

# Penerapan Kompensasi Non-Finansial dalam Mempertahankan Motivasi Kerja Guna Mencapai Kesejahteraan Karyawan di PT X = Implementation Of Non-Financial Compensation In Maintaining Work Motivation To Achieve Employee Welfare At PT X

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## Abstrak

Penelitian ini membahas penerapan kompensasi non finansial dalam mempertahankan motivasi kerja guna mencapai kesejahteraan pekerja. Urgensi dilakukannya penelitian ini diawali dengan kesadaran bahwa karyawan merupakan unsur terpenting dalam tercapainya tujuan perusahaan. Tujuan perusahaan dapat tercapai apabila kebutuhan karyawan terpenuhi, yang secara langsung maupun tidak langsung akan meningkatkan kesejahteraan sosial pekerjanya. Upaya memenuhi kebutuhan pekerja dapat dilakukan melalui pemberian kompensasi sebagai bentuk apresiasi atas kerja keras karyawan. Kompensasi non finansial perlu mendapatkan perhatian karena perannya tidak kalah penting dari kompensasi finansial dalam mempertahankan motivasi dan menjamin kesejahteraan karyawan. Penelitian skripsi dilakukan dari bulan Maret–Juni 2023 dengan menggunakan pendekatan penelitian kualitatif jenis deskriptif. Pengumpulan data dilakukan melalui wawancara mendalam dengan 4 informan. Pemilihan informan dilakukan dengan teknik purposive sampling. Hasil dari penelitian menunjukkan bahwa PT X memberikan kompensasi non finansial dalam bentuk pelatihan (training), employee gathering, tugas yang menarik dan menantang, promosi jabatan, supervisi, serta penghargaan dan rekognisi. Terdapat faktor-faktor yang mempengaruhi pemberian kompensasi non finansial di PT X, yaitu kinerja karyawan, kesadaran dan kedisiplinan kerja karyawan, jabatan dan tanggung jawab, dan peraturan pemerintah dan kebijakan perusahaan. Hasil penelitian memberikan gambaran bahwa PT X telah menerapkan berbagai bentuk kompensasi non finansial yang turut berkontribusi dalam memenuhi kebutuhan karyawan yang akan mempertahankan motivasi kerja karyawan dan menjamin kesejahteraan karyawan. Selain itu, hasil penelitian ini memberikan manfaat pada pengembangan Ilmu Kesejahteraan Sosial khususnya pada mata kuliah Kesejahteraan Sosial dalam Sektor Industri tentang MSDM khususnya terkait materi Employee Benefit.

.....This research discusses the application of non-financial compensation in maintaining employee motivation in order to achieve employe's welfare. The urgency of conducting this research begins with the awareness that employees are the most important element in achieving company goals. Company goals can be achieved if the needs of employees are met, which will directly or indirectly improve the social welfare of its workers. Efforts to meet the needs of workers can be done through the provision of compensation as a form of appreciation for the hard work of employees. Non-financial compensation needs attention because its role is no less important than financial compensation in maintaining motivation and ensuring employee welfare. Thesis research was conducted from March to June 2023 using a descriptive qualitative research approach. Data collection was carried out through in-depth interviews with 4 informants. The selection of informants was carried out using a purposive sampling technique. The results of the study show that PT X provides non-financial compensation in the form of training, employee gatherings, interesting and challenging assignments, promotion, supervision, as well as awards and recognition. There are factors that influence the provision of non-financial compensation at PT X, namely employee performance, employee

awareness and work discipline, position and responsibility, and government regulations and company policies. The results of the study illustrate that PT X has implemented various forms of non-financial compensation which contribute to meeting the needs of employees which will maintain employee motivation and ensure employee welfare. In addition, the results of this research provide benefits for the development of Social Welfare Science, especially in the Social Welfare in the Industrial Sector course on HRM, especially regarding Employee Benefit material.