



The Effect of Financial and Non-Financial Compensation on Employee Productivity at the Regional Disaster Management Agency (BPBD) of Indragiri Hilir Regency

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ABSTRACT

This study aims to analyze the effect of financial and non-financial compensation on the productivity of employees of the Rapid Reaction Team (TRC) of BPBD Indragiri Hilir Regency. The study used a quantitative approach with a survey method through a *Likert* scale questionnaire. The research population is all members of the TRC BPBD of Indragiri Hilir Regency, with a census sampling technique of 52 respondents. Data analysis was carried out using PLS-SEM. The results of the study show that *financial* and *non-financial* compensation have a positive and significant effect on employee productivity, with the influence of financial compensation being more dominant. These findings imply the need to strengthen a fair and proportionate compensation system to increase employee productivity in high-risk work environments.

INTRODUCTION

The Regional Disaster Management Agency (BPBD) is an implementing element of local government that has a strategic role in the implementation of disaster management, both in the pre-disaster, emergency response, and post-disaster stages. Indragiri Hilir Regency is an area that has a fairly high potential for disasters, especially annual floods, forest and land fires, tornadoes, residential fires, and other accidents that require quick handling. In the BPBD structure, the Rapid Reaction Team (TRC) is at the forefront of responding to disaster events because it is tasked with ensuring that the initial handling runs quickly, precisely, and coordinated.

The productivity of employees, especially TRC members, plays an important role in the success of BPBD in carrying out its duties. According to (Mangkunegara, 2015), work productivity is the result of the quality and quantity achieved by employees according to the responsibilities given. Work productivity is the ability of employees to produce outputs effectively and efficiently according to the work standards set by the organization (Sinambela, 2021). Work productivity is a comparison between the work results achieved with the time, energy, and resources used by employees in carrying out their duties (Sutrisno, 2019). In the context of the TRC Rapid Reaction Team, productivity is not only seen from the completion of administrative tasks, but rather from the speed of response, accuracy of actions, preparedness, and accuracy of assessment of emergency situations in the field. TRC members are required to be ready 24 hours a day, work in high-risk conditions, and face an uncertain work environment.

Compensation is one of the factors that affect this productivity. (Hasibuan, 2016) defines compensation as all income in the form of money or goods received by employees in exchange for their contributions. Compensation is all forms of rewards that employees receive, both in the form of salaries, allowances, incentives, and non-financial awards that increase motivation and job satisfaction (Gary, 2015). Compensation is all forms of rewards, both financial and non-financial, that organizations give to employees as a reward for their contributions (Mondy, 2022). In BPBD, employees get two main forms of compensation, namely financial compensation and non-financial compensation. At the operational level, each TRC squad team received a compensation of Rp175,000 per day for rapid response activities x during the handling, which was given when they were directly involved in handling disaster events such as floods, forest and land fires, residential fires, victim evacuation, and other field mitigation. However, the amount of compensation is often questioned for its suitability for high work risks, physical demands, and the level of danger faced while on duty.

BPBD Indragiri Hilir Regency has a heterogeneous composition of employees, consisting of 19 employees with ASN (State Civil Apparatus) and P3K (Government Employees with Employment Agreements) status, as well as 33 non-ASN employees. All of these employees receive the same compensation in the form of compensation for disaster emergency rapid response activities, which is a form of appreciation for their involvement in handling emergency situations. However, there are differences in other components of compensation between ASN/P3K and non-ASN employees, especially in the aspects of basic salary, allowances, and employment guarantees. This difference has the potential to affect employees' perceptions of compensation fairness and can ultimately affect productivity.

In the field, TRC is involved in various cases of disasters and emergencies, such as: Annual floods, forest and land fires (karhutla), Settlement fires, Water and land accident evacuation, Handling fallen trees, strong winds, and extreme weather threats and others. In carrying out these duties, the TRC does not work alone, but coordinates with the Fire Service, Health Service, Police, TNI, Social Service, and other OPDs according to handling needs. This collaboration requires high competence, physical readiness, and precision execution from TRC members.

Previous research has shown mixed results regarding the effect of compensation on productivity. (Rivai and Sagala, 2011) found that financial compensation has a significant effect on employee productivity, while (Winda, Sri Astuti *et al*, 2018) stated that non-financial compensation has an equally important role in increasing work motivation and productivity, especially in public organizations.

The phenomenon in the BPBD of Indragiri Hilir Regency shows several important issues that need to be studied more deeply. First, there are differences in employment status, but the honorarium for quick response activities is given equally. Second, high-risk TRC tasks with unlimited working hours require a fair and appropriate compensation system to maintain productivity and preparedness. Third, there has been no empirical research that specifically measures the effect of financial and non-financial compensation on the productivity of TRC members of the Indragiri Hilir Regency BPBD. Based on the description above, the researcher is interested in conducting research entitled "The Effect of Financial and Non-Financial Compensation on Employee Productivity at the Regional Disaster Management Agency (BPBD) of Indragiri Hilir Regency".

Based on the research background, the formulation of the problem studied is whether financial and non-financial compensation affects employee productivity at the Indragiri Hilir Regency BPBD. This study aims to find out and analyze the influence of these two forms of compensation on employee productivity. The results of the research are expected to provide theoretical benefits as a contribution to the development of human resource management science, especially in public organizations in the disaster sector, as well as practically as a consideration for BPBD and local governments in the formulation of more effective compensation policies, especially for non-ASN employees and

members of the Rapid Reaction Team (TRC), as well as as a reference for future research on similar topics.

LITERATUR REVIEW

Compensation

According to (Hasibuan, 2016), compensation is all income in the form of money, direct or indirect goods that employees receive in return for services provided to the organization. Meanwhile, (Agatha, 2023) stated that compensation is something that employees receive in lieu of their service contributions to the organization. (Recky, 2020) defines compensation as the total of all rewards received by employees in lieu of the services they have provided. Fair and decent compensation will increase employees' work motivation which will ultimately increase productivity. Compensation is all forms of retribution that organizations provide to employees, both in financial and non-financial form, in return for their contributions and performance in achieving organizational goals (syafrinadina, 2024). Compensation is all forms of reward that employees receive for their contributions to the organization, including financial and non-financial rewards (Kurniawati, 2015). In general, (Simamora, 2018) divides compensation into two main types, namely financial compensation and non-financial compensation. Compensation has several important goals for organizations. Compensation aims to attract and acquire qualified employees, as well as retain existing employees to remain loyal and motivated (Haryono, 2018).

Financial and non-financial compensation are all forms of rewards given by organizations to attract, motivate, and retain employees, including direct pay, benefits, and work experience that increase the psychological value of employees (Milkovich, 2023), and measure compensation based on the following indicators: Financial: basic salary, incentives, bonuses, benefits and Non-Financial: work environment, recognition, opportunities for development. Compensation indicators according to (Mangkunegara, 2015), are measured based on: Financial Compensation. Basic salary, Performance allowance, Incentives or bonuses. Non-Financial Compensation. Work awards or appreciation, Career development opportunities, Harmonious working relationships.

(Armstrong, 2020) argues that compensation is a total *package of rewards* provided by an organization, including financial rewards, benefits, and non-financial rewards that create value for employees. Measured by indicators: Financial: competitive salary, performance-based incentives, benefits. Non-Financial: awards, job challenges, employer support. Meanwhile (Simamora, 2018) measures based on indicators: Financial Compensation. Salaries and wages, Benefits and bonuses, Insurance and social security. Non-Financial Compensation. Variety of skills in work, Recognition and rewards, Comfortable work environment.

Employee Productivity

According to (Kadarisman, 2017), productivity is the relationship between output and input. Meanwhile, (Sedarmayanti, 2017) defines work productivity as a mental attitude that always has the view that today's life must be better than yesterday and tomorrow must be better than today. Work productivity is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Cahyani et al., 2023). Employee productivity is influenced by several factors, including adequate compensation, job placement in accordance with expertise, training and development, job security and career opportunities, a conducive work environment, and the availability of adequate facilities to support the smooth implementation of tasks (Sutrisno, 2019).

(Simanjuntak, 2018) said that employee productivity is the ability of a person or group to produce goods and services effectively and efficiently in accordance with the standards set by the organization. Productivity reflects the comparison between the output of work and the resources used (input). Measurement based on the following indicators: Quality of work, Quantity of work, Punctuality, Efficiency of use of resources, Responsibility for work. Meanwhile, (Hasibuan, 2016) argues that employee productivity is the ability of employees to improve work results optimally by efficiently utilizing time, energy, and resources to achieve organizational goals. Productivity includes aspects of effectiveness in producing output and efficiency in the use of inputs. It is measured based on the following indicators: Quality of work results, Quantity of work results, Discipline and punctuality, Ability to work together, Responsibility for work results. (Robbins, et al, 2013) argues that employee productivity is the ability of individuals to produce work output effectively and efficiently according to organizational standards. Measured based on indicators: Output of work produced, Timeliness of task completion, Quality of work, Efficiency of resource use.

Financial and non-financial compensation are two forms of rewards that organizations give to employees as an appreciation for their contributions. Financial compensation includes salaries, benefits, bonuses, and incentives that directly provide economic benefits to employees. Meanwhile, non-financial compensation includes non-material aspects such as recognition, career development opportunities, a comfortable work environment, and harmonious working relationships. These two types of compensation have an important role in increasing employee work productivity, because when employees feel valued and prosperous, they will be more motivated, work more efficiently, and show better performance in achieving organizational goals.

Research Framework

Based on theoretical studies and previous research, it can be seen that compensation, both financial and non-financial, has an important role in increasing employee motivation and productivity. The provision of fair and appropriate compensation is expected to be able to encourage employee performance to be more optimal in carrying out their duties. Therefore, this study focuses on analyzing the extent of the influence of financial and non-financial compensation on employee productivity in the BPBD of Indragiri Hilir Regency, especially in the Rapid Reaction Team (TRC). The relationship between these variables is then systematically described in the following research framework.

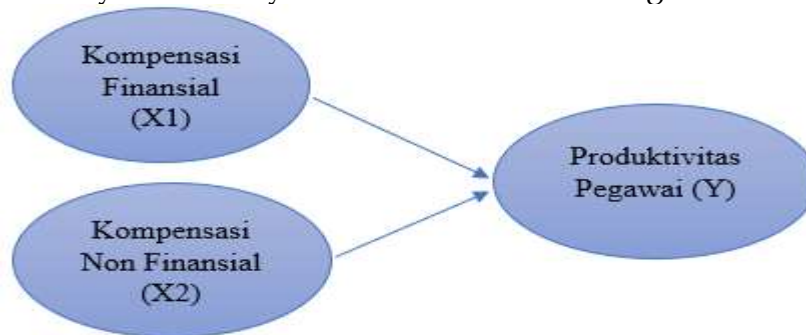


Figure 1. Research Framework Model

Research Hypothesis

Based on theoretical studies and previous research, the hypothesis of this study is: Suspected Financial and Non-Financial Compensation Affects Employee Productivity at the Regional Disaster Management Agency (BPBD) of Indragiri Hilir Regency.

METHODOLOGY

This study uses a quantitative approach, because it aims to measure the relationship between financial compensation variables and non-financial compensation variables on employee productivity at the Regional Disaster Management Agency (BPBD) of Indragiri Hilir Regency objectively through numerical data and statistical analysis.

Research Population

The population in this study is all employees who are members of the Rapid Reaction Team (TRC) of the Indragiri Hilir Regency BPBD. TRC is a core operational unit that is tasked with quickly responding to various disaster events, so it has the characteristics of work that is emergency, high-risk, and requires preparedness at all times. All TRC members, both ASN, P3K, and Non-ASN status, become a research population because they carry out the same tasks in the field, receive uniform activity compensation, and face higher workloads and risks than other units. Therefore, the TRC population was chosen to describe the conditions of employees that are most relevant in assessing the influence of financial and non-financial compensation on work productivity.

Sampling and Sampling Techniques

Because the population is relatively small (<100), this study uses the census method (saturated sample), where all members of the population are used as a research sample of 52 respondents consisting of 19 ASN and P3K employees, and 33 non-ASN employees. This approach was chosen so that the data obtained is truly representative and able to describe the real condition of all employees of the Rapid Reaction Team (TRC) of the Indragiri Hilir Regency BPBD.

Data Collection Techniques

Data were collected through a closed-ended questionnaire on a Likert scale of 1-5 (from strongly disagree to strongly agree) (Ferdinand, 2014). This questionnaire contains statements related to financial compensation, non-financial compensation, and employee productivity, adapted from previous theories and research. In addition, supporting interviews were also conducted to strengthen the interpretation of the analysis results.

Variable Operational Definition

Operational definitions of variables, indicators, and questionnaire statements used to measure financial compensation, non-financial compensation, and employee productivity. Each indicator is outlined in a Likert scale statement of 1-5 to facilitate respondents' assessment consistently.

Table 1. Variable Operational Definition

No	Variabel	Indicator	Scale	Questionnaire Statement
1	Financial Compensation (X1) (Armstrong, 2020)	Competitive salary	Likert 1-5	The salary I received was appropriate and competitive with the workload
		Performance-based incentives		Getting incentives that match the performance I've achieved
		Welfare benefits/facilities		There are facilities or benefits that support welfare
2	Non-Financial Compensation (X2) (Armstrong, 2020)	Awards	Likert 1-5	Getting a proper appreciation for the performance given
		Job Challenges		The tasks carried out provide challenges to make employees develop
		Employer Support		Superiors provide adequate support in the implementation of duties

3	Employee Productivity (Y) (Robbins et al., 2013)	Work Output	Likert 1-5	Able to produce work output according to the set target
		Punctuality		Can complete tasks on time according to the specified schedule
		Quality of work		The work produced is of good quality and up to standard
		Resource usage efficiency		Utilize time and work resources efficiently

Data Analysis Techniques

Data analysis was conducted using *Partial Least Squares Structural Equation Modeling* (PLS-SEM) with the help of SmartPLS software (Hair, et al, 2017). This technique was chosen because it is suitable for model analysis with a relatively small sample size and can test the causal relationship between latent variables simultaneously. The stages of analysis in PLS-SEM are: Evaluation of Measurement Models (*Outer Model*). Testing the validity and reliability of the indicators on each construct. Ensure that the indicators used are completely valid and reliable. This stage includes *loading factor*, *average variance extracted* (AVE), reliability (*Cronbach's Alpha* and *Composite Reliability*), and discriminative validity between constructs. Evaluation of Structural Models (*Inner Model*). Focus on the relationship between latent variables (financial compensation, non-financial compensation, and productivity). The stages include testing the *path coefficient*, as well as its significance through *bootstrapping*. Furthermore, an analysis of the R² value was carried out to see the contribution of independent variables to the dependents, *an effect size test* (f²) to assess the magnitude of the influence, and a predictive relevance test (Q²) to evaluate the predictive ability of the model.

With this approach, the research is expected to be able to provide a strong and comprehensive empirical picture of the influence of financial and non-financial compensation on the productivity of employees of the Rapid Reaction Team (TRC) of the Indragiri Hilir Regency BPBD.

RESEARCH RESULTS

The analysis was conducted to determine the influence of financial compensation and non-financial compensation on employee productivity. The results of data processing using the PLS-SEM method were displayed systematically, including the evaluation of measurement models and structural models. Furthermore, the findings of the research are discussed by relating them to theories, hypotheses, and results of previous research to provide a more comprehensive understanding of the relationship between the variables studied. The *outer model* test is used to assess the validity and reliability of indicators in measuring latent variables, thereby ensuring that each indicator is able to accurately represent the measured construct.

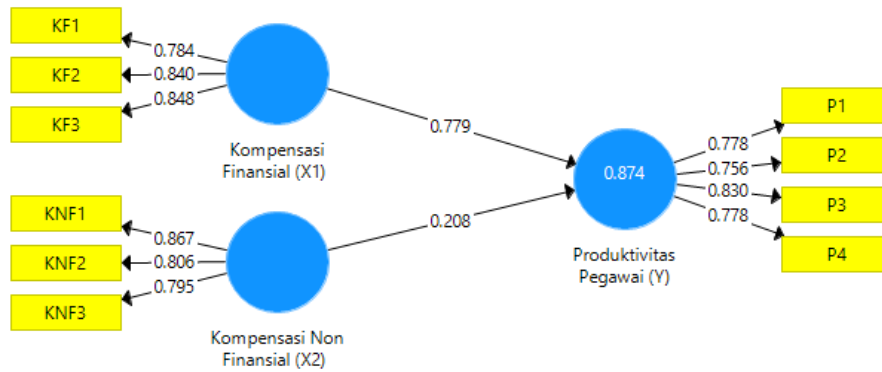


Figure 2. Outer Model Analysis Algorithm

Table 2. Outer Model Analysis Results

Indicator	Financial Compensation (X1)	Non-Financial Compensation (X2)	Employee Productivity (Y)	Loading Factor	Composite Reliability	Description	Cronbach's Alpha	Average Variance Extracted (AVE)
KF1	0,784			Valid	0,864	Reliabel	0,764	0,680
KF2	0,840							
KF3	0,848							
KNF1		0,867		Valid	0,863	Reliabel	0,777	0,678
KNF2		0,806						
KNF3		0,795						
P1			0,778	Valid	0,866	Reliabel	0,793	0,617
P2			0,756					
P3			0,830					
P4			0,778					

Source : SEM-PLS Processed Products, 2025

Based on the results of the PLS-SEM analysis, *financial compensation* (X1) and *non-financial compensation* (X2) were proven to have a positive effect on *employee productivity* (Y). The influence of *financial compensation* is relatively strong with a path coefficient value of 0.779, which shows that an increase in *financial compensation* can significantly increase *employee productivity*. Meanwhile, *non-financial compensation* also had a positive effect, albeit with a lower strength, which was 0.208. The R² value of *employee productivity* of 0.874 indicates that 87.4% of the variation in *employee productivity* can be explained by these two compensation variables, while the rest is influenced by other factors outside the research model. In addition, the results of the measurement model test showed that all indicators in the variables of *financial compensation*, *non-*

financial compensation, and employee productivity had met the criteria of validity and reliability. This is shown by the *loading factor* values that are all above 0.70, the *Composite Reliability* and *Cronbach's Alpha* values that exceed the minimum limit of 0.70, and the *Average Variance Extracted (AVE)* value that is greater than 0.50. Thus, the research instrument is declared feasible and reliable to be used in testing structural models, so that the results of the analysis can be trusted in explaining the influence of financial and non-financial compensation on the productivity of employees of the Rapid Reaction Team (TRC) of BPBD Indragiri Hilir Regency.

The *inner test model* was used to evaluate the strength and significance of the relationships between latent variables in the study.

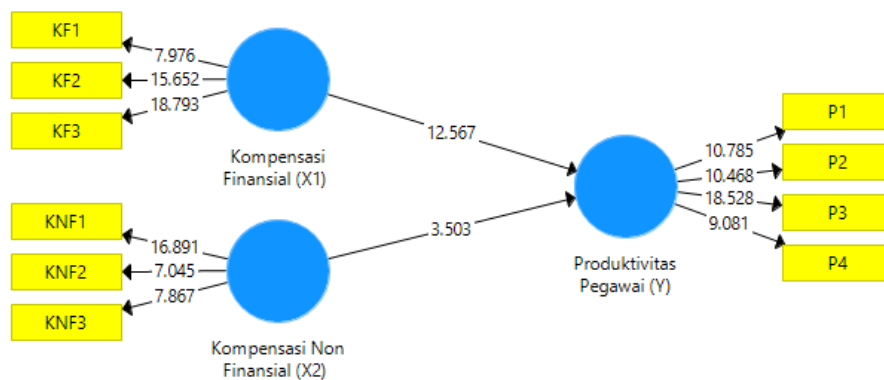


Figure 3. Bootstrapping Analysis Inner Model

Based on the results of the *bootstrapping* test on the PLS-SEM model, *financial compensation (X1)* and *non-financial compensation (X2)* were proven to have a significant effect on employee productivity (Y). This is indicated by the t-statistic value of *financial compensation* of 12.567 and non-financial compensation of 3.503, both of which are greater than the critical value of 1.96. These results show that both variables significantly affect employee productivity, with the influence of *financial compensation* being more dominant. All indicators in each variable also have a t-statistic value above 1.96, which indicates that these indicators are significant and are able to measure the constructs they represent well. The research model has met the criteria for significance, both at the level of indicators and the relationship between variables, so that the research results are suitable for use as a basis for drawing conclusions.

Table 3. Outer Model R Square Analysis Results

	R Square	R Square Adjusted
Employee Productivity (Y)	0,874	0,869

Source : SEM-PLS Processed Products, 2025

Based on the R Square value of 0.874 and R Square Adjusted of 0.869, it can be concluded that financial compensation and non-financial compensation are able to explain 86.9%–87.4% of the variation in employee productivity. This shows that the research model has a very strong explanatory ability, while the rest is influenced by other factors outside the research model.

Table 4. Results of Inner Model Analysis

Relationships Between Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Description
Financial Compensation (X1) -> Employee Productivity (Y)	0,779	0,773	0,062	12,567	0,000	Signifikan
Non-Financial Compensation (X2) -> Employee Productivity (Y)	0,208	0,220	0,059	3,503	0,001	Signifikan

Source : SEM-PLS Processed Products, 2025

Based on the results of testing the relationship between variables, *financial* compensation (X1) was proven to have a positive and significant effect on employee productivity (Y), with a coefficient value of 0.779 and a *t-statistical* value of 12.567 and a *p-value* of 0.000. These results show that increasing *financial* compensation is significantly able to increase employee productivity. Meanwhile, *non-financial* compensation (X2) also has a positive and significant effect on employee productivity, with a coefficient value of 0.208, *t-statistic* 3.503, and *p-value* of 0.001. Although the effect is smaller than *financial* compensation, *non-financial compensation* still plays an important role in increasing employee productivity.

DISCUSSION

The results of the study show that financial compensation and non-financial compensation have a positive and significant effect on the productivity of employees of the Rapid Reaction Team (TRC) of the Indragiri Hilir Regency BPBD. Financial compensation has a more dominant influence, which is reflected in the value of a coefficient of 0.779 with a high level of significance. This indicates that adequate financial rewards that are proportional to the burdens, responsibilities, and work risks faced by employees are able to optimally increase motivation, morale, and productivity. In the context of TRC duties that require high preparedness and working in emergency situations, financial compensation is an important factor in maintaining maximum employee performance.

On the other hand, non-financial compensation has also been shown to make a positive contribution to employee productivity, albeit with a lower level of influence. Non-financial aspects such as performance appreciation, support from superiors, good working relationships, and job challenges that encourage self-development play a role in creating job satisfaction and comfort. These findings suggest that increased productivity depends not only on material rewards, but also on psychological and environmental aspects of work. Therefore, a balanced

combination of financial and non-financial compensation is needed to increase employee productivity in a sustainable manner, especially in high-risk work environments such as the Indragiri Hilir Regency BPBD Rapid Reaction Team.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the study, it can be concluded that financial compensation and non-financial compensation have a positive and significant effect on the productivity of employees of the Rapid Reaction Team (TRC) of BPBD Indragiri Hilir Regency. Financial compensation has a more dominant influence than non-financial compensation, which shows that financial rewards that are in accordance with employee workload, risk, and responsibility play a significant role in increasing productivity. In addition, non-financial compensation such as awards, boss support, and job challenges have also been proven to make a positive contribution to increasing employee productivity. The research model has a strong explanatory ability, which is reflected in the R^2 value of 0.874, so it can be concluded that these two forms of compensation are important factors in increasing the productivity of TRC employees.

Based on the results of the research, it is suggested that the BPBD of Indragiri Hilir Regency can review and improve the financial compensation system, especially related to the number of incentives and benefits adjusted to the level of risk and work intensity of the Rapid Reaction Team. In addition, organizations also need to strengthen non-financial compensation through awarding performance awards, increasing leadership support, and providing competency development opportunities for employees. For subsequent researchers, it is recommended to add other variables beyond compensation, such as work motivation, job satisfaction, or work environment, as well as expand the object of the study to obtain more comprehensive results and broader generalizations.

ADVANCED RESEARCH

Each study has limitations that need to be considered in interpreting the results of this study. This study only focuses on the influence of financial and non-financial compensation on employee productivity, so it has not considered other factors that also have the potential to affect productivity, such as work motivation, job satisfaction, work environment, and workload. In addition, the object of the research is limited to the Rapid Reaction Team (TRC) of the Indragiri Hilir Regency BPBD, so the results of the research cannot be generalized widely to disaster agencies or other public organizations. Therefore, further research is recommended to add other relevant variables, use more diverse research methods, and expand the scope of the research object and location in order to obtain more comprehensive results and stronger generalizations.

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