Indonesian Journal of Applied and Industrial Sciences (ESA)
Vol. 5, No. 5, 2026 : 315 - 324

The Effect of Non-Financial Rewards on Job Satisfaction Among Interns at The St. Regis Bali Resort

Ni Ketut Pratiwi Indriyani[1]*, Ida Ayu Kalpikawati[2], Ni Nyoman Suci Arthini[3]
Bali Tourism Polytechnic
Corresponding Author: Ni Ketut Pratiwi Indriyani tiwiindriyani12@gmail.com

A R T I C L E I N F O

Keywords: Non-Financial Rewards, Job Satisfaction, and Interns

Received : 18 July 2026
Revised : 20 August 2026
Accepted: 24 September 2026

©2026 Indriyani, Kalpikawati, Arthini: This is an open-access article distributed under the terms of the Creative Commons Atribusi 4.0 Internasional.

A B S T R A C T

The point of this study is to work out what effect non-financial rewards on job satisfaction among interns at The St. Regis Bali Resort. A quantitative research method was employed using a saturation sampling technique involving 91 interns at the resort. Positive and significant results were found in the data analysis. effect on (x) and (y) of non-financial rewards, the t-value, which has been meticulously calculated, has proven to be in excess of the established benchmark critical t-value (7.141 > 1.987) and a significance level less than α (0.000 < 0.05). Therefore, it can be concluded it has been found that job satisfaction is positively impacted by non-financial rewards of interns at The St. Regis Bali Resort. This effect is also significant.

INTRODUCTION

Job satisfaction is the extent of satisfaction or happiness felt by employees toward their work and work environment Wardhana (2024). Additionally, Employees' positive feelings towards their job are known as job satisfaction. (Dalal et al., 2023). Levels of job satisfaction or dissatisfaction arise because each person has different abilities and needs. These needs are not only related to material matters, such as salary, it is also necessary to consider non-material aspects. For example, recognition, career advancement opportunities, opportunities for self-development, as well as social and spiritual needs (Wulandari et al., 2024).

One of the five-star hotels in Nusa Dua, The St. Regis Bali Resort, involves interns in supporting the smooth operation of the hotel. Therefore, management needs to provide adequate attention to interns through mentoring, learning opportunities, and recognition of their performance to support their work experience and enhance job satisfaction during their internship. The number of interns at The St. Regis Bali Resort during the period from June 2025 to January 2026 was recorded at 91. This number represents a decrease compared to the initial number of interns, which was 98, resulting in a 7% decline. This situation may indicate a potential mismatch between the interns' expectations and the working conditions they experienced during their internship. The decline in the number of interns occurred from the second through the fifth month of the internship period.

The data collected shows that interns receive various forms regarding non-financial rewards, mentoring on the job, recognition of achievements, and learning opportunities in a professional work environment is an example. These findings indicate that the implementation of non-financial rewards has its own dynamics in influencing interns' job satisfaction. Differences in perceived satisfaction levels suggest that the provision of non-financial rewards does not always elicit the same response from every individual, it depends on the form of the reward and how it is received by the interns. This indicates that interns' job satisfaction is influenced not only by the work experience they gain but also by the recognition they receive while performing their duties, particularly in the form of non-financial rewards.

Non-financial rewards are a form of recognition that does not take the form of money, but rather consists of praise, acknowledgment, opportunities for learning and growth, a positive work environment, and harmonious relationships among coworkers. According to Koencoro and Dwi (2013) as cited in Saputra et al. (2017), The classification of rewards as either intrinsic or extrinsic is based on their origin: extrinsic rewards are those that come from outside the individual, whereas intrinsic rewards are those driven by the individual. Interns receive various forms of non-financial rewards, such as recognition and praise for performance, learning opportunities through mentorship, involvement in operational activities, and hands-on work experience. These forms of non-financial rewards demonstrate the hotel's efforts to show appreciation while supporting the learning process and skill development of interns during the internship program. However, the effectiveness of the non-financial rewards

provided may be perceived differently by each intern, which has the potential to influence their level of job satisfaction while participating in the internship program.

Research by Hamzah & Matkhairuddin (2023) shows that non-financial rewards, such as praise and recognition from supervisors, can increase employee job satisfaction. Although reward systems are considered effective, ongoing evaluation is important for maintaining job satisfaction. In contrast, research by Huang et al. (2023) found that performance, recognition, and development opportunities have a significant positive impact on job satisfaction, while well-being and work-life balance do not have a significant effect. So, most research on human resources in the hospitality industry has generally focused on permanent employees and emphasized rewards, performance, and job satisfaction ((Tumati & Yousfi, 2023).

Previous research has shown inconsistencies in the effect non-financial rewards have an impact on job satisfaction. These varying findings indicate that the relationship between non-financial rewards and job satisfaction is an important one to consider, particularly among interns in the five-star hospitality industry. Furthermore, empirical studies examining interns in this sector remain limited, especially in the context of the relationship under discussion. This study is important to determine the extent of the influence of non-financial rewards on job satisfaction among interns, particularly in the work environment of a five-star hotel such as The St. Regis Bali Resort.

LITERATURE REVIEW

Non-financial rewards

Non-financial rewards are forms of recognition given not in the form of money, but rather in the form of acknowledgment, opportunities for career advancement, and a positive work environment (Umam et al., 2025). Non-financial rewards, adapted from Armstrong (2010), focus on intrinsic and extrinsic factors in the work environment, as outlined in reward management theory. This study specifically examines "recognition" and "opportunity to grow," the latter of which was modified to "learning opportunity." This revision aligns with the emphasis on interns' learning experiences, skill development, and acknowledgment of their contributions during the internship program. Furthermore, a study by Michella & Edalmen (2022) states that rewards (X1) have a positive and significant effect on job satisfaction (Y). Based on the definitions presented, the hypotheses used in this study are as follows:

H0: Non-financial rewards do not have a significant effect on the job satisfaction of interns.
H1: Non-financial rewards have a positive and significant effect on the job satisfaction of interns.

Job Satisfaction

As stated by Zulkifli (2022), satisfaction at job is the feeling of pleasure or dissatisfaction whereby an individual experiences toward their job. In line with this, Augustine et al. (2022) state that job satisfaction reflects an individual's

positive or negative feelings arising from their work experiences and conditions. Thus, job satisfaction is related to an individual's level of comfort, happiness, and acceptance of their job.

Job satisfaction plays a crucial role in preventing negative employee behavior, such as the desire to resign or move to another company, excessive filing of complaints, refusal to follow managers' or supervisors' instructions, neglect of job responsibilities, and even acts of sabotage and decreased performance. Consequently, job satisfaction is a crucial factor for a company to thrive. Therefore, it is important for organizations to identify and enhance job satisfaction through various approaches both internal and external as well as through material and non-material factors (Hartini et al., 2021). Job satisfaction, as measured by the dimensions of satisfaction outlined in the study by Karaferis et al. (2022),focuses on motivators and hygiene factors. These are based on Herzberg's Two-Factor Theory. Key dimensions include supervision, co-workers, job nature, communication and operational procedures, which reflect individual perceptions of their work experience during job activities.

The research The study utilized the following framework is presented in Figure 1, namely.

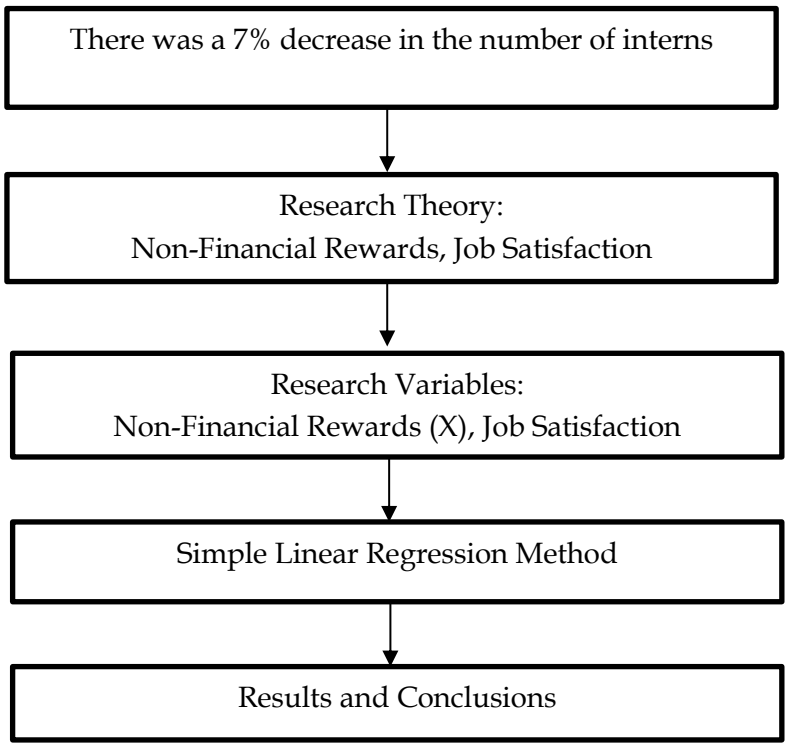

Figure 1. Research Framework

METHODOLOGY

The subject of this study focuses on non-financial rewards as indicators that influence job satisfaction among interns during their internship program. The research was conducted at The St. Regis Bali Resort, located in the Nusa Dua tourist area, Lot S6, P.O. Box 44, 80363 Nusa Dua. A quantity-based method was used, with a total sample size of 91 interns who had completed their internships in various departments between June 2025 and January 2026 at The St. Regis Bali

Resort; thus, this study involved 91 interns from the entire population as respondents. Analysis of the data using simple linear regression aimed to determine the impact of the independent variable (x)—in this case, non-financial rewards—on the dependent variable, namely job satisfaction (y).

RESEARCH RESULT

Instrument Study

a. Validity Test

The table below This serves validity test results.

Table 1Validity Test Results

Variables	Number of Items	r-value Range	r-table	result
Non-Financial Rewards (X)	12	0,338 – 0,599	0,206	All items are valid
Job Satisfaction (Y)	16	0,418 – 0,615	0,206	All items are valid

Source: Primary Data, 2026 (processed)

The table above show that testing validity for variables non-financial rewards and job satisfaction shows that all statement is valid, because the r value obtained taller compared to with the limit value of r listed in the table.

b. Reliability Test

The table below these present results from reliability testing.

Table 2Reliability Test Results

Statement Items	Total Item Statement	*Cronbach's Alpha*	Information
Non-Financial Awards (X)	12	0.661	Reliable
Job Satisfaction (Y)	16	0.836	Reliable

Source: Primary Data, 2026 (processed)

The table above show variables non- financial rewards and job satisfaction mark *Cronbach's alpha* bigger from 0.60 with thus, the statements the considered can trusted.

Assumption Test Classic

a. Normality Test

The following table This show Kolmogorov-Smirnov normality test results.

Table 3Results of Normality Test

Normality Assesment	Sample	Statistic	Sig	Results
Kolmogorov-Smirnov	91	0,078	0,200[d]	Normally Distributed

Source: Research Results, 2026

Normality test on the table on own mark Asymp. Sig (2-tailed) is 0.200 (0.200 > 0.05), then Kolmogorov-Smirnov test results are distributed normally.

b. Heteroscedasticity Test

The table below This serves related heteroscedasticity test results.

Table 4Heteroscedasticity Test Results

Coefficients [a]						
		Unstandardized Coefficients		*Standardized Coefficients*		
Model		*B*	*Std. Error*	*Beta*	*t*	*Sig.*
1	*(Constant)*	*12,059*	*4,323*		*2,790*	*.006*
	Non- Financial Awards	*-.157*	*.082*	*-.199*	*-1,916*	*.059*
a. Dependent Variable: ABS_RES						

Source: Research Results, 2026

Based on results testing heteroscedasticity that has been presented previously, can withdraw conclusion that the variable "non- financial rewards" has mark significance (Sig.) of 0.059 which is greater big from 0.05. With thus, the thing This fulfil Glejser's test conditions, which state that no there is heteroscedasticity If mark significance exceeds 0.05. Conclude that the regression model in study This No own problem heteroscedasticity.

c. Test Linearity

The table below This present linearity test results variables non-financial rewards and job satisfaction.

Table 5Results of Linearity Test

Variables	Value	Sig.
Job Satisfaction*Non-Financial Rewards	Deviation of Linearity	0,476

Source: Processed data, 2026

Value for deviation is 0.476 more big than 0.05. This indicates that No There is deviation from a straight line, so that correlation between non-financial rewards and job satisfaction among participant internship at The St. Regis Bali Resort can depicted as linear relationships.

Assumptions Classic

a. Analysis Simple Linear Regression

The table below serves related heteroscedasticity test results

Table 6Analysis Results Simple Linear Regression

Coefficients [a]								
		Unstandardized Coefficients		*Standardized Coefficients*			*Collinearity Statistics*	
Model		*B*	*Std. Error*	*Beta*	*t*	*Sig.*	*Tolerance*	*VIF*
1	*(Constant)*	*18,103*	*7,220*		*2,507*	*.014*		
	Non-Financial Awards	*.976*	*.137*	*.604*	*7,141*	*.000*	*1,000*	*1,000*
a. Dependent Variable: Job Satisfaction								

Source: Primary Data, 2026

Based on values constant and coefficient regression from variables independent, obtained equality simple linear regression following this:

$$Y=18.103+0.976\ X\ldots\ldots\ (1)$$

Give information that, the results regression show constant This totaling 18,103, while number coefficient regression for non- financial rewards is 0.976 and has positive value. This means that every improvement in non- financial awards will increase job satisfaction among internships, so that there is a positive correlation surrounded by second variables.

b. t-test

Because the t value obtained is taller compared to with t table value (7.141 > 1.987) and the level of significance more low from α (0.000 < 0.05), H0 is rejected and H1 is accepted. This shows that non- financial rewards (X) provide impact positive and significant to job satisfaction among participant internship at The St. Regis Bali Resort.

c. Coefficient Determination

The table below This present coefficient test results determination.

Table 7Coefficient Test Results Determination

Model Summary [b]				
Model	*R*	*R Square*	*Adjusted R Square*	*Standard Error of the Estimate*
1	*.604* [a]	*.364*	*.357*	*4,851*
a. Predictors: (Constant), Non- Financial Rewards				
b. Dependent Variable: Job Satisfaction				

Source: Primary Data, 2026

Results in the table the show that non- financial awards give contribution of 36.4% (0.364*100%), while part large, namely 63.6%, is influenced by other aspects that are not investigated in these studies.

DISCUSSION

t-test results show that non-financial rewards have a positive and significant effect on job satisfaction of interns at The St. Regis Bali Resort ($t = 7.141 > 1.987$; $p < 0.001$). The regression coefficient value ($B = 0.976$) indicates that each An increase in non-financial rewards leads to an increase in job satisfaction. This variable contributes 36.4% to job satisfaction, while 63.6% It is influenced by factors outside the scope of the study. These findings support Herzberg's Two-Factor Theory which places recognition and growth opportunities as motivating factors that increase job satisfaction, as well as Armstrong's concept of non-financial rewards which emphasizes the importance of recognition and self-development opportunities. The results of this study are also This matches the results of the research Hamzah & Matkhairuddin (2023) , Michella & Edalmen (2022) , and Huang et al. (2023) , which shows that non-financial rewards, especially recognition and development opportunities. This has a positive effect. It also has a significant effect. The effect is on job satisfaction.

CONCLUSIONS AND RECOMMENDATIONS

Based on the research findings, it can therefore be concluded that non-financial rewards have a positive and substansial effect on the job satisfaction of interns at The St. Regis Bali Resort ($t = 7.141$; $p < 0.05$). The regression coefficient ($B = 0.976$) indicates that an increase in non-financial rewards is associated with an increase in job satisfaction among interns. This variable accounts for 36.4% of the variance in job satisfaction.

ADVANCED RESEARCH

Subsequent research endeavours are recommended in order to incorporate further variables, it is necessary to consider influence interns' job satisfaction, such as compensation, work environment, leadership style, organizational culture, or individual factors, given that non-financial rewards in this study accounted for only 36.4% of the variation in job satisfaction.

ACKNOWLEDGMENT

The author expresses his heartfelt gratitude to God Almighty for His grace and abundant blessings, which enabled him to complete this research project successfully and smoothly.

REFERENCES

Augustine, A. K., Sunaryo, A. C., & Firmansyah, Y. (2022). Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan. *Jurnal Riset Ekonomi*, *2*(1), 147–156.

Dalal, T., Vyas, R., & Raghuwanshi, S. (2023). Study the effect of material and non-material benefits on job satisfaction. (with special reference to employees of selected companies in m.p.). *Journal of Human Rights*, *10*(III), 70–78.

Hamzah, N. M., & Matkhairuddin, S. (2023). Impact of Non-Financial Rewards on Employees ' Job Satisfaction. *E-Academia Journal*, *12*(2), 119–132.

Hartini, Ramaditya, M., Irwansyah, R., Putri, D. E., Ramadhani, I., Wijjiharta, Bairizki, A., Firmadani, F., Febriyanti, Suandi, Julius, A., Pangarso, A., Satriawan, D. G., Indiyati, D., Sudarmanto, E., Panjaitan, R., Lestari, A. S., & Farida, N. (2021). *Perilaku organisasi* (p. 17). Widina Bhakti Persada Bandung (Grup CV. Widina Media Utama).

Huang, H., Deng, Y., & Qin, C. (2023). The Effect of Total Rewards on Job Satisfaction. *Academic Journal of Humanities & Social Sciences*, *6*(25), 1–6. https://doi.org/10.25236/AJHSS.2023.062502

Michella, & Edalmen. (2022). *Pengaruh Penghargaan, Lingkungan Kerja, Dan Hubungan Kerja Terhadap Kepuasan Kerja Karyawan*. *04*(04), 987–996.

Saputra, D., Nurlina, & Hasan, L. (2017). Pengaruh Reward (Penghargaan) Dan Punishment (Sanksi) Terhadap Produktivitas Kerja Karyawan Pt. Kereta Api Indonesia (Persero) Divisi Regional Ii Sumatera Barat. *Jurnal Manajemen Dan Kewirausahaan*, *8*(1), 1–14.

Tumati, R., & Yousfi, D. M. Al. (2023). Reward System And Job Satisfaction Among Employees In The Hotel Industry In The Sultanate Of Oman. *Reaserach Journal of Business and Management*, *10*, 19–28. https://doi.org/10.17261/Pressacademia.2023.1715

Umam, M. K., Ikhwan, M. B., & Setiawan, A. (2025). Pengakuan Di Luar Gaji: Eksplorasi Sistem Reward Non-Finansial Dalam Retensi Guru Dan Kepuasan Kerja. *Jurnal Manajemen Pendidikan Dan Keislaman*, 332–342.

Wardhana, A. (2024). Kepuasan Kerja SDM. In H. F. Ningrum (Ed.), *Manajemen Sumber Daya Manusia (Pendekatan Profesional)* (p. 87). CV. MEDIA SAINS INDONESIA Melong Asih Regency B40 - Cijerah.

Wulandari, N. P. C. T., Sulistyawati, N. L. ketut S., & Sihombing, I. H. H. (2024). The Impact of Motivation and Job Satisfaction on Employee Performance at Maya Sanur Resort & Spa. *Journal of Mandalika Review*, *3*(2), 11.

Zulkifli, Z. (2022). *Faktor-Faktor Yang Mempengaruhi Kinerja Pegawai : Kepemimpinan , Motivasi Dan Kepuasan Kerja (Studi Literature Review Msdm)*. *3*(1), 414–423.