

**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)

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ABSTRAK

Penelitian ini bertujuan untuk mendeskripsikan dan menguji pengaruh kompensasi finansial dan kompensasi non finansial terhadap kinerja karyawan melalui kepuasan kerja sebagai variabel intervening (Studi pada Karyawan Tetap PT Citra Perdana Kendedes). Jenis penelitian adalah penelitian explanatory dengan pendekatan kuantitatif. Jumlah sampel yang digunakan dalam penelitian ini adalah 54 responden yang merupakan karyawan tetap PT Citra Perdana Kendedes di Malang. Teknik sampling yang dipilih dalam penelitian ini adalah sampling jenuh. Data dikumpulkan menggunakan kuesioner dan dianalisis dengan menggunakan analisis deskriptif dan analisis jalur. Hasil penelitian ini menunjukkan bahwa: Pertama, kompensasi finansial, kompensasi non finansial, dan kepuasan kerja, dan juga kinerja karyawan di perusahaan telah dievaluasi dan dijelaskan. Kedua, kompensasi finansial dan kompensasi non finansial tidak berpengaruh signifikan terhadap kepuasan kerja. Ketiga, kompensasi finansial, kompensasi non finansial dan kepuasan kerja berpengaruh langsung dan signifikan terhadap kinerja karyawan. Terakhir, kompensasi finansial dan kompensasi non finansial berpengaruh tidak langsung dan tidak signifikan terhadap kinerja karyawan melalui kepuasan kerja.

Kata Kunci: Kompensasi Finansial, Kompensasi Non Finansial, Kepuasan Kerja, Kinerja Karyawan

ABSTRACT

The aims of this research are to describe and to examine the effect of financial compensation and non financial compensation on employees' performance through job satisfaction as an intervening variable (Study on Permanent Employees in PT Citra Perdana Kendedes). The research type is explanatory research with a quantitative approach. Total sample used in this research are 54 respondents which are permanent employees of PT Citra Perdana Kendedes in Malang. The sampling technique chosen in this research is saturated sampling. The data were gathered using a questionnaire and analyzed by using descriptive analysis and path analysis. The results of this research show that: Firstly, financial compensation, non financial compensation, and job satisfaction, and also employees' performance in the company were evaluated and described. Secondly, financial compensation and non financial compensation have no significant effect on job satisfaction. Thirdly, financial compensation, non financial compensation and job satisfaction have direct and significant effect on employees' performance. Lastly, financial compensation and non financial compensation have indirect and no significant effect on employees' performance through job satisfaction.

Key Word: Financial Compensation, Non Financial Compensation, Job Satisfaction, Employees' performance

INTRODUCTION

Human resource is one of the most important assets and major foundations that should exist in the company because the company without machine can still be run by the work force. However, the company without human will not be able to run at all even with the help of advanced machines. Therefore, the human resources need to be increased their skills because the function of human(employees) can not be replaced by other equipment. Consequently, employees must be managed as well.

Managing employees is one of the continuing responsibilities for manager and team leader. They must be able to support employees' performance because the results of employees' performance obtained from the quality and quantity of employees. Mangkuprawira and Hubeis (2007:13) stated that "Employees' performance is a result of work both quality and quantity are achieved by employees in performing their duties in accordance with the responsibilities given to them."

The most employees' performance issues stem from a desire to increase it but they don't know how to do it. This issues will be another continuing responsibilities for managers and team leaders to increase employees' performance, for example keeping employees feel happy and satisfy because the company believe that when employee feels happy and satisfy then it have an effect on employees' performance. Which is supported by the research conducted by Sopiah (2013) stated that the function of job satisfaction amplifies the effect of compensation on employees' performance.

Some employee hopes to get money is the only reason to work, but there is another opinion which says that money is just one of the many needs being met by working from the opinion of Mayangsari (2013). Mathis and Jackson (2000) in sopiah (2013) explained that one way used to improve the performance, to motivate and to increase job satisfaction of employees is granting compensation such as financial and non financial compensation. So, another effort, beside financial compensation, non financial compensation also useful as a support to increase employees' performance.

Every company including transportation services company believed that in human resource management practices on employee always wants to increase employees' performance. Then, the company needs effort to realize it such as compensation and the company must also pay

attention on job satisfaction of employees. So that, the employees keep loving in their work. Moreover, if employees' satisfied then it will create the good work morale and discipline. Which is supported the opinions by Hasibuan (2010: 122), the principle of fairness in compensation must be considered for compensation provided to stimulate motivation and job satisfaction. If the employee feels compensated unfairly, then the employee will limit or lower employees' performance and prefer the employee will leave from the company.

Based on these facts of previous researches, the importance of financial compensation and non financial compensation for leading human resource development is increasingly changing depending on rapidly change in information technologies. This research is aimed to give us a meaningful description and significant examining of the relations between variables (financial compensation, non financial compensation, job satisfaction, and employees' performance) in this company.

LITERATURE REVIEW

Compensation

Compensation is everything received by employees as remuneration for their work (Handoko (2014:155). According to Simamora (2006: 443), compensation can be divided into two forms Financial and Non Financial compensation which are Financial compensation is having the form of both direct and indirect compensation. Direct compensation is usually limited to the direct cash benefits that the employees receive on monthly or weekly basis for the services they render as employees of a particular organization. Indirect compensation commonly consists of employee benefits is non wages compensation provided to employees in addition to their normal wages or salaries. While, Non financial compensation consists of the satisfaction that a person receives from the job itself or from the psychological and physical environment in which the person works.

Job Satisfaction

According to Handoko (2014:193), job satisfaction is defined as the emotional state to which people like (satisfaction) or dislike (dissatisfaction) their jobs. Sutrisno (2014:74) stated that job satisfaction is "feeling excited or happy worker in respect and execute his job. When someone is happy to work, then the person is satisfied with respect to his work".

Robbins (2010:149) found that there are five (5) factors that can be indicators of job satisfaction, among others: (1) satisfaction with pay when employees want pay system that they perceive as being just, unambiguous, and in line with their expectation, (2) satisfaction with promotion when employees seek fair promotion policies and practices, (3) satisfaction with supervision when employee satisfaction increased when immediate supervisor is understanding and friendly, offers praise for good performance, listens to employees' opinions, and shows a personal interest in them, (4) satisfaction with coworkers when employees work also fills the need for social interaction, so they are needs supportive coworkers, and (5) satisfaction with the work itself when employee prefer jobs that give them opportunities to use their skill and abilities and offer a variety of tasks, freedom, and feedback on how well they're doing.

Employees' performance

Employees' performance is defined by Mangkuprawira and Hubeis (2007:13) as a result of work both quality and quantity achieved by employees in performing their duties in accordance with the responsibilities given to them". Later, according to Mathis (2006 :378), there are three indicators of employees' performance, namely (1) quality of work is the quality of work that refers to the completion of the task properly and in accordance with established procedures, the accuracy of the work or the margin of error to work, and perform certain tips to minimize the occurrence of errors work, (2) quantity of work is the resulting production can be shown in units of currency, number of units or activities that the number of cycles completed, and (3) timeliness is completing the tasks or projects assigned and how the employees come on time when to go to work, come home from work in accordance with a predetermined time, and disciplined in their working hours.

Conceptual Model

Based on the literature review, the concept of the research model was shown in Figure 1.

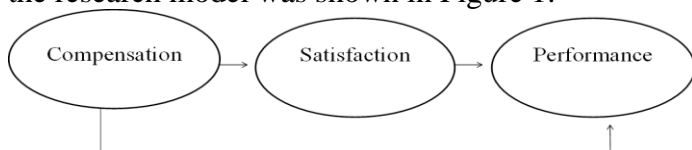


Figure 1. Conceptual Model

Source: Data Processed on December 14, 2017

Hypothesis Model

Below are my proposed hypotheses:

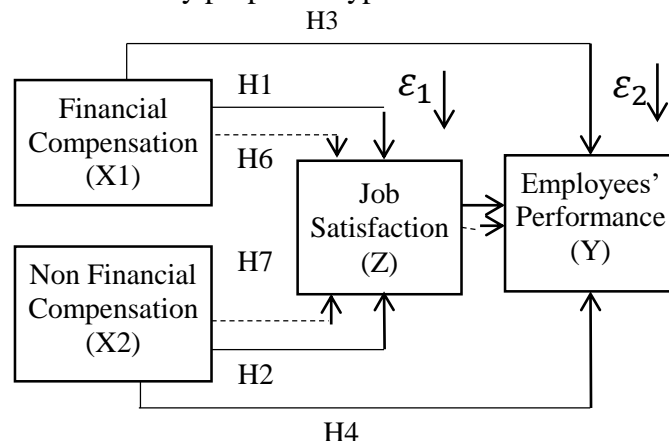


Figure 2. Hypothesis Model

Source: Data Processed on December 14, 2017

Explanation :

- : Direct effect
- : Indirect effect

- H1: There is an effect of financial compensation on job satisfaction.
- H2: There is an effect of nonfinancial compensation on job satisfaction
- H3: There is an effect of financial compensation on employees' performance.
- H4: There is an effect of non financial compensation on employees' performance.
- H5: There is an effect of job satisfaction on employees' performance.
- H6: There is indirect effect of financial compensation on employees' performance through job satisfaction.
- H7: There is indirect effect of non financial compensation on employees' performance through job satisfaction.

RESEARCH METHOD

Research on "The effect of financial compensation and non financial compensation on employees' performance through job satisfaction as an intervening variable (Study on Permanent Employees in PT Citra Perdana Kendedes). Research type is explanatory research with quantitative approach. This research was conducted in PT Citra Perdana Kendedes.

PT Citra Perdana Kendedes is one the first taxi business in malang city before another taxi business grew in Malang City. It was established since 1990, which is in Malang – East Java, Indonesia.

The number of samples taken in this research were 56 person become 54 person minus 2 persons because they are new security guard of PT Citra Perdana Kenedes. Then, the sampling technique uses non probability sampling techniques, namely saturated sampling techniques. Saturated sampling is census, where every member of population turned out to be sample. This is often done when the population is relatively small, less than 100 people (Arikunto, (2010: 174)).

RESULTS&DISCUSSION

Research Result

1. Descriptive statistical analysis

Description of the distribution of these items are used to determine the frequency distribution of respondents answers to the items to questions in the questionnaire. Through the frequency table, it can be seen the percentage of the final score of the respondents to the items obtained from the statements in the questionnaire. Then, likert scale can be seen determined based on the size of the class interval using Supranto's (2000:64) formula. The formula written as follows:.

$$C = \frac{X_n - X_1}{k}$$

$$C = \frac{5 - 1}{5} = 0,8$$

Explanation:

C = Interval Class
 k = Amount of class
 X_n = The bigger values observed

X_1 = The smaller values observed.

Base on the calculation using following equation, the values of class interval of likert scale as follows:

Table 1 Class interval of Likert scale

No.	Class Interval	Interpretation
1.	> 4,21 – 5,0	Strongly Agree
2.	> 3,41 – 4,2	Agree
3.	> 2,61 – 3,4	Neutral
4.	> 1,81 – 2,61	Disagree
5.	1 – 1,81	Strongly Disagree

Source: Supranto, 2000:64..

Contributing of respondents opinions are shown in table 1.

Table 2 Descriptive statistical analysis of variables

Variables	Grand Mean	Interpretation
Financial Compensation	3,49	Agree
Non Financial Compensation	4,34	Strongly Agree
Job Satisfaction	3,62	Agree
Employees' Performance	3,70	Agree

Source: Data Processed by Author in December 14, 2017

Table 2 shows the means, number of respondents and percentage for all the variables used in the research. (SDA) Strongly Disagree, (DA) Disagree, (N) Natural, (A) Agree, and (SA) Strongly Agree. Grand Mean of financial compensation variable was 3,49of 5 and non financial compensation was 4,34of 5 that showing how the employees are satisfied of compensation in the company. Grand Mean of job satisfaction variable was 3,62of 5 showing how the employees are satisfied of their jobs in the company. Grand Mean of employees' performance variable was 3,70of 5 which mean there is a high employees' performancein the company

2. Inferential Analysis

The inferential analysis associated with testing the relationship between independent variables and the dependent variable. This analysis includes:

a. Result of Path Analysis

Path analysis using software (IBM SPSS Statistic version 21) was used throughout the entire analysis process and the website provided by Kristopher J. Preacher and Geoffrey J. Leonardelli (<http://quantpsy.org/sobel/sobel.htm>) was used for the Sobel test because to know sig. of indirect effect of mediation or intervening using the Sobel Test.

Path coefficient testing of the effect of financial compensation on job satisfaction, non financial compensation on job satisfaction (X1 and X2 on Z) from SPSS as follows:

Table 3 Path coefficient testing of financial compensation and non financial compensation on job satisfaction

Independent Variable	Dependent Variable	Beta Coefficient	t_{count}	Sig.	Explanation
Financial compensation	Job satisfaction	-0,046	-0,272	0,787	Not Significant
Non financial compensation	Job satisfaction	-0,117	-0,684	0,497	Not Significant

Source: Data Processed by Author in December 14, 2017

Table 3 shows that there is no effect of financial compensation on job satisfaction (X1 on Z) with the value of Beta coefficient is negative which means that financial compensation -0,046 have a relationship that is inversely proportional to job satisfaction, which means if the higher financial compensation, then job satisfaction would be lower.

Furthermore, there is no effect of non financial compensation on job satisfaction (X2 on Z) with the value of Beta coefficient is negative which means that financial compensation -0,117 have a relationship that is inversely proportional to job satisfaction, which means if the higher non financial compensation, then job satisfaction would be lower.

Path coefficient testing of the effect of financial compensation, non financial compensation and job satisfaction on employees' performance (X1, X2 and Z on Y) from SPSS as follows:

Table 4 Path coefficient testing of financial compensation, non financial compensation and job satisfaction on employees' performance

Independent Variable	Dependent Variable	Beta Coefficient	t _{count}	Sig.	Explanation
Financial compensation	Employees' performance	0,089	2,697	0,010	Significant
Non financial compensation	Employees' performance	0,168	5,550	0,000	Significant
Job satisfaction	Employees' performance	0,796	29,164	0,000	Significant

Source: Data Processed by Author in December 14, 2017

Table 4 shows that there is an effect of financial compensation on employees' performance (X1 on Y) with the value Beta coefficient is positive, namely 0,089 means that financial compensation has a proportional relationship with the employee's performance, which means if the higher financial compensation, then the employee's performance will be higher as well.

Then, there is an effect of non financial compensation on employees' performance (X2 on Y) with the value of Beta coefficient is positive, namely 0,168 means that non financial compensation has a proportional relationship with the employee's performance, which means if the higher non financial compensation, then the employee's performance will be higher as well.

There is also an effect of job satisfaction on employees' performance (Z on Y) with the value of Beta coefficient is positive, namely 0,796 means

that job satisfaction has a proportional relationship with the employee's performance, which means if the higher job satisfaction, then the employee's performance will be higher as well.

Path coefficient testing of the effect of financial compensation and non financial compensation on employees' performance job satisfaction as intervening variable (X1 and X2 on Y through Z) from Sobel test results as follows:

Table 5 Path coefficient testing of financial compensation, non financial compensation and job satisfaction on employees' performance

Independent Variable	Dependent Variable	Intervening Variable	Beta Coefficient	t _{count}	Sig.	Explanation
Financial compensation	Employees' performance	Job satisfaction	0,052	-0,272	0,787	Not Significant
Non financial compensation	Employees' performance	Job satisfaction	-0,093	-0,661	0,509	Not Significant

Source: Data Processed by Author in December 14, 2017

From table 5 shows that there is no effect of financial compensation on employees' performance through job satisfaction (X1 on Y through Z) with Beta coefficient is negative (-0,037). Furthermore, there is no effect of non financial compensation on employees' performance through job satisfaction (X2 on Y through Z) with Beta coefficient is negative (-0,093).

Path diagram can be create if after calculating the path coefficient. Figure 7 shows path analysis result diagram. The final model of path analysis as follows:

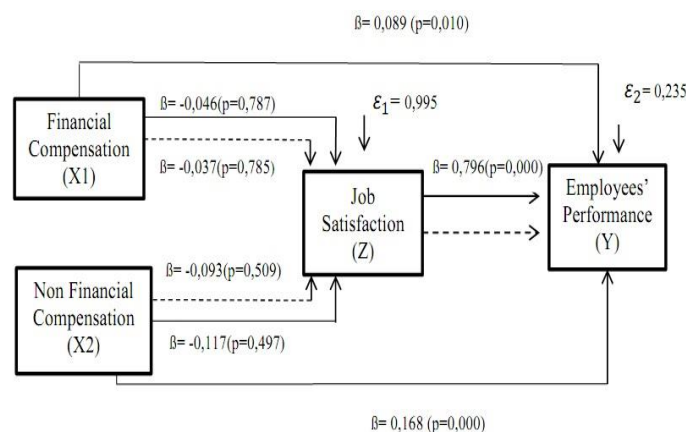


Figure 3. Path analysis result diagram

Source: Data Processed on December 14, 2017

Diagram of path analysis result in figure 3 has the following equation:

Sub structure I: $-0,046X1 + -0,089X2 + 0,995\epsilon_1$
 Sub structure II: $0,089X1 + 0,168X2 + 0,796Z + 0,235\epsilon_2$

b. Result of Hypothesis Testing

Hypothesis testing (T test) was performed to reinforce the result of path analysis which has been done. Variables will have an effect if Sig. < 0.05, then there is effect between independent variables on dependent variable.

H1. Hypotheses testing of financial compensation on job satisfaction

Beta coefficient of financial compensation (X1) on job satisfaction (Z) from path analysis result is -0,046. Financial compensation has no significant effect on job satisfaction with the value of $t\text{-count} < t\text{-table}$ ($-0,272 < 2,006$) and $p\text{-value} > \alpha$ ($0,787 > 0,05$). The decision, H1 is rejected and H0 is accepted. It means hypothesis (H1) = there is no effect of financial compensation (X1) on job satisfaction (Z).

H2. Hypotheses testing of non financial compensation on job satisfaction

Beta coefficient of non financial compensation (X2) on job satisfaction (Z) from path analysis result is -0,117. Non financial compensation has no significant effect on job satisfaction with the value of $t\text{-count} < t\text{-table}$ ($-0,684 < 2,006$) or $p\text{-value} > \alpha$ ($0,497 > 0,05$). The decision, H2 is rejected and H0 is accepted. It means hypothesis (H2) = there is no effect of non financial compensation (X2) on job satisfaction (Z).

H3. Hypotheses testing of financial compensation on employees' performance

Beta coefficient of financial compensation (X1) on employees' performance (Y) from path analysis result is 0,089. Financial compensation has a significant effect on employees' performance with the value of $t\text{-count} > t\text{-table}$ ($2,697 > 2,006$) and $p\text{-value} < \alpha$ ($0,010 < 0,05$). The decision, H3 is accepted H0 is rejected. It means hypothesis (H3) = there is an effect of financial compensation (X1) on employees' performance (Y).

H4. Hypotheses testing of non financial compensation on employees' performance

Beta coefficient of non financial compensation (X2) on employees' performance (Y) from path analysis result is 0,168. Non financial compensation has a significant effect on employees' performance with the value of $t\text{-count} > t\text{-table}$ ($5,550 > 2,006$) and $p\text{-value} < \alpha$ ($0,000 < 0,05$). The decision, H4 is accepted and H0 is rejected. It means hypothesis (H4) = there is an

effect of non financial compensation (X2) on employees' performance (Y).

H5. Hypotheses testing of job satisfaction on employees' performance

Beta coefficient of job satisfaction (Z) on employees' performance (Y) from path analysis result is 0,796. Job satisfaction has a significant effect on employees' performance with the value of $t\text{-count} > t\text{-table}$ ($29,164 > 2,006$) and $p\text{-value} < \alpha$ ($0,000 < 0,05$). The decision, H5 is accepted and H0 is rejected. It means hypothesis (H5) = there is an effect of job satisfaction (Z) on employees' performance (Y).

H6. Hypotheses testing of financial compensation on employees' performance through job satisfaction

Beta coefficient of indirect effect of financial compensation (X1) on employees' performance (Y) through job satisfaction (Z) from path analysis result is -0,037. Financial compensation has no significant effect on employees' performance through job satisfaction with the value of $t\text{-count} < t\text{-table}$ ($-0,271 < 2,006$) and $p\text{-value} > \alpha$ ($0,785 > 0,05$). The decision, H6 is rejected and H0 is accepted. This result shows that hypothesis (H6) = there is no effect of financial compensation (X1) on employees' performance (Y) through job satisfaction (Z).

H7. Hypotheses testing of non financial compensation on employees' performance through job satisfaction

Beta coefficient of indirect effect of non financial compensation (X2) on employees' performance (Y) through employees' performance (Y) from path analysis result is -0,093. Non financial compensation (X2) has no significant effect on employees' performance (Y) through job satisfaction (Z) with the value of $t\text{-count} < t\text{-table}$ ($-0,661 < 2,006$) or $p\text{-value} > \alpha$ ($0,509 > 0,05$). The decision, H7 is rejected and H0 is accepted. This result shows that hypothesis (H7) = there is no effect of non financial compensation (X2) on employees' performance (Y) through job satisfaction (Z).

The summary of the findings for each research hypothesis is presented in table 21.

Table 4 Summary of the Findings for Hypotheses Testing

Hypotheses	t_{count}	t_{table}	Sig. ($p < 0,05$)	Test Result
H1: X1 on Z	-0,272	2,006	0,787	Not Significant
H2: X2 on Z	-0,684	2,006	0,497	Not Significant
H3: X1 on Y	2,697	2,006	0,010	Significant
H4: X2 on Y	5,550	2,006	0,000	Significant
H5: Z on Y	29,164	2,006	0,000	Significant
H6: X1 on Y through Z	-0,271	2,006	0,785	Not Significant
H7: X2 on Y through Z	-0,661	2,006	0,509	Not Significant

Source: Data Processed by Author in December 14, 2017

Discussion of Research Result

a. The effect of financial compensation on job satisfaction

Calculation result of path analysis showed that financial compensation has not significant effect on job satisfaction. The significant effect is indicates by the value of path coefficient (β) is -0,046 with significant value with the number of $0,787 > 0,05$. The significant effect means, the level financial compensation of Taxi Citra on job satisfaction is very low.

Employee dissatisfied because employee feels system and appropriate compensation of Taxi Citra hasn't in accordance with employee expectations. In this research were dominated by respondents for income smaller than or equal \leq Rp. 2.000.000. From this data it can be concluded that many employee of Taxi Citra income is smaller than the minimum wage regional is determined by the existing Government Regulations.

Employees also feels hard to day off and leaves. Employee with shift work can't day off when the public holiday for example at religious holiday. It is accordance with the lowest mean scores of financial compensation variable which is the respondent answered that day off for public holiday and leaves, thus it can be concluded that system and appropriate financial compensation do not meet expectation of employee. According to Vroom's expectancy theory in As'ad (2008:104) stated that employee expectations can affect an individual's motivation. This theory emphasizes the needs for organizations to relate rewards directly to performance and to ensure that the rewards provided are those rewards deserved and wanted by the recipients. The result of this research support the research has been conducted by Handyaningrum (2016) showed that compensation has no significant effect on job satisfaction.

b. The effect of non financial compensation on job satisfaction

Calculation result of path analysis showed that non financial compensation has no significant effect on job satisfaction. The significant effect is indicates by the value of path coefficient (β) is -0,117 with significant value with the number of $0,495 > 0,05$. The significant effect means, the level financial compensation of Taxi Citra on job satisfaction is very low.

The negative effect because system and appropriate non financial compensation don't enough make employee's satisfied and motivated. With the system granting achievement in employees' performance this not only say thank you to employees from supervisor but also they are need more motivating appreciation. So, it is accordance with the lowest mean scores of non financial compensation variable which is the respondent answered that achievement in his/her performance.

Besides, where employee feels supervisor less competent in the performance, especially in a strong competency in communication encompasses an ability to articulate messages clearly, to actively listen to others, and to develop appropriate responses. The role of supervisors who lack communications can cause employees to feel unnecessary to increase their the motivating potential, they only fulfill their assigned task.

The result of this research support the research has been conducted by Handyaningrum (2016) showed that working environment and job characteristics has no significant effect on job satisfaction. On the other hand, according to the motivator factors of two factors theory developed by Herzberg in As'ad (2008:104), which stated motivator factors include task interesting, challenging work, achievement, recognition, and responsibility, and job itself. When if these needs are fulfilled the employee will not feel dissatisfied, but it does not mean the employee will be satisfied. So then, based on these theory the employee of Taxi Citra derives satisfaction or dissatisfaction keep completed their work.

c. The effect of financial compensation on employees' performance

Variable of financial compensation has significant effect on job satisfaction. The significant effect is indicates by the value of path coefficient (β) accounted 0,089 with significant value with the number of $0,010 < 0,05$. The

significant effect means, if the level financial compensation of Taxi Citra increase the employees' performance will be increase.

Basically, the types of financial compensation of transportation services company are same as with others company. They are granting direct and indirect financial, but different ways and times that in accordance of the rules of company. There are several factors that make employee agree with financial in Taxi Citra. First the salary in accordance with educational of employee's Taxi Citra. Second the salary in accordance with the workload. Third pay of Taxi Citra because religious holiday(THR) allowance every year is great and timely within a maximum of seven days of a given religious holiday.

Based on the research result, it can be concluded that the increasing of financial compensation includes salary, overtime wages and benefits can be used as effort to increase employees' performance in Taxi Citra. The result of this research support the research has been conducted by Hidayatullah (2014) showed that has a positive effect on employees' performance. Then, this finding of the research in accordance with theory explain by simamora (2004:441) in Sopiah (2013) stated that compensation in the form of financial is important for the employees because with the compensation they can directly fulfil their needs. The company must be able to make a good financial compensation because if employee feel like the sacrifices they are not in accordance with the compensation obtained. So that, employees inclined lazy to work.

d. The effect of non financial compensation on employees' performance

Calculation result of path analysis showed that non financial compensation has significant effect on job satisfaction. The significant effect is indicates by the value of path coefficient (β) is 0,168 with significant value with the number of $0,000 < 0,05$. The significant effect means, if the level non financial compensation of Taxi Citra increase the employees' performance will be increase.

Employees feels satisfied because all of about job and working performance of Citra Taxi is very good, especially the task is not difficulty even task interesting of Taxi Citra. It is accordance with the highest mean scores of non financial compensation variable which is the respondent answered that task interesting in his/her performance. Furthermore, occur not only coworkers and employee is never

involved in the conflict, but also of support among coworkers. Based on the research result, it can be concluded that the increasing of non financial for job and working environment can be used as effort to increase employees' performance in Taxi Citra. The result of this research are consisten with research conducted by Minarsih (2015) which explain working environment variable has significant influence on employees' performance.

Moreover, the result of this research in line with the research has been conducted by with theory explain by Gibson (2012:88) states that factors affecting performance includes the factors of organization consists of reward system that is management can use rewards to increase current employees' performance and conflicts is inevitable in organizations, and also organizational structure.

e. The effect of job satisfaction on employees' performance

Calculation result of path analysis showed that job satisfaction has significant effect on employees' performance. The significant effect is indicates by the value of path coefficient (β) accounted 0,796 with significant value with the number of $0,000 < 0,05$. The significant effect means, if the level job satisfaction of Taxi Citra increase the employees' performance will be increase.

The positive effect because respondents agree with job satisfaction of Taxi Citra such as satisfaction with job, satisfaction with supervisor, and satisfaction with coworkers overall there are can be increase quality, quantity and timeliness on employees' performance. Although satisfaction with compensation is neutral. This result can be known Taxi Citra has been fair in form system, appropriate and timely in granting compensation to employees. This finding of this research in accordance with theory explain by Hasibuan (2010: 122), stated that principle of fairness in compensation must be considered for compensation provided to stimulate motivation and job satisfaction. If the employee feels compensated unfairly, then the employee will limit or lower employees' performance and prefer the employee will leave from the company. In addition, this research also in accordance with the research conducted by Hidayatullah (2014) which states job satisfaction has positive effect on employees' performance.

f. The effect of financial compensation on employees' performance through job satisfaction

Calculation result of path coefficient (β) of indirect effect value of financial compensation on employees' performance through job satisfaction (X1 on Y through Z) is -0,037 with sig. with the number of 0,785 > 0,05. There is no effect of financial compensation on employees' performance through job satisfaction so that it is not significant. In other words, indirect effect of financial has no significant effect on employees' performance through job satisfaction.

The negative effect because the respondents dissatisfied with salary and overtime wages granted Taxi Citra. It makes employees' performance become lower especially the task of work are completed in accordance with the standard set and can't achieve greater than the target set. So that, it becomes a factor, why the length of working period employee smaller than 4 years.

The finding of this research not inconsistent with theory by Mangkunegara (2009: 84), he presented compensation given to employees very influential on the level of satisfaction and motivation of work, where satisfaction will always affect employees' performance. Then, the result of this research not in line with the research has been conducted by Sopiah (2013) showed that financial and non financial compensation to job performance through job satisfaction. So it can be concluded that job satisfaction can't intervening financial compensation on employees' performance.

g. The effect of non financial compensation on employees' performance through job satisfaction

Calculation result of path coefficient (β) of indirect effect value of non financial compensation on employees' performance through job satisfaction is -0,093 with sig. with the number of 0,509 > 0,05. There is no effect of non financial compensation on job satisfaction so that it is not significant. In other words, indirect effect of non financial has no significant effect on employees' performance through job satisfaction.

The negative effect because the respondents dissatisfied with achievement of work and communication with supervisor of Taxi Citra. It makes employees not respect to his work and also employees' performance become lower. Taxi Citra must providing achievement of work and must developing effective communication between supervisor with employees. So, the result of this

research support with the research has been conducted by Sopiah (2013) showed that financial and non financial compensation to job performance through job satisfaction.

The finding of this research not inconsistent with theory by Sutrisno (2014:74) stated that job satisfaction is feeling excited or happy worker in respect and execute his job. When someone is happy to work, then the person is satisfied with respect to his work. Then, the result of this research not in line with the research has been conducted by Sopiah (2013) showed that financial and non financial compensation to job performance through job satisfaction. So it can be concluded that job satisfaction can't intervening non financial compensation on employees' performance

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the result of research that has conducted about the effect of Financial compensation and Non financial compensation on Employees' Performance through Job satisfaction as Intervening variable as follows:

1. Financial compensation variable shows that the average level of respondents answer (grand mean) is 3,49. It means respondents agree with financial compensation received in PT Citra Perdana Kendedes. Non financial compensation variable shows that the average level of respondents answer (grand mean) is 4,33. It means respondents agree with non financial compensation received in PT Citra Perdana Kendedes. Job satisfaction variable shows that the average level of respondents answer (grand mean) is 3,62. It means job satisfaction of PT Citra Perdana Kendedes can already be declared good. Employees' performance variable shows that the average level of respondents answer (grand mean) is 3,70. It means employees' performance can already be declared good. Therefore, financial compensation and non financial compensation can be sample in other company especially in timely granting financial compensation and non financial compensation. In other hand, employees of Taxi Citra feels dissatisfied with system and appropriate financial compensation and non financial compensation. Then, employees' performance in this company is very good.
2. Financial compensation has not significant effect on job satisfaction with path coefficient

- (β) was -0,046 and p -value with the number of 0,787 (Sig. \geq 0,05).
3. Non financial compensation has no significant effect on job satisfaction with path coefficient (β) was -0,117 and p -value $>$ alpha (0,497 $>$ 0,05).
 4. Financial compensation has significant effect on employees' performance with path coefficient (β) was 0,089 p -value $<$ alpha (0,010 $<$ 0,05).
 5. Non financial compensation has significant effect on employees' performance with path coefficient (β) was 0,168 and p -value $<$ alpha (0,000 $<$ 0,05).
 6. Job satisfaction has significant effect on employees' performance with path coefficient (β) was -0,796 and p -value $<$ alpha (0,000 $<$ 0,05).
 7. Financial compensation has no significant effect on employees' performance through job satisfaction with path coefficient (β) was -0,037 and p -value $<$ alpha (0,785 $>$ 0,05).
 8. Non financial compensation has no significant effect on employees' performance through job satisfaction with path coefficient (β) was -0,093 and p -value $<$ alpha (0,509 $>$ 0,05).

Recommendations

Based on the conclusion, issues should be taken into account by PT Citra Perdana Kendedes or Taxi Citra and future research, as follows:

1. Taxi Citra should improve salary and overtime wages must be better and in accordance with the minimum wage regional, system and appropriate compensation can be make employee's satisfied and must develop effective communication between supervisor with employees.
2. Taxi Citra must maintaining a task interesting and the responsibility in accordance with the skills makes the employees are happy and not boring and also comfortable in the workplace.
3. For the next researcher, it is expected to do the same research by using different of object, population and other variables.

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