

# The Effect Of Placement, Material Incentives And Non Material Incentives On Employee Job Satisfaction (Study Of Non-Medical Employees Of RSJT Pekanbaru In Indonesia)

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## Abstract.

*This study aims to analyze whether there is a simultaneous and partial influence of employee reward variables, material incentives and non-material incentives on job satisfaction at RSJT Pekanbaru Hospital. The research method used is quantitative, namely research that aims to explain the relationship between employee placement variables, material incentives and non-material incentives and job satisfaction variables. All research variables are reduced to several research indicators and indicators are reduced to research instruments. The research population was all staff of the General Administration and Finance Section of RSJT, totaling 72 people. Considering the population was less than 100, the entire population was used as respondents. To collect data using a questionnaire distribution technique, with the consideration that respondents did not have time to be interviewed and were able to understand the substance of the questionnaire. The analytical technique used to analyze research data is the Multiple Linear Regression statistical technique and uses SPSS version 22. From the research results it was found that employee placement has a significant effect on job satisfaction of RSJT non-medical employees; providing material incentives has a significant effect on job satisfaction of RSJT non-medical employees; providing non-material incentives has a significant effect on job satisfaction of RSJT non-medical employees; and employee placement, material incentives and non-material incentives have a significant effect on job satisfaction of non-medical employees together. It is recommended that the leadership of RSJT Pekanbaru, 1) consider the suitability of employee placement with the education, skills and work experience of non-medical employees; 2) Adjusting the provision of material incentives to employee expectations and needs and related to employee morale; 3) Provision of non-material incentives must be in accordance with work performance and employee needs.*

**Keywords:** Employee Placement, Material Incentives, Non-Material Incentives and Job Satisfaction.

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## I. INTRODUCTION

Normatively, qualified and efficient employees do not always reflect a positive attitude towards work, this possibility can be seen from employee behavior that does not support organizational performance. To achieve this, organizational leaders need to build a positive employee attitude towards work, because employee attitude is a factor that determines the behavior or performance of employees in a company (Robbins S.P, 2006) One of the employee attitudes built in an organization or company is job satisfaction, with this Attitude will be a trigger factor to create an attitude of loyalty, work involvement and organizational commitment. As stated by Robbins S.P (2006) that employee performance is determined by his behavior, if the employee's behavior is good, it means that his performance is also good. Whether the employee's behavior is certainly not separated from the aspect of the employee's attitude or morals in carrying out the work of the organization. Employees who have a satisfied attitude towards work are considered capable of increasing high work productivity, reduce employee desires to leave the company, reduce absenteeism, reduce work accidents and reduce employee work stress levels. Employees will be more willing to work hard for the benefit of the organization, if they feel the work being done is fun and interesting. Job satisfaction is an assessment that describes a person's feelings of pleasure or displeasure, attitudes of satisfaction or dissatisfaction with work (Rivai, 2011;856). According to Robbins and Judge (2013) satisfied employees are far more productive than dissatisfied employees. Thus, employee satisfaction with work is an important factor for continuous improvement of company performance.

In order to increase employee job satisfaction, companies need to consider placing employees in positions or tasks that match their educational background and abilities or expertise. If the opposite happens, it will certainly cause employee discomfort at work, or the employee's work results are not optimal. As stated by Mathis, R.L. and Jackson (2006) the placement of employees in the right position will determine the

quality of employee work. The suitability of the placement of employees with the requirements of the position and the capabilities of the employees, creates an atmosphere of working comfort among the employees, and will ultimately generate a satisfied attitude towards the work given. A study by Paramata (2014) found that employee placement is a factor that affects Bank employee job satisfaction. The results of a study by Muliani & Indrawati (2016) indicates that the placement of employees is a factor that can affect employee job satisfaction. Dali et al., (2018) said some placement variables have an influence on employee job satisfaction. Furthermore Rohim & Umam (2020) said that the placement factor has a positive and significant effect on teacher job satisfaction. And research by Gita, Lulu et al., (2022) has also proven that employee placement affects employee job satisfaction. In addition to the factor of employee placement as a factor that affects employee job satisfaction, there are other factors which are material and non-material incentives. material and non-material incentives. Provision of material incentives to employees related to incentives in the form of money or goods based on employee performance.

Non-material incentives given to employees as a form of appreciation or recognition for employee achievements include award certificates (Hasibuan, 2013). From Huttu (1996) literature review, financial or non-financial incentives are important to motivate and produce job satisfaction. Huttu (1996) in his writing mentions that material incentives are called financial incentives and non-material incentives are called non-financial incentives. Non-monetary benefits and incentives are related to the company's efforts to generate job satisfaction and refer to employee welfare. Therefore, material or non-material rewards from the human aspect are more important for companies to produce job satisfaction. Hadiyanto (2012) said that the provision of material and non-material incentives is felt as a reward for employees, and is a factor that greatly influences the desire of employees to stay in the organization. The results of Mushlihin & Muhammad (2018) study revealed that material incentives have a positive and significant effect on employee job satisfaction, while non-material incentives have a positive but insignificant effect. A hospital is an institution that provides comprehensive health services for members of the public, including inpatient, outpatient and emergency services (Permenkes RI No. 147, 2010) As an organization, hospitals need large funds to improve the quality of medical services so that the existence of the hospital can still survive from competition which is increasing in the hospital business. To support the quality of medical services, non-medical support staff are needed to support the implementation of quality of health services in hospitals. Because of the importance of the role of non-medical support personnel, it is necessary to make efforts to realize the quality of hospital services through efforts to increase the satisfaction of non-medical support staff towards work in the hospital.

RSJT is one of the largest hospitals owned by the Riau Provincial government in Pekanbaru, many efforts have been made to increase the job satisfaction of non-medical employees to be more effective in supporting the implementation of the duties of medical personnel to improve the quality of medical services at the RSJT. However, from the results of the field survey, several phenomena were found which still indicate an indication of low employee job satisfaction, including some employees entering the office not in accordance with working hours and some employees still outside during working hours.

## **II. THEORETICAL REVIEW**

### **2.1. Employee Placement.**

Employee placement is an effort to assign a position or task to an employee that matches his or her ability or expertise and education. According to Mathis, R.L. and Jackson (2006) placement is placing a person's work position to the right job position, this suitability will affect the quantity and quality of work. Hasibuan (2013) employee job placement is a follow-up to selection, placing employees in the positions/jobs they need and at the same time devolving power to those employees. Kumar, A & Sharma (2001;179) stated that placement is the determination of the job that will be given to the accepted candidate. Hartatik (2014;77) Job placement is an employee placement strategy based on job analysis information to place employees according to areas of expertise in order to improve performance effectively. Deb, Tapomoy (2022;194) is a process where new employees are given jobs according to their abilities and expertise. Rivai (2009;34), placement is allocating employees to specific job positions, this is especially true for new employees. It was

concluded that the placement of employees is a process of determining the work that will be carried out by the employee according to the employee's ability and expertise, so that the employee feels comfortable working.

Finally, the comfort of the work environment will lead to employee job satisfaction. Kumar, A & Sharma (2001) suggested that the correct placement of employees is an important factor to reduce employee turnover, reduce absenteeism and increase employee morale, overall the correct placement of employees has implications for employee performance and productivity. Dessler (2006) argues that the right placement promotes personal growth, provides a climate that motivates employees, maximizes performance, and increases the likelihood that organizational goals will be met. According to Hasibuan (2013) to determine the placement of employees in the right position, it is necessary to take into account 3 indicators including; 1) Education, this indicator is very supportive for the holder of a position, and is necessary for the smoothness of the duties and responsibilities of the position. 2) Health, that is the placement of workers in a field of work in accordance with the physical and mental health of the worker. 3) Work experience is required for job mastery and usually work experience tends to indicate that the employee has relatively high skills and work expertise.

## **2.2. Material and Non-Material Incentives**

Flippo (1984) defines incentives as payments given by the company to employees or groups of employees based on work performance or results achieved.. Hasibuan (2013;118), incentives are remuneration or additional income given to employees who have achievements beyond the achievement standards. Panggabean (2020), encouraging someone to want to work well and be able to achieve high work performance so as to raise the spirit and motivation of an employee. Suwatno & Priansa (2011) revealed that incentive is something that stimulates the interest to work. Rivai (2009; 384;), a form of payment related to employee performance and profit sharing, payment for the company's success in increasing productivity or saving company costs, the company uses profit sharing. Incentives paid by the company are an important boost to employee motivation to do their best in a task (Condly et al., 2008). Handoko (2011;176), incentives offered to employees to perform work according to or higher than the standard that has been set. Whetten, D. A., & Cameron (2007), the essence of incentives is to build relationships with desired behaviors and outcomes that make employees feel valued. Based on some of the opinions above, it was concluded that incentives are awards given to employees on the basis of work performance produced, aiming to encourage better work performance through behavior change. Incentives given to employees for work performance can be either material or non-material.

According to Suwatno & Priansa (2011;235), Incentives in a company are divided into two groups, namely; Material incentives, namely incentives paid based on work performance, in the form of goods or money. Second, non-material incentives, namely incentives paid to employees not in the form of money, including gifts or pleasure, welfare and good name or glory. Luthans (2006) divides the concept of incentives that are widely used by researchers, namely non-financial incentives (social, use, visual and auditory, manipulation, work design) and financial incentives given to high-performing employees. Mu (2022) mentioned and classified incentives into 2 groups, namely material and non-material incentives. Material incentives refer to the use of material means, especially in the form of gifts, funds and other forms to ensure that people are motivated to obtain material satisfaction. Intangible incentives refer to how companies use methods other than money to motivate employees spiritually, mainly including praise, truth, role models and other forms. If seen from the definition and purpose, it can be said that financial and non-financial incentives have the same meaning as material and non-material incentives. Abdullah & Wan (2013), revealed that substantively, the incentives given to employees to build a relationship between behavior and the desired results, employees who receive incentives feel their achievements are valued. Non-monetary rewards play an important role in building employees' perception of an atmosphere of appreciation in the workplace organization.

When employees are given non-monetary incentives such as opportunities for increased vacation and family allowance, employees may perceive the organization as supportive and caring. Hasibuan (2013), non-material incentives are used as incentives for employees based on work performance in the form of awards

needed to provide long-term motivational effects instead of short-term effects (financial incentives) at work. According to Khan Saif et al., (2012), non-financial incentives play an important role in employees' perception of the reward climate in the workplace. Mu (2022), non-material incentives refer to how companies take methods other than money to motivate employees spiritually, mainly including praise, truth, role models and other forms. Popovic et al., (2009), financial incentives are incentives that will directly improve the financial well-being of employees, for example bonuses, salary increases, allowances, transportation facilities, health, health and life insurance and other facilities such as vacations. Hasibuan (2013) revealed that material incentives are used as incentives to employees based on work performance in the form of bonuses, commissions, profit sharing, deferred compensation and old age assistance. Naldoken, et al., (2011;286), financial incentives given to registered workers such as salary increases, premiums, profit sharing, economic awards, payment packages, etc. Ellis, L., & Pennington (2004), although financial incentives play an important role in motivation, the effect of financial incentives on the level of motivation is more short-term.

### **2.3. Job Satisfaction.**

Job satisfaction is the result of the employee's perception of the job, the extent to which the employee's essential needs are available for the performance of the job (Luthans, 2006). According to Robbins S.P (2006), Job satisfaction shows a positive attitude of employees towards their work, while job dissatisfaction shows a negative attitude towards their work. Handoko (2011), favorable or unfavorable emotional attitudes of employees toward the work they do. Kreitner, R. dan Kinicki (2014), job satisfaction is an affective attitude or emotional response to various aspects related to work. Rivai (2009)) satisfaction is an assessment that describes the feeling of being happy or unhappy, satisfied or dissatisfied at work. According to Habib et al., (2014), the positive attitude of employees towards work shows that employees are satisfied with their work and has a positive effect on employee productivity. From the several definitions described above, concluded that employee job satisfaction in a company is a positive attitude towards work, and is expressed as a feeling of liking or enjoying work.

The measurement of employee job satisfaction towards work is determined by the attitude response of employees towards their work environment which is considered to lead to employee satisfaction. According to Luthans (2006), the attitude of employees that can lead to employee satisfaction is that the work itself must be interesting, support from superiors, supportive colleagues, open promotion opportunities and salaries/wages paid according to performance. No different from the opinion of Rivai (2009;860) which says the indicators used to measure employee job satisfaction include; job content, performance of job duties; supervision; organization and management; opportunity to advance; salary and other financial benefits such as incentives; colleague; and working conditions.

### **2.4. The Effect of Placement on Employee Job Satisfaction.**

The placement of employees in the right work position creates a comfortable work environment and will ultimately generate a satisfied attitude towards work Dessler (2006;120) says the right placement will create a work climate that can increase job satisfaction and motivate employees. Satisfied employees will work seriously because their wants and needs have been met. As stated by Mathis, R.L. and Jackson (2006) the placement of employees in the right positions will determine the quality of the employees' work. The suitability of the placement of employees with the requirements of the position and the capabilities of the employees, creates an atmosphere of working comfort among the employees, and will ultimately generate a satisfied attitude towards the work given. A study by Paramata, M.R (2014) found that employee placement is a factor that affects Bank employee job satisfaction. The effect of placement on employee job satisfaction has been investigated by previous researchers, including Muliani & Indrawati (2016), Dali et al., (2018), Rohim & Umam (2020) and Gita et al., (2022). Muliani & Indrawati (2016) concluded that employee placement is a factor that can affect employee job satisfaction.. From some of the thoughts described above, research hypotheses can be formulated, as follows;

**H<sub>1</sub>:** Partially, employee placement has a significant effect on employee job satisfaction.

### **2.5. The relationship between Material Incentives and Job Satisfaction.**

Job satisfaction is a person's positive attitude regarding pleasant feelings and loves work (Hasibuan, 2013). This positive attitude of employees is the result of providing incentives that are fair and appropriate to the needs and desires of employees (Robbins S.P, 2006;120). The satisfaction they feel will have an impact on the work they do. Mondy (2008;256) efforts that require attention so that employees remain satisfied is by creating more objective incentives through clear goals. Providing appropriate material incentives has a good impact on employees and the company, i.e. employees feel needed by the company and the company is used as a driving force to improve better work performance Prasetyadi & Damayanti (2021). Financial incentives (material incentives) can be a motivator for employees, because these incentives are directly related to improving the financial well-being of employees (Popovic et al., 2009). Prasetyadi & Damayanti (2021) revealed that material incentives affect employee morale. The results of the study by Erbası & Arat (2012) and Gunawan & Dewi (2020) proves that there is a positive and significant relationship between financial incentives and the level of employee satisfaction at work. Erbası & Arat (2012), the results of his research found that the effect of financial incentives on job satisfaction is stronger than non-financial incentives. Mushlihin & Muhammad (2018), material incentives that match employee performance and expectations result in higher employee job satisfaction. From some of the thoughts described above, research hypotheses can be formulated, as follows;

**H<sub>2</sub>:** Partially, providing material incentives has a significant effect on employee job satisfaction.

### **2.6. The Relationship between Non-Material Incentives and Job Satisfaction.**

Employees' positive attitude towards work is a determining factor for an employee's job satisfaction, and this attitude will determine the behavior or performance of employees in the company (Robbins S.P, 2006). Giving incentives to employees affects increasing employee job satisfaction. According to Prasetyadi & Damayanti (2021), non-material incentives are factors that can increase employee morale. Erbası & Arat (2012), Tausif (2012) and Hasibuan (2013) revealed a positive and significant relationship between non-financial incentive payments and employee job satisfaction. Tausif (2012) suggests that organizations should consider non-financial incentives to increase employee job satisfaction. The results of research by Sabina et al., (2015) have proven that giving non-financial incentives in the form of awards has a very strong relationship with increasing teacher job satisfaction in Kisii-Kenya Public Middle Schools. According to Hadiyanto (2012), non-material incentives can not only increase job satisfaction but can also reduce the desire of employees to leave the company. Research by Mushlihin & Muhammad (2018) is different from previous research in that material incentives have a positive and significant effect on employee job satisfaction, while non-material incentives have a positive but not significant effect. Qader (2021) and Prasetyadi & Damayanti (2021) produced research which concluded that there was a significant influence of non-material incentives in the form of achievement awards on employee morale. From some of the thoughts described above, research hypotheses can be formulated, as follows;

**H<sub>3</sub>:** Partially, there is a significant effect of providing non-material incentives on employee job satisfaction.

Of the 3 research hypotheses that have been formulated above, these three hypotheses focus more on partial hypothesis testing. Therefore, it is also important for this research to formulate research hypotheses simultaneously, this is in accordance with the research objectives and framework. The formulation of the research hypothesis is as follows;

**H<sub>4</sub>:** Simultaneously, employee placement, material incentives and non-material incentives affect employee job satisfaction.

## **III. METHODS**

The quantitative research approach uses a type of explanatory research (explanatory research), which is research aimed at explaining the relationship between the variables of employee placement, material incentives and non-material incentives with job satisfaction variables. Furthermore, all study variables were reduced to some study indicators and indicators were reduced to study instruments. After the data is collected, it is necessary to carry out data analysis using multiple linear regression statistical techniques based on the SPSS program. The research object is RSJT as a public hospital belonging to the Government of

Riau Province in Pekanbaru city. The research population was all staff of the General Administration and Finance Section of the RSJT, totaling 72 people. If the research population is  $\leq 100$ , it is advisable to take all population units as research respondents (Arikunto, 2010). Based on this premise, all population units are used as study respondents. The data collection technique uses the technique of distributing questionnaires (questionnaires) to employee respondents taking into account the respondent's limited time and relatively high level of knowledge to understand the content of the questionnaire. The data collected includes; employee placement, giving of material and non-material incentives. Multiple linear regression statistical techniques are used to analyze whether there is an effect of placement, material incentives and non-material incentives on job satisfaction of RSJT employees. Statistical techniques using SPSS version 22.

#### IV. RESULT AND DISCUSSION

**Table 1.** Validity Test

No	Variables	Indicator	Correlation	Description
1.	Employee Placement (X1)	X1.1	0,723	Valid
		X1.2	0,678	Valid
		X1.3	0,858	Valid
		X1.4	0,873	Valid
		X1.5	0,85	Valid
		X1.6	0,856	Valid
		X1.7	0,786	Valid
		X1.8	0,825	Valid
2.	Material Incentive (X2)	X2.1	0,824	Valid
		X2.2	0,868	Valid
		X2.3	0,865	Valid
		X2.4	0,865	Valid
3.	Non-Material Incentives (X3)	X3.1	0,815	Valid
		X3.2	0,889	Valid
		X3.3	0,900	Valid
		X3.4	0,871	Valid
4.	Job Satisfaction (Y)	Y1	0,655	Valid
		Y2	0,728	Valid
		Y3	0,808	Valid
		Y4	0,819	Valid
		Y5	0,755	Valid
		Y6	0,690	Valid

*Source: Data processed, 2022*

The results of the validity test in the table above show that all items of the statement of the study variables, namely employee placement, material incentives and non-material incentives have a correlation coefficient ( $r$ ) with a total score of 0.30 for each variable. This result shows that all statement items in the research instrument are valid (Sugiyono, 2012:118).

**Table 2.** Reliability Test

NO.	Variable	Cronbach's Alpha	Description
1.	Employee Placement (X1)	0,992	Reliable
2.	Material Incentive (X2)	0,883	Reliable
3.	Non-Material Incentives (X3)	0,891	Reliable
4.	Job Satisfaction (Y)	0,835	Reliable

*Source: Data processed, 2022*

Reliable instruments are instruments that can be used to measure the same object repeatedly and produce the same data. The results of the research instrument test are said to be reliable if the Cronbach's alpha value is 0.60 (table 2) The results of the reliability test showed that the three research instruments had a Cronbach's Alpha coefficient above 0.60. These results conclude that all research instruments are "reliable", meaning that all instruments can be used to conduct research.

**Table 3.** Normality Test

		Unstandardized Residual
N		72
Normal	Mean	,0000000

Parameters <sup>a,b</sup>	Std. Deviation	2,14393940
Most Extreme Differences	Absolute	,071
	Positive	,052
	Negative	-,071
Test Statistic		,071
Asymp. Sig. (2-tailed)		,200 <sup>c,d</sup>

Source: Processed Data, 2022

The normality test aims to test whether the dependent variable and independent variable are normally distributed or not in the multiple regression model. From the normality test, the Kolmogorov-Smirnov value is 0.71 and the Asymp.Sig value. (2-tailed) of .200 where Asymp. Sig. (2-tailed) is greater than the significance level of 0.05. The results of this test conclude that all variables in the study are normally distributed and can be continued to the multiple linear regression test stage.

**Table 4.** Uji Multikolinieritas

NO.	Model	Collinearity Statistic	
		Tolerance	VIF
1.	Employee Placement (X1)	0,484	2,067
2.	Material Incentive (X2)	0,263	3,798
3.	Non-Material Incentives (X3)	0,304	3,289

Source: Processed Data, 2022

The multicollinearity test is used to determine whether there is a correlation between the independent variables; employee placement, material incentives and non-material incentives in the multiple regression model. (Ghozali, 2016). If the VIF value < 10 or the Tolerance value > 0.01, then multicollinearity does not occur. If the VIF value is > 10 or the Tolerance value is <0.01, then multicollinearity is declared. The results of the multicollinearity test (table 4) obtained the value of VIF (Variance Inflation Factor) is < 10 and has a tolerance score > 0.1, this means that there is no multicollinearity between the independent variables; employee placement, material incentives and non-material incentives in the regression model.

### Multiple Regression Equation

**Table 6.** Multiple Linear Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std.Error	Beta
(Constant)	4,340	1,523	
Employee Placement (X1)	,177	,072	,265
Material Incentive (X2)	,413	,162	,351
Non-Material Incentives (X3)	,296	,144	,260

a. Dependent Variable: Job Satisfaction\_Y

Source: Processed Data, 2022

Based on the table above, the multiple linear regression equation can be expressed in the form of the following equation formula:

$$Y = 4,340 + 0,177 X1 + 0,413 X2 + 0,296 X3$$

Description :

Y = Job Satisfaction

X1 = Employee placement

X2 = Material Incentive

X3 = Non-Material Incentives

Some explanations of the multiple linear regression equation above, namely: the influence of employee placement (X1) on job satisfaction (Y) is 17.70% (0.1777), the influence of material incentives (X2) on job satisfaction (Y) is 41.30% (0.413), and the influence of non-material (X3) on job satisfaction (Y) of 29.60% (0.296). The influence of each variable X on variable Y only applies if it is assumed that other variables outside the variables discussed remain constant. A constant value of 4.340 indicates the value of the dependent variable employee job satisfaction (Y) of 4.340 without the influence of employee placement variables (X1), material incentives (X2) and non-material incentives (X3).

### Coefficient of Determination

The purpose of testing the coefficient of determination (R<sup>2</sup>) in multiple linear regression is to find out and predict how much the independent variables contribute or influence, namely employee placement, material incentives and non-material incentives on job satisfaction variables together. From the results of the coefficient of determination test, the R<sup>2</sup> value is 0.631 or 63.10%, this means that job satisfaction is influenced by employee placement, material incentives and non-material incentives simultaneously (simultaneously) of 63.10%, while the remaining 36.90% is influenced by by factors other than those mentioned in the research model.

**Table 7.** Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,794 <sup>a</sup>	,631	,615	2,131

a. Predictors: (Constant), Placement (X1), Material Incentive (X2) and Non Material Incentive (X3),

Source: Processed Data, 2022

### Hypothesis test

F test (simultaneously)

**Table 8.** Results of the F Test (Simultaneous Test)

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	528,105	3	176,035	38,768	,000 <sup>b</sup>
	Residual	308,770	68	4,541		
	Total	836,875	71			

a. Dependent Variable: Job Satisfaction\_Y

b. Predictors: (Constant), Employee Placement (X1), Material Incentive (X2) and Non Material Incentive (X3)

Source: Processed Data, 2022

From the results of the multiple linear regression test, the calculated F value was 38.768 and the F table value with a confidence level of 95% and  $\alpha = 0.05$ ;  $df = (k : n-k) = (3:69)$  of 2,737. The results of the comparison of F test value with F table value show that the results of the calculated F test (38.768) > F table (2.737) and Sig (0.000) < 0.005 then this means that the null hypothesis (H<sub>0</sub>) is rejected and hypothesis 4 (H<sub>4</sub>) is accepted. Thus it can be concluded that simultaneously employee placement, material incentives and non-material incentives have a significant effect on job satisfaction of non-medical RSJT employees. To find out the significance of the effect of placement, material incentives and material incentives on job satisfaction of non-medical employees at RSJT Pekanbaru partially, it can be done using the t-test.

### T test (Partially)

The t-test is intended to test whether employee placement, material incentives, and nonmaterial incentives partially affect employee job satisfaction. From the results of the partial test, the calculated t-value was obtained based on the calculation of the multiple linear regression analysis.

**Table 9.** Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	$\beta$	Std. Error	Beta		
(Constant)	4,340	1,523		2,849	,006
Employee placement (X1)	,177	,072	,265	2,472	,016
Material incentive (X2)	,413	,162	,351	2,550	,013
Non-material incentive (X3)	,296	,144	,260	2,053	,044

Dependent Variable: Job Satisfaction (Y)

Source: Processing results, 2022

From multiple linear regression analysis The results of the partial hypothesis test (t-test) were obtained as follows:

1. From the partial test (t test), the effect of the employee placement variable ( $X_2$ ) on the job satisfaction variable (Y), the t-value 2.472 was higher than the t-table at 1.995 ( $\alpha = 0.05$ ;  $df = n-k$ ), or Sig (0.016) < 0.05, then rejected the null hypothesis ( $H_0$ ) or accepted  $H_1$ . These results conclude that employee job satisfaction is positively and significantly influenced by employee placement. The more educated staff placement expertise and how much more appropriate the experience The higher the employee's attitude towards the job, the higher the employee's satisfaction with the job.

2. From the partial test (t test), the effect of material incentive variable ( $X_3$ ) on job satisfaction variable (Y) was obtained for t-value 2.550 higher than the t-table value of 1.995 ( $\alpha = 0.05$ . ;  $df = n - k$ ) or Sig (0.04) < 0.05, then rejected the null hypothesis ( $H_0$ ) or accepted  $H_2$ . The results of this hypothesis test concluded that material incentives had a positive and significant effect on satisfaction. on the job The more appropriate it is to provide material incentives based on employee hopes and wishes. The more positive the attitude of employees towards their work, the more they feel. satisfied with the job.

3. From the partial test (t test), the effect of the non-material incentive variable ( $X_4$ ) on the job satisfaction variable (Y) was obtained for a t-value of 2.053 greater than a t-table of 1.995 ( $\alpha = 0.05$ . ;  $df = n - k$ ) or Sig (0.013) < 0.05, then reject the null hypothesis ( $H_0$ ) or accept  $H_3$ . Employee satisfaction The more appropriate the incentives for non-substantial incentives to employee performance and needs, the more appropriate. Employees' job satisfaction will increase accordingly. work in the organization.

### **Discussion and Discussion**

1. The results of the study prove that the job satisfaction of RSJT non-medical staff is significantly influenced by the placement of employees, material incentives and non-material incentives. This effect indicates that the placement of non-medical RSJT employees is in accordance with the abilities and work experience of employees, the provision of material incentives is in accordance with the expectations and work needs of employees and is accompanied by the provision of non-material incentives needed by employees to increase morale. Thus, RSJT must be able to place employees in job positions that are in accordance with the education, knowledge, experience and expertise of the employees. This effort must be continued by providing material incentives that are adjusted to the expectations and desires of non-medical employees at the RSJT. Furthermore, it is followed by the payment of non-material incentives according to the needs of employees to get recognition and rewards for high work performance. Through this activity, the leadership of the RSJT can create and generate job satisfaction for non-medical employees to support the duties of medical employees at the RSJT.

#### **2. The Effect of Employee Placement on Job Satisfaction.**

The results of the study prove that the job satisfaction of non-medical employees is significantly influenced by the right job placement factor. This positive influence shows that the more accurately the RSJT leadership places the work positions of non-medical employees, the more arise and increase the job satisfaction of non-medical employees. Placement of employees who consider aspects of education, expertise and experience, will be able to generate positive attitudes of non-medical employees towards work as supporting the success of medical assignments at the RSJT. From the results of the strength test for the influence of job placement on non-medical employee job satisfaction, a  $\beta$  value of 17.70% was obtained, this illustrates that the employee's perception of the placement made by the leadership of the RSJT does not match the expectations and desires of the employees. The results of this study are in line with Mathis, R.L. and Jackson (2006), that the placement of employees in the right position or adjusted to the needs of the position and the ability of employees, can generate a satisfied attitude of employees towards the work given. he results of this study also support previous research, Muliani & Indrawati (2016) and Dali et al., (2018) which conclude that employee placement is a factor that can influence the emergence of employee satisfaction with work. Furthermore, Rohim & Umam (2020) has also proven that employee placement has a significant effect on teacher job satisfaction.. study also supports the results of research by Gita et al., (2022) that employee placement is a factor that can influence employee satisfaction with work.

### 3. The Effect of Material Incentives on Job Satisfaction.

The research results prove that employee job satisfaction is significantly influenced by the provision of material incentives. If the leadership of RSJT provides the right material incentives such as bonuses and allowances according to the expectations and wishes of non-medical employees, then employees will appear satisfied with their work in support of medical duties at RSJT. Material incentives are the most dominant variable affecting employee job satisfaction, when compared to the variables of placement and non-material incentives, which is 41.30%, while placement is 17.70% and non-material incentives is 29.60%. The results of this study support research by Hadiyanto (2012) that material incentives are a factor that can influence employees' desire to remain in the organization, if material incentives are effective in increasing employee job satisfaction. Mushlihin & Muhammad (2018), provision of material incentives in accordance with the performance and expectations of employees, found many employees who have high job satisfaction. The research results also support Prasetyadi & Damayanti (2021) that material incentives are a factor that has a significant effect on the emergence of employee morale.

### 4. The Influence of Non-Material Incentives on Job Satisfaction.

The results of the study have proven that the job satisfaction of non-medical employees at the Pekanbaru Hospital is significantly influenced by material incentives. Giving non-material incentives to non-medical RSJT workers is a gift and award given by hospital leadership to brilliant workers, because these prizes and awards are really needed by workers in order to maintain and increase the attitude of satisfaction with the work of non-medical employees at RSJT. The results of this study support previous research, Hadiyanto (2012), non-material incentives are factors that can influence the desire of workers to remain in the organization. This study also strengthens the results of research by Zaputri et al., (2013) and Apsari & Riana (2017), which revealed non-material (non-financial) incentives have a significant effect on job satisfaction. Qader (2021) proves that achievement awards as non-material incentives have a positive correlation with worker job satisfaction. In detail revealed by Sabina et al., (2015) that the provision of non-financial incentives in the form of awards has a very strong relationship with an increase in teacher job satisfaction in Kisii-Kenya Public Middle Schools. The results of this study also support the results of research by Prasetyadi & Damayanti (2021), that non-material incentives have a positive and significant effect on employee morale partially.

## V. CONCLUSION

This study proves that the job satisfaction of non-medical employees is positively influenced by staffing factors, material incentives and non-material incentives. If the placement is carried out correctly, giving material incentives in accordance with the wishes and expectations of employees and followed by giving non-material incentives that are more oriented to the needs of employees, the job satisfaction of non-medical employees will increase. Thus, there is an increase in the performance of non-medical employees to support the implementation of medical duties RSJT Pekanbaru so that it runs well and according to medical needs. The results of the study also prove that job satisfaction is significantly influenced by the placement of non-medical employees at RSJT Pekanbaru partially, meaning that if employees feel that there is a suitability of work placement with their education, skills and experience, it is hoped that it will bring non-medical employee satisfaction with work to support implementation of the duties of medical personnel at RSJT Pekanbaru.

Providing material incentives has a significant effect on job satisfaction of non-medical employees of RSJT Pekanbaru, employees feel that the provision of material incentives is in accordance with the wishes and expectations of employees so that it can trigger and generate employee satisfaction with the work carried out to support the implementation of the duties of medical personnel at RSJT Pekanbaru. Significantly, non-medical RSJT employee job satisfaction is influenced by the provision of non-material incentives, employees perceive the provision of non-material incentives in accordance with work performance and employee needs, namely getting awards or recognition, getting promotion opportunities, opportunities to attend training and get leave entitlements; so that this can lead to employee satisfaction towards work as a support for the work of medical personnel at RSJT Pekanbaru.

## VI. RECOMMENDATION

With the proven simultaneous influence of placement variables, material incentive variables and non-material incentive variables on employee job satisfaction, it is suggested to the RSJT leadership that the decision to place employees must be followed by an increase in the provision of material incentives and non-material incentives. In order for the placement of employees to have a high contribution to job satisfaction, it is suggested to the RSJT leadership to consider the suitability of the placement with the education, skills and work experience of non-medical staff. To increase the contribution of material incentives to increase the job satisfaction of non-medical employees, it is suggested to the leadership of RSJT Pekanbaru that the material incentives provided are adjusted to the expectations and needs of employees, namely bonuses and benefits must be fair, timely and can trigger employee morale. To increase the contribution of providing non-material incentives to increasing job satisfaction of non-medical employees, it is recommended to the leadership of the RSJT to provide non-material incentives in accordance with work performance and employee needs, namely giving awards or recognition, providing promotion opportunities, providing opportunities for training opportunities and leave.

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