International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

The Influence Of Financial And Non-Financial Rewards On Employees Organizational Commitment At Pt Alindra

Riesta Martha Melisa[1], Yuningsih[2]

[1,2] Faculty of Economics and Business, Universitas Lampung, Bandar Lampung, Indonesia

Corresponding author: riestamarthamelisa@gmail.com

Abstract

This study aims to analyze the influence of financial and non-financial rewards separately on organizational commitment among employees at PT Alindra, a labor provider company for PLTU MT Sumbagsel 1 in Baturaja. A quantitative approach was employed using a survey method, with data collected through questionnaires distributed to 100 permanent employees who had worked for at least six months. The sampling technique used was census. Validity and reliability tests were conducted using Confirmatory Factor Analysis and Cronbach's Alpha. The data were analyzed using simple linear regression and t-test with the help of SPSS. The results showed that financial rewards have a positive and significant effect on employees' organizational commitment, and non-financial rewards also have a positive and significant effect. These findings highlight the importance of implementing a balanced and sustainable reward system to enhance employee loyalty and organizational commitment.

Keywords: Financial Reward, Non-Financial Reward, Organizational Commitment, PT Alindra

INTRODUCTION

One company facing challenges related to employee commitment and the implementation of a reward system is PT Alindra. PT Alindra is a labor supplier for power plants, with its headquarters located at Jl. Dr. M. Hatta No. 19, Baturaja. Established on August 15, 2012, PT Alindra serves as the official supplier responsible for recruiting and allocating labor at the power plant located in Keban Agung Village, Semidang Aji District,

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Ogan Komering Ulu (OKU) Regency, South Sumatra. Additionally, PT Alindra also has a field office located at the Keban Agung Village Power Plant.

Based on the interview results with the HRD of PT Alindra, the company faces challenges in maintaining employee commitment. PT Alindra has implemented various forms of rewards to maintain employee commitment. The financial rewards provided by PT Alindra include various benefits aimed at supporting employee well-being, such as: a competitive base salary, allowances, transportation money, meal money, extra food, BPJS Kesehatan, BPJS Ketenagakerjaan, holiday allowances, severance pay, and annual awards for outstanding employees. All of this is designed to provide incentives directly related to financial rewards for employee performance and contributions. One concrete form of implementing non-financial rewards at PT Alindra is through the Employee of the Month program. This program is designed to recognize employees with the best performance in a given month. In this program, selected employees will receive formal recognition, such as certificates of appreciation or special mentions in company meetings. Additionally, some extra rewards, such as gift vouchers or better working conditions, were also given as an additional form of motivation.

LITERATURE REVIEW

Financial Rewards

Rewards are part of a human resource management system designed to ensure that employees are compensated fairly, consistently, and in proportion to their contribution to the organization. This award is not limited to monetary aspects, but also includes recognition of achievements, career development opportunities, and work-life balance (Jamal Ali et al., 2021). Financial rewards themselves are awards given to employees for their services in the form of a sum of money, the amount of which is adjusted to the achievements to be recognized and the organization's or company's capabilities (Sugianingrat et al., 2024).

According to Sayed et al. (2021), there are four main indicators of financial rewards, namely:

a. Salary
b. Bonus
c. Allowances
d. Commission

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Non-Financial Rewards

Non-financial rewards are recognitions given to deserving employees, not in the form of money, but rather in the form of goods, certificates, diplomas, or other souvenirs, as well as congratulations, praise, honors, and so on (Sugianingrat et al., 2024). Providing adequate and appropriate rewards will have a positive impact on the progress of an organization both in the short and long term. In the short term, rewards increase work morale, work motivation, and job satisfaction. In the long term, providing rewards can better ensure the survival and sustainability of an organization in the long run (Sugianingrat et al., 2024).

Sayed et al. (2021) identified the following five main non-financial reward indicators.

a.Recognition
b.Promotion
c.WorkFlexibility
d.Career Development Opportunities
e.Employee Empowerment

Organizational Commitment

Organizational commitment is an employee's psychological attitude that demonstrates attachment, loyalty, and a willingness to contribute maximally to achieve organizational goals. Meyer & Allen (1991) define organizational commitment as a psychological state that binds individuals to the organization, implying a desire to remain part of that organization.

Aspects of Organizational Commitment

Meyer & Allen (1991) classify organizational commitment into three main aspects:

a. Affective Commitment
b. Continuance Commitment
c. Normative Commitment

Indicators of Employee Organizational Commitment

Employee organizational commitment indicators can be measured based on the three forms of commitment above. Masqood et al. (2012) state that:

a. Affective Commitment

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

b. Continuance Commitment
c. Normative Commitment

IMPLEMENTATION METHOD

Types of Data

This research was conducted at PT. Alindra, located at Jl. Dr. Moh Hatta No. 19 Baturaja Timur, South Sumatra, by analyzing the influence of financial and non-financial rewards on employee organizational work commitment as the research subject. The data in this study were obtained from two types of sources: primary and secondary data. Primary data were used as the main source for analyzing the influence of financial and non-financial rewards on organizational commitment. This data was obtained directly from respondents through the distribution of questionnaires that were compiled based on the indicators of the research variables. Meanwhile, secondary data were used to support the development of the theoretical foundation and understanding of the organizational context. For score measurement, the researcher used a Likert scale. The population in this study consists of all employees of PT Alindra who are stationed at the MT Sumbagsel 1 Steam Power Plant in Baturaja, totaling 100 people. However, according to the latest internal data, the number of employees in that unit has increased to approximately 130. Nevertheless, this study only involves 100 employees as the target population, specifically those who have worked for at least six months.

IMPLEMENTATION METHOD

Types of Data

This research was conducted at PT. Alindra, located at Jl. Dr. Moh Hatta No. 19 Baturaja Timur, South Sumatra, by analyzing the influence of financial and non-financial rewards on employees' organizational work commitment as the research subjects. The data in this study were obtained from two types of sources: primary and secondary data. Primary data were used as the main source for analyzing the influence of financial and non-financial rewards on organizational commitment. This data was obtained directly from respondents through the distribution of questionnaires that were compiled based on the indicators of the research variables. Meanwhile, secondary data were used to support the development of the theoretical foundation and understanding of the organizational context. For score measurement, the researcher used a Likert scale. The population in this study consists of all employees of PT Alindra stationed at the MT Sumbagsel 1 Steam Power Plant in Baturaja, totaling 100 people. However, according to the latest internal

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

data, the number of employees in that unit has increased to approximately 130. Nevertheless, this study only involves 100 employees as the target population, specifically those who have worked for at least six months.

RESULTS AND DISCUSSION

Validity Test

Validity testing is conducted to determine whether each question item in the questionnaire truly measures the intended variable. Testing was conducted through KMO analysis, Anti-Image, and Factor Loading. The instrument was declared valid if the KMO value was > 0.5 and the factor loading was > 0.5 for each indicator.

Table 1. Recapitulation of Validity Test Results

Variable	Item	KMO	Anti Image	Factor Loading	Description
Financial Reward (X1)	X1.1	0.775	0.845	0.690	Valid
	X1.2		0.804	0.764	Valid
	X1.3		0.846	0.704	Valid
	X1.4		0.813	0.711	Valid
	X1.5		0.848	0.683	Valid
	X1.6		0.773	0.750	Valid
	X1.7		0.843	0.727	Valid
	X1.8		0.817	0.779	Valid
	X1.9		0.756	0.746	Valid
	X1.10		0.840	0.770	Valid
	X1.11		0.799	0.768	Valid
Non-Financial Rewards (X2)	X2.1	0.522	0.642	0.650	Valid
	X2.2		0.622	0.682	Valid
	X2.3		0.641	0.607	Valid
	X2.4		0.564	0.676	Valid
	X2.5		0.630	0.658	Valid
	X2.6		0.582	0.652	Valid
	X2.7		0.571	0.702	Valid
	X2.8		0.600	0.629	Valid
	X2.9		0.615	0.642	Valid

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Variable	Item	KMO	Anti Image	Factor Loading	Description
	X2.10		0.589	0.675	Valid
Organizational Commitment (Y)	Y.1	0.555	0.733	0.752	Valid
	Y.2		0.702	0.769	Valid
	Y.3		0.715	0.726	Valid
	Y.4		0.734	0.784	Valid
	Y.5		0.688	0.725	Valid
	Y.6		0.721	0.730	Valid
	Y.7		0.693	0.781	Valid
	Y.8		0.707	0.755	Valid
	Y.9		0.744	0.768	Valid
	Y.10		0.731	0.723	Valid
	Y.11		0.740	0.735	Valid
	Y.12		0.703	0.707	Valid
	Y.13		0.716	0.751	Valid
	Y.14		0.728	0.743	Valid
	Y.15		0.714	0.760	Valid

Source: Research Data Processing, 2025

The results of the validity test calculations for each variable across all statement items showed factor loading values greater than 0.5 (factor loading > 0.5), which means that all statement items in this study are declared valid.

Reliability Test

Table 2. Results of the Research Variable Reliability Test

Variable	Cronbach's Alpha	Passing Requirements	Description
Financial Reward (X1)	0.840	>0,70	Reliabel
Non-Financial Rewards (X2)	0.790	>0,70	Reliabel
Organizational Commitment (Y)	0.773	>0,70	Reliabel

Source: Research Data Processing, 2025

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Based on Table 2, it is known that all variables in this study have a Cronbach's Alpha value above 0.70. Financial reward has a value of 0.840, non-financial reward is 0.790, and organizational commitment is 0.773. Thus, the three variables are declared reliable and can be used for further testing.

Classic Assumption Test
Normality Test

Table 3. Results of the Kolmogorov-Smirnov Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residul
N		100
Normal Parameters[a,b]	Mean	0E-7
	Std. Deviation	1.32995277
Most Extreme Difference	Absolute	.119
	Positive	.053
	Negative	-.199
Kolmogorov-Smirnov Z		1.192
Asymp.Sig. (2-tailed)		.117
a. Test distribution is Normal		
b. Calculated from data.		
c. Lilliefors Significance Correction		

Source: Research Data Processing, 2025

Based on Table 3, the statistical test results using the Kolmogorov-Smirnov Test above show a significance value (Asymp. Sig. 2-tailed) of 0.117, which is greater than the significance limit of 0.05. Therefore, it can be concluded that the residual data in this study are normally distributed.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Description of Respondent Statements Regarding Financial Rewards

Table 4. Description of Respondents' Statements Regarding Financial Rewards

Variable	Item	Respondent's Statement	Mean
Financial Reward	*X1.1*	*I am satisfied with the base salary I receive from PT Alindra.*	*4.68*
	X1.2	*The base salary I receive is already commensurate with my responsibilities and workload.*	*4.66*
	X1.3	*The basic salary I receive influences my commitment to continue working at PT Alindra.*	*4.69*
	X1.4	*The health, employment, and other benefits provided by PT Alindra increase my commitment to working here.*	*4.64*
	X1.5	*The benefits I receive at PT Alindra increase my work motivation.*	*4.67*
	X1.6	*The benefits I receive play an important role in considering my loyalty to PT Alindra.*	*4.59*
	X1.7	*I feel the bonus policy at PT Alindra is fair and appropriate.*	*4.64*
	X1.8	*The bonus I received motivates me to improve my performance at work.*	*4.68*
	X1.9	*The bonus I received influences my decision to stay working at PT Alindra.*	*4.71*
	X1.10	*I believe the commission system at PT Alindra affects my commitment to the company.*	*3.89*
	X1.11	*The commission rewards I received increase my sense of commitment to achieving company goals.*	*4.72*
Average overall description of respondents			*4.62*

Source: Research Data Processing, 2025

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Table 4 shows that overall, the average score for financial rewards is 4.62, which falls into the high category. This indicates that, in general, employees at PT Alindra positively assess the forms of financial rewards they receive. The system for paying salaries, bonuses, allowances, and commissions is considered appropriate and has a positive impact on increasing commitment to the company, although the commission system aspect still needs to be evaluated and communicated more openly to boost employee confidence.

Description of Non-Financial Reward Statements

Table 5. Description of Non-Financial Reward Statements

Variable	Item	Respondent's Statement	Mean
Non-Financial Rewards	*X2.1*	*I often receive recognition for my contributions and performance at PT Alindra.*	*4.65*
	X2.2	*The recognition I received has boosted my enthusiasm for working and my commitment to PT Alindra.*	*4.61*
	X2.3	*I feel there are opportunities for promotion at PT Alindra.*	*4.69*
	X2.4	*Promotion opportunities at PT Alindra are important for my motivation in working.*	*4.65*
	X2.5	*I feel I have flexibility in my working hours at PT Alindra.*	*4.65*
	X2.6	*Time flexibility is important to me in performing my duties at PT Alindra.*	*4.64*
	X2.7	*I feel PT Alindra offers opportunities to learn and develop my skills.*	*4.62*
	X2.8	*The training I received was beneficial for my current job at PT Alindra.*	*4.25*
	X2.9	*I felt empowered to make decisions in my work at PT Alindra.*	*4.49*
	X2.10	*I received sufficient support from management in carrying out my duties at PT Alindra.*	*4.51*
Average overall description of respondents			*4.55*

Source: Research Data Processing, 2025

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Based on Table 5, the overall average of non-financial reward indicators is 4.48, which falls into the high category. This indicates that, in general, PT Alindra employees feel that the company's non-financial rewards have supported increased commitment and work motivation. However, the empowerment aspect still needs to be strengthened so that all dimensions of non-financial rewards can be optimally experienced by all employees.

Description of Respondent Statements Regarding Financial Rewards

Table 6. Description of Respondent Statements Regarding Financial Rewards

Variable	Item	Respondent's Statement	Mean
Organizational Commitment	Y1	I feel a strong sense of ownership towards PT Alindra.	4.65
	Y2	I feel emotionally attached to PT Alindra.	4.61
	Y3	I enjoy working at PT Alindra.	4.69
	Y.4	I feel personally valued when working at PT Alindra.	4.65
	Y.5	I am proud to tell others that I work at PT Alindra	4.65
	Y.6	I feel too many things in my life would be disrupted if I left PT Alindra.	4.64
	Y.7	Leaving PT Alindra at this time would be very difficult for me.	4.62
	Y.8	I stay working at PT Alindra more out of necessity than desire.	4.25
	Y.9	One of the reasons I continue to work at PT Alindra is because I would face significant sacrifices if I had to leave.	4.49
	Y.10	I feel that one of the consequences of leaving PT Alindra is a reduction in the alternatives available to me.	4.75
	Y.11	I feel that leaving PT Alindra would mean disappointing the people who have supported me so much in this company.	4.65

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Variable	Item	Respondent's Statement	Mean
	Y.12	I feel obligated to the people at PT Alindra, so I will not leave this company.	4.64
	Y.13	I feel indebted to PT Alindra.	4.73
	Y.14	I feel PT Alindra deserves my loyalty.	4.83
	Y.15	I feel obligated to stay at PT Alindra because of the help I received.	4.60
Average overall description of respondents			4.63

Source: Research Data Processing, 2025

Overall, the average organizational commitment obtained was 4.55, which falls into the high category. This finding indicates that employees at PT Alindra have a strong commitment to the company, particularly in the form of emotional (affective) attachment and moral responsibility (normative). However, the moderate value for the continuous commitment aspect indicates that some employees still feel they are staying due to compulsion or a lack of other job alternatives, which needs to be considered in long-term retention strategies.

Results of Simple Linear Regression Test and Partial Test (T-test)
Simple Linear Regression Test

Table 7. Results of Simple Linear Regression Test

Hypothesis	Correlation	Coefficient	t- value	Significance	Results
H1	Financial Reward (X1) > Organizational Commitment (Y)	0,535	5,240	0,000	Supported
H2	Non-Financial Rewards (X2) > Organizational	1,065	18,967	0,000	Supported

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

	Commitment (Y)				

Source: Research Data Processing, 2025

1.) Financial rewards (X1) have a positive and significant effect on organizational commitment (Y). This is indicated by a regression coefficient value of 0.535, meaning that for every one-unit increase in financial rewards, organizational commitment will increase by 0.535 units. The calculated t-value is 5.240 with a significance level of 0.000 < 0.05, indicating that the effect is statistically significant. Thus, hypo
2.) thesis H1 is supported.
3.) Non-Financial Rewards (X2) also have a positive and significant effect on organizational commitment (Y). The regression coefficient value of 1.065 indicates that for every one-unit increase in non-financial rewards, organizational commitment will increase by 1.065 units. The calculated t-value is 18.967 with a significance of 0.000 < 0.05, which means the effect is statistically significant. Thus, hypothesis H2 is also supported.

Based on the results of simple linear regression, financial rewards have a regression coefficient of 0.535. This means that for every one-unit increase in financial rewards, organizational commitment scores will increase by 0.535. This value indicates that financial rewards have a fairly moderate contribution to the formation of employee commitment. Meanwhile, non-financial rewards have a regression coefficient of 1.065. This value indicates that for every one-unit increase in non-financial rewards, the organizational commitment score can increase by 1.065. This indicates that non-financial rewards have a stronger influence in shaping commitment, particularly in work environments like PT Alindra, which demand long-term loyalty and attachment. This finding highlights the importance of not only maintaining financial reward systems but also developing non-financial forms of recognition that can enhance employees' sense of appreciation and emotional satisfaction.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

DISCUSSION

1. **The Influence of Financial Rewards on Organizational Commitment**

   The test results show that financial rewards have a positive and significant partial effect on employees' organizational commitment to work. This indicates that the higher the financial rewards offered by the company, the higher the organizational commitment formed within the employees. This finding aligns with Herzberg's Two-Factor Theory, which states that extrinsic factors such as salary, bonuses, benefits, and other incentives serve as hygiene factors that play a role in creating comfort and job stability. When financial rewards are well-met, it will minimize dissatisfaction and encourage commitment to the organization. This result is also supported by the findings of Klimo and Sayed (2019), who stated that financial rewards have a positive influence on employee retention and loyalty. Employees will be more committed when the reward system is perceived as fair, transparent, and aligned with the workload assigned.

2. **The Influence of Non-Financial Rewards on Organizational Commitment**

   Non-financial rewards were also proven to have a positive and significant partial effect on organizational commitment. This indicates that non-financial rewards such as recognition, appreciation, training, career development, and interpersonal relationships play an important role in building and enhancing employee organizational commitment. According to Herzberg, non-financial rewards are classified as motivator factors, which are intrinsic factors that provide psychological job satisfaction. When employees feel valued, given responsibility, and have opportunities for growth, they become more emotionally engaged and committed to the organization.

CONCLUSION AND RECOMMENDATIONS

Based on the results of the regression analysis, it can be concluded that Financial Rewards have a positive and significant effect on Employee Organizational Commitment at PT Alindra. The higher the financial rewards, such as salary, benefits, bonuses, and commissions, the greater the employees' commitment to the organization. Employees who feel their compensation is commensurate with their contributions will demonstrate loyalty, motivation, and a willingness to remain with the company. However, attention needs to be given to the commission system, the benefits of which have not been fully realized by employees. Non-Financial Rewards Positively and Significantly Influence Employee Organizational Commitment at PT Alindra. Non-financial rewards such as promotions, recognition, work flexibility, and self-development opportunities have been

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

proven to be dominant factors in increasing organizational commitment. Non-financial rewards create an emotional bond between employees and the company, particularly through the highest indicators such as opportunities for promotion. However, the low score on the training aspect indicates the need for more structured self-development program improvements. This research shows that both financial and non-financial rewards have a positive influence on employee organizational commitment at PT Alindra. Each type of reward contributes in its own way, but non-financial rewards play a stronger role in shaping employee loyalty and attachment to the company. Young employees working through outsourcing systems tend to value non-financial rewards more, such as recognition, supportive working relationships, and opportunities for growth. These elements create a sense of being valued and a desire to continue contributing to the fullest extent.

Based on the findings and conclusions, the following recommendations are provided for various parties. Practical Advice (For PT Alindra) PT Alindra is advised to develop non-financial reward policies based on performance evaluation and employee needs. Concrete steps that can be taken include developing an employee recognition program, a mentoring system for new staff, and integrating tiered training relevant to field work positions. Additionally, interpersonal communication between managers and employees needs to be facilitated through regular evaluation forums that allow for two-way feedback. This strategy has the potential to strengthen the affective dimension of organizational commitment and reduce the risk of outsourcing workforce turnover.

REFERENCES

Agbenyegah, G. K. (2019). Effect of Financial and Non- Financial Rewards on Employee Motivation in Financial Institution in Ghana. *International Journal of Innovative Research and Development*, *8*(8), 121–130. https://doi.org/10.24940/ijird/2019/v8/i8/jul19029

Amelia, D., Muslih, M., Yuliandhari, W. S., Sunaryanto, K., Noekent, V., Sari, D. P., Soenhadji, I. M., Sushardi, & Suzan, L. (2024). Manajemen kinerja (rangkaian proses dan evaluasi).

Andriani, A. D., Mulyana, A., Widarnandana, I. G. D., Armunanto, A., Sumiati, I., Susanti, L., Siwiyanti, L., Nurlaila, Q., Pangestuti, D. D., & Dewi, I. C. (2022). Manajemen Sumber Daya Manusia. CV. Tohar Media. ISBN: 978-623-5803-61-2.

Ariani, H. M., Hadiyatno, D., & Anam, H. H. (2023). Metodologi penelitian: Langkah mudah menulis skripsi dan tesis (Ed. 1, Cet. 1). Rajawali Pers.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Bawalla, O. G., & Adenugba, A. A. (2021). Financial Rewards and Job Commitment Among Public Secondary School Teachers in Ogun State, Nigeria. *Dhaulagiri Journal of Sociology and Anthropology*, *15*, 72–81. https://doi.org/10.3126/dsaj.v15i01.41928

Emelianova, Y. (2019). Kinerja : Studi Kasus Normet Ltd .

Farla, W., Diah, Y. M., & Bakri, S. A. (2019). Pengaruh Kompensasi Finansial dan Nonfinansial terhadap Komitmen Karyawan. *Jurnal Manajemen Dan Kewirausahaan*, *7*(1). https://doi.org/10.26905/jmdk.v7i1.2775

Fitria, A., & Chalil, N. (2023). Pengaruh Lingkungan Kerja dan Kompensasi Non-Finansial Terhadap Komitmen Organisasi yang Dimediasi oleh Kepuasan Kerja pada Pegawai BPS Provinsi Aceh. *Jurnal Ilmiah Mahasiswa Ekonomi Manajemen*, *8*(3), 520–534. Retrieved from https://jim.usk.ac.id/EKM/article/view/25366

Ghosh, P., Rai, A., Chauhan, R., Baranwal, G., & Srivastava, D. (2016). Rewards and recognition to engage private bank employees: Exploring the "obligation dimension." *Management Research Review*, *39*(12), 1738–1751. https://doi.org/10.1108/MRR-09-2015-0219

Hadziahmetovic, N., & Dinc, M. S. (2017). The Mediating Role of Affective Commitment in the Organizational Rewards– Organizational Performance Relationship. *International Journal of Human Resource Studies*, *7*(3), 105. https://doi.org/10.5296/ijhrs.v7i3.11454

Jamal Ali, B., & Anwar, G. (2021). An Empirical Study of Employees' Motivation and its Influence Job Satisfaction. *International Journal of Engineering, Business and Management*, *5*(2), 21–30. https://doi.org/10.22161/ijebm.5.2.3

Kang, E., & Lee, H. (2021). Employee compensation strategy as sustainable competitive advantage for hr education practitioners. *Sustainability (Switzerland)*, *13*(3), 1–23. https://doi.org/10.3390/su13031049

Khan, M. A. (2016). SISTEM INSENTIF NON-FINANSIAL DAN KOMITMEN ORGANISASI :

Kipsang, S., & Awino, M. (2020). Career Planning and Employee Commitment: Does Rewards System Matter; A Reflection from Manufacturing Firms in Kenya. *Journal of Business Management and Economic Research*, *4*(2), 231–244. https://doi.org/10.29226/tr1001.2020.196

Kurdi, B. Al, Alshurideh, M., & Alnaser, A. (2020). The impact of employee satisfaction on customer satisfaction: Theoretical and empirical underpinning. *Management Science Letters*, *10*(15), 3561–3570. https://doi.org/10.5267/j.msl.2020.6.038

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Kelompok II. (2013). Teori Motivasi: Teori Dua Faktor. Tugas Mata Kuliah Organisasi dan Sumber Daya Manusia, Institut Pertanian Bogor.

Luthans, F., & Youssef-Morgan, C. M. (2017). Psychological Capital: An Evidence-Based Positive Approach. *Annual Review of Organizational Psychology and Organizational Behavior*, *4*, 339–366. https://doi.org/10.1146/annurev-orgpsych-032516-113324

Millinga, O., & Barongo, F. (2024). The Effect of Financial Rewards on Employee Commitment at Kinondoni Municipal Council , Dar es, *5*, 253–261.

Nujjoo, A., & Meyer, I. (2012). The relative importance of different types of rewards for employee motivation and commitment in South Africa. *SA Journal of Human Resource Management*, *13*(1), 1–10. https://doi.org/10.4102/sajhrm.v10i2.442

Olanrewaju, M. K., & Olabisi, O. L. (2022). Internet-based technique and social support in the management of depression among secondary school teachers in Oyo State, Nigeria. *International Journal on Education Insight*, *3*(1), 9–18. https://doi.org/10.12928/ijei.v3i1.6095

Puspitawati, N. M. D., & Riana, I. G. (2014). Pengaruh kepuasan kerja terhadap komitmen organisasional dan kualitas layanan. *Jurnal Manajemen Strategi Bisnis Dan Kewirausahaan*, *8*(No 1), 68–80.

Prayoga, A., & Ginting, L. (2014). Studi Literatur tentang Teori Keadilan (Adam's Equity Theory)

Riyadi, S. (2010). PENGARUH KOMPENSASI FINANSIAL DAN NON Slamet Riyadi. *Jurnal Ilmu Ekonomi Dan Manajemen*, *6*.

Rumpel, S., & Medcof, JW (2006). Total rewards: Cocok untuk pekerja teknologi. Manajemen

Teknologi Penelitian, 49(5), 27–35.

Sayed, M. H. S., Matloob, S., Shah, S. A., & Ahmed, J. (2021). Impact of Financial and Non-financial Rewards on Employee Motivation and Employee Commitment among SMEs textiles sector of Karachi Pakistan. *Market Forces*, *16*(1), 22. https://doi.org/10.51153/mf.v16i1.475

Shalini, T. R. (2020). Impact of rewards and recognition on employee commitment- a perspective of the bank employees. *LBS Journal of Management & Research*, *18*(1), 10. https://doi.org/10.5958/0974-1852.2020.00002.4

Sulaiman, S., & Radiansah, D. (2022). Pengaruh Kompensasi Finansial terhadap Komitmen Organisasi. *Eksos*, *18*(1), 42–57. https://doi.org/10.31573/eksos.v18i1.404

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Sujarweni, V. W. (2021) Metodologi penelitian - bisnis & ekonomi. Yogyakarta: Pustaka Baru Press.

Taamneh, A., Alsaad, A. K., & Elrehail, H. (2018). HRM practices and the multifaceted nature of organization performance: The mediation effect of organizational citizenship behavior. *EuroMed Journal of Business*, *13*(3), 315–334. https://doi.org/10.1108/EMJB-02-2018-0010

Wardhana, A. (2021). Konsep Komitmen Organisasional. Dalam H. F. Ningrum et al. (Eds.), Pengantar Ilmu Manajemen: Sebuah Pendekatan Konseptual (hlm. 197–208). Bandung: CV. Media Sains Indonesia.

Yousaf, S., Latif, M., Aslam, S., & Saddiqui, A. (2014). Impact of Financial and non Financial Rewards on Employee Motivation. *Middle-East Journal of Scientific Research*, *21*(10), 1776–1786. https://doi.org/10.5829/idosi.mejsr.2014.21.10.21756

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.