pengaruh Good Governance Corporate Pada Nilai Perusahaan Dengan Corporate Sosial Responsibility Sebagai Variabel Pemoderasi". *Jurnal Ekonomi Dan Bisnis*. Vol. 3, No. 3 Tahun 2014.
- Rachamawati, Kartika Tri. 2009. "Pengaruh Kompensasi Terhadap Kinerja Karyawan Pada Asuransi Jiwa Bersama (AJB) Bumiputra 1912- Cabang Pasuruan Kota". Skripsi. Universitas Islam Negeri Maulana Malik Ibrahim Malang.
- Rizal G Samsir. 2014. "Pengaruh Kompensasi Dan Stress Kerja Terhadap Kinerja Karyawan Pada PT HOHO Pekanbaru". *Jurnal Fekon*. Vol. 1. No. 2, Tahun 2014.
- Rufaidah, Rima Fitri. Dkk. 2017. "Pengaruh Kompensasi Finansial Dan Non Finansial Terhadap Motivasi Kerja Dan Kinerja Karyawan (Studi pada karyawan tetap PG. Kebon Agung Malang)". *Jurnal Administrasi Bisnis (JAB)*. Vol. 42, No. 1, Januari 2017.
- Sadjab, Muhammad Reza, Dkk. 2016. "Pengaruh Kompensasi (Finansial dan Non Finansial) terhadap Prestasi Kerja Karyawan DJKN Sullutenggomalut". *Jurnal EMBA*. Vol. 4, No. 3, September 2016.
- Sahlan, Nurul Ikhsan. Dkk. 2015. "Pengaruh Lingkungan Kerja, Kepuasan Kerja Dan Kompensasi Terhadap Kinerja Karyawan Pada PT. Bank Sulut Cabang Airmadidi ". *Jurnal EMBA*. Vol. 3, No. 1 Maret 2015.
- Simamora, Bilson. 2004. *Penilaian Kinerja Dalam Manajemen Perusahaan*. Jakarta: Gramedia Pustaka.
-

- Sopia. 2013. "The Effect of Compensation toward Job Satisfaction and Job Performance Of Outsourcing Employees of Syariah Bank in Malang Indonesia". *International Journal of Learning & Development*. Vol.3, No.2 Hal 87-89 Malang: State University of Malang
- Sugiyono. 2010. *Metode Penelitian Pendidikan, Pendekatan Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Susilo, Maryoto. 2007. *Manajemen Sumber Daya Manusia*. Yogyakarta. PT. BPFE. Edisi Kelima.
- Umar, Husein. 2005. *Riset Sumber Daya Manusia*. Jakarta: Gramedia Pustaka Utama.
- Utomo, Sulisty Budi. 2010. "Pengaruh Motivasi Dan Kepuasan Kerja Terhadap Kinerja Karyawan CV. Berkat Cipta Karya Nusantara Surabaya". *SRESIA Jurnal Akuntansi, Manajemen Bisnis Dan Sektor Publik (Jambsp)*. Vol. 6, No. 3 Juni Tahun 2010.
- Utomo, Dkk. 2017. Pengaruh Stres Kerja Dan Kompensasi Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening (Survei pada Karyawan PT Indaco Warna Dunia Karanganyar). *Jurnal Ekonomi dan Kewirausahaan*. Vol. 17 Tahun 2017.
- Wibawa, Bastian, dkk. 2016 Pengaruh Kompensasi Finansial dan Kompensasi Nonfinansial terhadap Kinerja Karyawan yang Dimediasi Oleh Motivasi Studi pada Karyawan tetap CV. Bells Star Malang. *Jurnal Administrasi Bisnis (JAB)*. Vol.31, No.1, Februari 2016.