



THE ROLE OF ORGANIZATIONAL COMMITMENT AS A MEDIATION VARIABLE OF COMPENSATION AND MOTIVATION ON THE PERFORMANCE OF BUKIT DUABELAS NATIONAL PARK EMPLOYEES

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Abstract: This study was conducted to analyze compensation and motivation on the performance of Bukit Duabelas National Park employees with organizational commitment as a mediating variable. The results showed that the description of compensation, motivation, organizational commitment and employee performance was running as it should. Compensation has no effect on organizational commitment and compensation has no effect on employee performance. Motivation has a positive and significant effect on organizational commitment, but motivation has no effect on employee performance. Organizational commitment has a positive and significant effect on employee performance, but organizational commitment is not proven to mediate compensation on performance employees with the nature of the competitive-mediating relationship and subsequently organizational commitment has been proven to mediate motivation on employee performance with the nature of the full-mediating relationship. The empirical findings above provide an illustration that the organizational commitment variable is able to mediate the motivational variable on employees performance, meaning that to improve the performance of the TNBD Hall employees, it is necessary to go through the organizational commitment variable.

Keywords: Compensation, Motivation, Organizational Commitment, Employee Performance.

INTRODUCTION

Every organization always strives to improve employee performance in the hope that organizational goals will be achieved. Various ways are carried out and taken by organizations in order to improve employee performance, for example by paying attention to compensation and providing motivation to employees so that employee performance is always consistent and hopes that it will always improve from time to time. The Bukit Duabelas National Park Center (TNBD) is a public sector organization domiciled in Sarolangun Regency with 48 employees. The coverage area is in 3 regencies, namely

Sarolangun Regency, Batanghari Regency and Tebo Regency. The TNBD is part of the Central Government Technical Implementation Unit (UPT) organization from the Ministry of Environment and Forestry (KLHK) which has the main task of organizing central government elements in relation to functions in the conservation sector, namely the functions of protection, preservation and utilization.

The success of the TNBD installation organization cannot be separated from how the main tasks and functions (tupoksi) are implemented in the organization itself. Based on the audit results from the Inspectorate General of the Ministry of Environment and Forestry from 2018 to 2021, several weaknesses were found in the implementation of the main tasks and organizational functions of the TNBD installation. In the 2018 - 2019 audit period and the 2020 - 2021 audit, there are main tasks and functions of the TNBD installation that have not been optimally repeated in the two periods, namely in the duties and functions of the administration of State Property (BMN) and the management of inventories that have not yet been completed. orderly. This condition is thought to be caused by limited human resources in organizations related to the management of BMN. In addition, employees who handle BMN do not have a background in their field and the employee concerned is a functional employee of Forest Ecosystem Controller (PEH) who is given additional duties in the BMN field.

The implementation of the main tasks and organizational functions of the TNBD installation is not yet optimal, so the leaders should direct and emphasize that their employees carry out their duties and functions in accordance with those that have been regulated based on existing regulations. These duties and functions can maximize the performance of each employee which will have implications for the achievement of organizational goals. Thus the durability and existence of the organization is getting better from time to time.

Many variables are related to the achievement of employee performance and high organizational performance, such as compensation, motivation and organizational commitment. The basis for providing performance allowances is to consider the assessment of bureaucratic reform, organizational performance achievements and individual performance achievements. However, since 2018, there has been no increase in compensation in the form of work allowances, however, the performance of permanent employees is good in the form of high budget absorption achievements, even in 2020 the realization of the budget reached a percentage of 99% in the very good category.

The organizational goals of many theories cannot be separated from how a leader improves the performance of his employees through work motivation, because basically each employee also has different needs and expectations. In addition, as humans they are inseparable from various kinds of desires and needs that encourage them to achieve their goals. This need can be seen as a generator, reinforcer or driver of a person's behavior. If the need is a causal factor that underlies the birth of a person's behavior, then it can be said that motivation is the most powerful factor and at a certain time will make a driving factor that moves (motivator) a person to behave towards the achievement of these goals.

Furthermore, from the results of interviews with several employees, problems that arise in the field include the desire of the leadership which requires continuous improvement in the organization. This leadership desire is sometimes not in line with what employees expect, causing complaints. - employee complaints that are not communicated openly. This is suspected to have an effect on employee work motivation which can affect organizational commitment. The basic thing is an increase in workload that is not accompanied by an increase in compensation. Another contributing factor is the existence of policies or interventions from superiors in carrying out the duties and functions of each employee so that they have less control over the work carried out. These things are suspected of having an effect on employee work motivation which can affect organizational commitment.

Theoretically, employees can be influenced by the compensation received, the motivation given and the organizational commitment of the employees. However, several studies have also concluded different things, namely the variables of compensation, motivation and organizational commitment do not affect employee performance. This happened to the organization of the Bukit Duabelas National Park Center (TNBD), which was based on budget achievements in the very good category in the last five years, but there was no increase in compensation in the form of performance allowances and no motivation for promotion to employees for the last three years.

The performance of BTNBD is closely related to these variables. This is the employee who inspired the writer to conduct a research entitled "**The Role of Organizational Commitment as a Mediation Variable of Compensation and Motivation on the Performance of the Bukit Duabelas National Park Employees**".

The purpose of the study was to determine and analyze several things, including 1) the effect of compensation on organizational commitment, 2) the effect of compensation on employee performance, 3) the effect of motivation on organizational commitment, 4) the effect of motivation on employee performance, 5) the effect of commitment on employee performance 6) organizational commitment is proven to mediate compensation on employee performance, and 7) organizational commitment is proven to mediate motivation on employee performance.

LITERATURE REVIEW

Compensation

H. Handoko (2014) stated that compensation is everything that employees receive as compensation for their work. According to (Wibowo, 2017) the meaning of compensation is the counter-achievement of the use of labor or services that have been provided by the workforce to the company. A similar opinion was also conveyed by (Priansa, 2014) compensation is everything that employees receive in exchange for their service contributions to the organization (Saputra & Mahaputra, 2022).

Hidayat's research (2015) at BRI Syariah Bank Bandung Branch revealed that compensation has a positive effect on organizational commitment. The positive effect of compensation on organizational commitment is also revealed in research (Prasada et al., 2020) which states that compensation has a significant effect on organizational commitment. The two studies above are in line with the results of research conducted by (D. S. Handoko & Rambe, 2018) which concludes that there is a positive and significant effect between the compensation variable and the organizational commitment variable and is confirmed by research (Yamali, 2017) which states that compensation partially has a positive and significant effect on Organizational Commitment. Thus, the higher the compensation, the higher the organizational commitment (Sudiantini & Saputra, 2022).

Meanwhile, research related to the correlation between compensation and performance was conducted by Adhi & Aima (2021) which stated that "compensation had a positive and significant impact towards organizational performance". The results of the study are in line with research conducted by Arifudin (2019), research conducted at PT Global Media shows that compensation has a significant effect on performance, both studies are strengthened by research conducted by Dwianto, Purnamasari and Tukini (2019) which states that there is a positive influence which is significant between compensation on the performance of employees of the production division of PT. Jaeil Indonesia, the opinion above is in line with the research conducted by Sukrasno and Elmi (2021) which stated that "The compensation variable has a significant positive effect on the performance of BPH Migas civil servants".

This is different from the results of research revealed by Katidjan, Pawirosumarto and Isnaryadi (2017) which states that compensation has an effect but is not significant on employee performance at PT. Api Metra Palma (Medco Agro) Jakarta Head Office. Relatively similar research results are also expressed by Riyadi (2011) who concludes that financial compensation does not affect employee performance at Manufacturing Companies in East Java. Non-financial can also be considered so as to increase the motivation of employees in improving employee performance in achieving organizational goals.

Furthermore, Shanty and Mayangsari (2017) conveyed the cause of the lack of influence of compensation on employee performance by referring to the goal setting theory which states that someone who understands goals will affect his work behavior, even though the compensation received is not appropriate, but employees, but employees will still provide reversed performance for the organization. The size of the compensation received by the employee will not affect the employee's performance.

Furthermore, the indirect effect of compensation on performance was revealed by Febrianti and Triono (2020) in their research entitled "Analysis of the Effect of Job Satisfaction and Motivation on Employee Performance with Organizational Commitment as an Intervening Variable" which concluded that there was a unidirectional influence between work motivation and employee performance through organizational commitment. This shows that the importance of the company providing work motivation to contract employees properly will form a high organizational commitment in the employees of PT. Mutiara Timur Raya, so that the performance level of its employees will be high

The results of the study above are different from the results of research conducted by Shanty and Mayangsari (2017) which states that compensation does not significantly affect organizational commitment and Jufrizen (2015) which states that compensation has no significant effect on organizational commitment at PT. Perkebunan Nusantara III (Persero) Medan. Expectations for success and fair rewards as well as the level of expectations for success will determine the level of commitment of employees. Generally, employees do not question the fairness of the compensation received because each of them has been given an explanation related to what he will get when he will work, so that he has a commitment or not in the organization for employees not because of the compensation received.

Motivation

According to Hasibuan (2014) motivation is the provision of a driving force that creates one's work enthusiasm so that they want to work together, work effectively and integrate with all their power and efforts to achieve satisfaction. Meanwhile, according to Fahmi in Parashakti & Setiawan (2019), motivation is a behavioral activity that works in an effort to meet the desired needs. Motivation is a set or collection of behaviors that provide a basis for a person to act in a way that is directed towards certain specific goals. One aspect that is very influential on the achievement of organizational goals is work motivation which is the human resource in the organization's work environment. Motivation can be interpreted as a person's strength (energy) that can cause a level of perseverance and enthusiasm in carrying out an activity, both from within (internal motivation) and from outside (external motivation).

The results of research conducted by Yudha and Hasib (2015) stated that there was a very strong joint relationship between motivation and hygiene on organizational commitment. Afni Can (2012) states that work motivation has a positive and significant effect on the organizational commitment of Bank Nagari. Meanwhile, the relationship between motivation and performance based on the results of research by A. Fauzi & Herminingsih (2021) stated that "motivation partially has a positive and significant effect on the teacher performance of SMK Yuppentek 1 Tangerang". This research is in line with

research conducted by Suwardi and Utomo (2011), motivation has a significant positive and significant effect on employee performance, the results of this study are strengthened by the results of research revealed by Siddik (2015) which states that motivation either partially or simultaneously affects employee performance, this was also conveyed by (Habibie, 2021) who stated that “motivation has a significant positive effect on performance” (Mansur & Ali, 2017)

The relationship between motivation and performance mediated by organizational commitment was conveyed by Alfarizi (2021) in a study entitled "The Influence of Motivation and HR Competence on Performance With Organizational Commitment as an Intervening Variable (Case Study at PT. Indopangan Sentosa)" concluding that organizational commitment is able to mediate the relationship between motivation to employee performance. A similar opinion was conveyed by Wulandari and Prayitno (2017) who stated that work motivation has a positive effect through organizational commitment (Hasyim & Ali, 2022).

Organizational Commitment

Luthan in Wijaya & Dewi (2017) defines organizational commitment as the relative strength of individual identification and involvement in specific organizations, including trust, support for organizational goals and values and a strong desire to use genuine efforts for the benefit of the organization and a strong will strong enough to maintain membership in the organization. Organizational commitment refers to identifying employee goals with organizational goals, willingness to exert all efforts in the interests of the organization and commitment to remain part of the organization (Assagaf & Ali, 2017).

The results of research conducted by Afni Can (2012) stated that organizational commitment has a significant positive effect on the performance of Bank Nagari employees. The stronger the organizational commitment will certainly improve the performance of employees in carrying out their daily duties. This means that the high and low performance of employees in carrying out their duties will be determined by their strength or weakness. The results of this study are in line with research conducted by Febrianti and Triono (2020) which revealed that there was a unidirectional influence between organizational commitment and employee performance. The above opinion is strengthened by the results of research by Taurisa and Ratnawati (2012) which states that there is a unidirectional effect between organizational commitment and employee performance. Recent research conducted by Pusparani, Amin and Ali (2021) states that “Organizational commitment has a positive and significant effect on employee performance at the Department of Population Control and Family Planning, Sarolangun Regency”. This shows that the higher the organizational commitment in employees, the higher the level of employee performance (Chong & Ali, 2022).

Performance

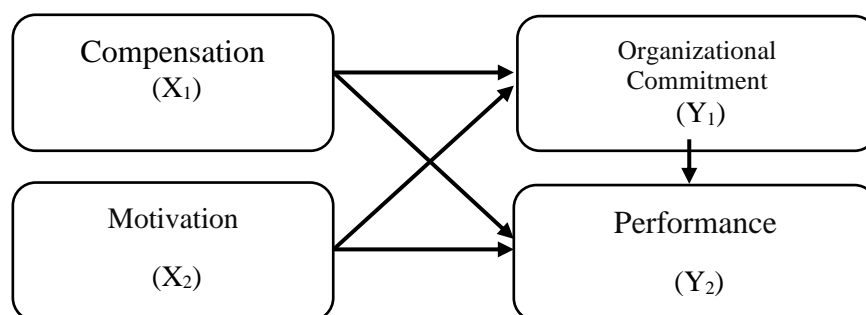
Mangkunegara (2017) reveals that performance is very important for an organization because it will determine the effectiveness of the organization. Performance is also important because it reflects the measure of success of managers in managing the organization and its human resources. Organizational goals will be achieved through the good performance of its employees. On the other hand, organizations will face obstacles in achieving goals when the performance of employees is not effective, in the sense that they cannot meet the demands of the work desired by the organization. For organizational leaders, employee performance is very important because it is a benchmark for their success in managing the work unit they lead. So, performance is a central factor for the work of management in managing the

organization. Therefore, it is important for management to recognize and understand various aspects related to employee performance.

Sedarmayanti (2011) defines the performance of the translation of "performance", means: 1) Actions, execution of work, work performance, implementation of efficient work. 2) A person's achievements/achievements with regard to the tasks assigned to him. 3) The work of a worker, a management process or an organization as a whole, where the results of the work must be demonstrated in a concrete and measurable manner (compared to predetermined standards). 4) Performance is defined as a record of the outcomes resulting from a particular activity, over a certain period of time as well. 5) Work results that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in an effort to achieve the goals of the organization concerned legally, not violating the law and according to morals or ethics (Hairiyah & Ali, 2017).

Framework of Thinking

The theoretical framework in this research is described as follows:



Picture 1. Framework of Thinking

Hypothesis

Based on the theoretical relationships described above, several research hypotheses can be formulated as follows:

Hypothesis 1: Compensation has a positive and significant effect on organizational commitment

Hypothesis 2: Compensation has a positive and significant effect on employee performance

Hypothesis 3: Motivation has a positive and significant effect on organizational commitment

Hypothesis 4: Motivation has a positive and significant effect on employee performance

Hypothesis 5: Organizational commitment has a positive and significant effect on employee performance

Hypothesis 6: Organizational commitment is proven to significantly mediate compensation on employee performance

Hypothesis 7: Organizational commitment is proven to significantly mediate motivation on employee performance

RESEARCH METHOD

This research was conducted descriptive quantitative. The purpose of this study was to elaborate or describe about characteristics from a situation or object research which collected and analysed a quantitative data with statistical test. Whereas the characteristic of this research was to elaborate and explain (*descriptive explanatory*) which related to the position of one variable with another variable.

The research object were 48 employees which consisted of 4 structural employees, 3 employees of functional trainer, 13 employees of functional forest ecosystem leader, 21 employees of functional forest ranger, 1 employee of functional finance management analysis in Indonesian budget (APBN) and 6 executor employees. The observation used the range limit time of cross section/one shoot, it means the information or the data obtained was the result of data collection which researcher has done in a particular time (Sugiyono, 2019).

Partial Least Square (PLS) which was the capable method of latent variable analyzing, indicator variable and direct measurement error. Partial Least Square was developed as an alternative way when the theory used is weak or the available indicator did not pass the reflective measurement model. Ghazali and Latan (2014) as developers claimed that Partial Least Square (PLS) as “*soft modelling*” (Ali, H., & Limakrisna, 2013).

A SEM-PLS analysis consists of two sub-models they are measurement model commonly called as the outer model and structural model commonly called as the inner model. The measurement model showed how manifest variable or observed variable presented latent variable to measured. The structural model showed the strength of the estimated between the latent or construct variables. The evaluation of PLS commonly evaluated based on the outer model and the inner model (ghozali & latan, 2015).

Research Finding and Interpretations

In this research, the sample were taken by using total sampling technique, taking all of the employees of TNBD installation were consisted of 48 people. The characteristic of sample were included gender, age, position, job's contract and educational background of respondents. And the second part of the questionnaire were consisted of several items about compensation variable, motivation, organization commitment and employees' performance.

Descriptive Analysis

Table 1 Gender

Gender					
		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	Man	39	81.3	81.3	81.3
	Women	9	18.8	18.8	100.0
	Total	48	100.0	100.0	

Table 2 Age

Age					
		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	20-30	8	16.7	16.7	16.7
	31-40	28	58.3	58.3	75.0
	41-50	9	18.8	18.8	93.8
	51-58	3	6.3	6.3	100.0
	Total	48	100.0	100.0	

Table 3 Position

Position					
		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	Structural Officials	4	8.3	8.3	8.3
	General Functional	6	12.5	12.5	20.8
	Functional Finance	1	2.1	2.1	22.9
	Forest Ecosystem Operators	13	27.1	27.1	50.0
	Forest Police	21	43.8	43.8	93.8

Position					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Forestry Extension	3	6.3	6.3	100.0
	Total	48	100.0	100.0	

Table 4 Job's Contract

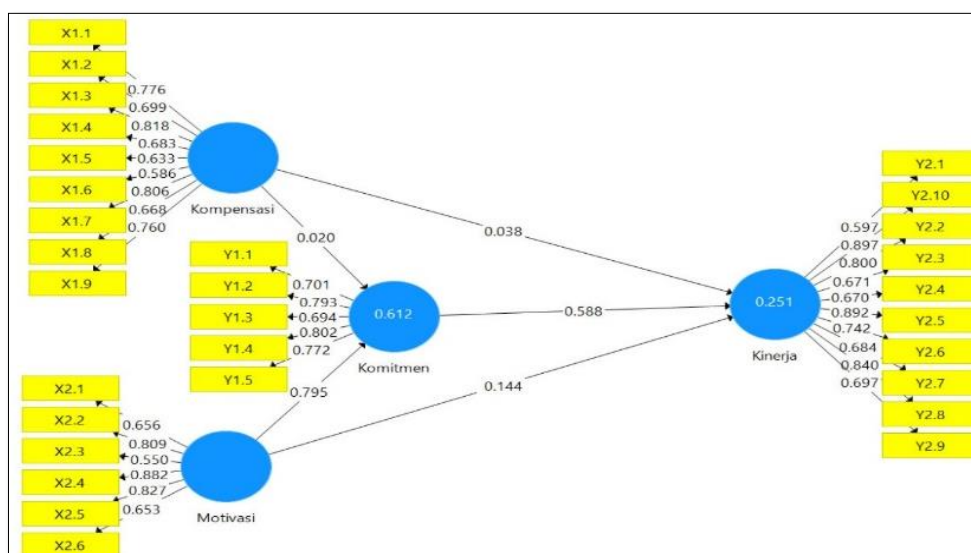
Job's Contract					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5	10	20.8	20.8	20.8
	6-10	3	6.3	6.3	27.1
	11-15	18	37.5	37.5	64.6
	16-20	8	16.7	16.7	81.3
	21-25	8	16.7	16.7	97.9
	26-30	1	2.1	2.1	100.0
	Total	48	100.0	100.0	

Table 5 Education

Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	S2	6	12.5	12.5	12.5
	S1	27	56.3	56.3	68.8
	DIII	4	8.3	8.3	77.1
	SLTA	11	22.9	22.9	100.0
	Total	48	100.0	100.0	

Structural Model Evaluation

The measurement model evaluation or *outer model* was done to found out the correlation between the variable and indicator of compensation, motivation, organization commitment and performance. Then, the correlational analysis was applied to created variable dimension between indicator through path coefficient (*Path analysis*).



Picture 2. Path Analysis

Based on the picture above, it was known that the value for all indicators of loading factor in each dimension aspects was > 0.5 and no indicator removed.

Convergent Validity

Convergent Validity was to found out the correlation for each items towards the latent variable. If loading factor > 0.5 then the indicator was accepted (valid).

Table 6. Cross Loading Value

	Compensation	Motivation	Commitment	Performance
X1.1	0,776			
X1.2	0,699			
X1.3	0,818			
X1.4	0,683			
X1.5	0,633			
X1.6	0,586			
X1.7	0,806			
X1.8	0,668			
X1.9	0,760			
X2.1		0,656		
X2.2		0,809		
X2.3		0,55		
X2.4		0,882		
X2.5		0,827		
X2.6		0,653		
Y1.1			0,701	
Y1.2			0,793	
Y1.3			0,694	
Y1.4			0,802	
Y1.5			0,772	
Y2.1				0,597
Y2.2				0,897
Y2.3				0,800
Y2.4				0,671
Y2.5				0,670
Y2.6				0,892
Y2.7				0,742
Y2.8				0,684
Y2.9				0,840
Y2.10				0,697

Source: Output SmartPLS, 2022.

Based on the table above, showed the value for all indicators of each variables in compensation dimation, motivation, organization commitment and employees' performance had fulfill the criteria validity, because it had a value loading factor > 0.5 .

Discriminant validity

Discriminant validity was to found out the reflective items towards the latent variable, by looking at the accurancy or diversity of research measuring items. Reliability and validity construct in each variables research as the following table below:

Table 7. Cronbach's Alpha (CA), Composite Reliability (CR) dan Average Variance Extracted

	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	<i>Average Variance Extracted</i>
X1	0.882	0.905	0.516
X2	0.836	0.876	0.546
Y1	0.810	0.868	0.568
Y2	0.916	0.929	0.571

Source: *Output SmartPLS, 2022.*

The table above showed the AVE value for each variables research (compensation 0.516, motivation 0.546, commitment 0.568, and performance 0.571) the AVE overall value > 0.5, it means the variable was valid and had diversity.

Composite reliability

Composite Reliability was to found out the research items in the latent variable measurement. Based on the table above, the value of composite reliability were > 0.7 (compensation variable 0.905, motivation variable 0.876, commitment variable 0.868 and performance variable 0.929), so that the model can be stated to have reliability in measuring latent variable.

Structural Model Evaluation or Inner Model

The evaluation of the structural model was using by PLS, started with the value r-square for each independent latent variable as the strong predictive of the structural model.

R-Square

R-Square showed whether the model of research was strong, moderate and weak. To knew the items value of this variable research r-square was presented at the following table below:

Table 8. R-Square

	R Square	R Square Adjusted
Y1	0.612	0.595
Y2	0.251	0.200

Source: *Output SmartPLS, 2022.*

Table 3 above showed that the value r-square of organization commitment variable was 0.612 which means the research of organization commitment variable construct could explain by the compensation and motivation employees was 61.20% and the rest 38.80% which explained by another variable. Furthermore, the employees' performance variable was 0.251%, it means in this research the employees' performance variable construct could explain by compensation variable construct, motivation, and organization commitment was 25.10 whereas the rest of variable research model was 74.90%.

Effect Size (F Square)

The F-Square test was conducted to determined the benefit of a model. F-square was measured as the absolute value of each variable. According to Fachrudin, Parwoto and Saluy (2021) stated that the size of effects devided into three categories they are weak (0.02), moderate (0.15) and strong (0.35). In this research, to knew the influence of independent variable towards dependent variable able to seen in the following table.

Tabel 9. Summary Results f Square

	Y1	Y2
X1	0.001	0.001
X2	0.907	0.008
Y1		0.179
Y2		

Source: Output SmartPLS, 2022.

Path Coefficient Direct Effect

To saw the significance effect between compensation variable, motivation, commitment and employees' performance by looking at the original sample, $t_{\text{statistic}}$ and each path significance. The output of SmartPLS applied Bosstrapping count-PLS with the significance one tailed value 0.05 as the following table below.

Tabel 10. Direct Effect

No		Original Sample (O)	Mean Sample (M)	Standard Deviation (STDEV)	$T_{\text{statistik}} (O/STDEV)$	P Value
1	Compensation(X1) -> Commitment (Y1)	0.020	0,015	0.092	0.202	0.831
2	Compensation (X1) -> Performance (Y2)	0.038	0.031	0.238	0.159	0.874
3	Motivation (X2) -> Commitment (Y1)	0.795	0.787	0.091	8.697	0.000
4	Motivation (X2) -> Performance (Y2)	0.144	0.142	0.249	0.580	0.562
5	Commitment (Y1) -> Performance (Y2)	0.588	0.593	0.205	2.869	0.010

Source: Output SmartPLS, 2022.

Based on the table above, the coefficient output path or *path analysis* showed the significance of independent variable effect towards dependent variable were follows:

- 1) The effect of compensation variable toward organization commitment with $t_{\text{statistic}}$ value was 0.202, the t_{table} was provided from the level significance 5% it achieved t_{table} value 1.96, so the $t_{\text{statistic}}$ lower than t_{table} ($0.202 < 1.96$) and P_{value} was $0.831 > 0.05$ it means **there was no effect of compensation variable toward organization commitment.**
- 2) The effect of compensation variable toward employees' performance with $t_{\text{statistic}}$ value was 0.159, so the $t_{\text{statistic}}$ lower than t_{table} ($0.159 < 1.96$) and P_{value} was $0.874 > 0.05$ it means **there was no effect of compensation variable toward employees' performance.**
- 3) The effect of motivation variable toward organization commitment with $t_{\text{statistic}}$ value was 8.697, so the $t_{\text{statistic}}$ higher than t_{table} ($8.679 > 1.96$) and P_{value} was $0.000 < 0.05$ it means **there was significance positive effect between motivation variable toward organization commitment.**
- 4) The effect of motivation variable toward employees' performance with $t_{\text{statistic}}$ value was 0.580, so the $t_{\text{statistic}}$ lower than t_{table} ($0.580 < 1.96$) and P_{value} was $0.562 > 0.05$ it means **there was no effect of motivation variable toward employees' performance.**
- 5) The effect of organization commitment variable toward employees' performance with $t_{\text{statistic}}$ value was 2.869, so the $t_{\text{statistic}}$ higher than t_{table} ($2.869 > 1.96$) and P_{value} was $0.010 < 0.05$ it means **there was significance positive effect between organization commitment variable toward employees' performance.**

Indirect Effect

To see the indirect effect between independent variable towards dependent variable can be seen based on the output of SmartPLS in *indirect effect* as the following table below.

Tabel 11. Indirect Effect

No		Original Sample (O)	Mean Sample (M)	Standard Deviation (STDEV)	T _{statistik} (O/STDEV)	P _{value}
6	X1 -> Y1 -> Y2	0.011	0.010	0.058	0.198	0.843
7	X2 -> Y1 -> Y2	0.468	0.463	0.165	2.838	0.005

Source: Output SmartPLS, 2022.

Based on the table above, can be explained below:

- 1) The effect of compensation toward employees' performance and organization commitment as mediation variable. Based on the analysis result, $t_{\text{statistik}}$ value was $0.198 < t_{\text{table}} 1.96$, organization commitment was not proved to mediate the compensation toward employees' performance with P_{value} was 0.843 . also, the compensation directly did not effect the employees' performance with $t_{\text{statistik}}$ value was 0.159 . so the $t_{\text{statistik}}$ lower than t_{table} ($0.159 < 1.96$) and P_{value} was $0.874 > 0.05$. The correlation of the characteristic between variables was *competitive mediating*.
- 2) The effect of motivation toward employees' performance and organization commitment as mediation variable. Based on the analysis result, $t_{\text{statistik}}$ value was $2.838 > t_{\text{table}} 1.96$, organization commitment was significance proved to mediate the motivation toward employees' performance with P_{value} was 0.005 . Furthermore, the motivation directly did not effect the employees' performance with the $t_{\text{statistik}}$ value lower than t_{table} ($0.580 < 1.96$) and P_{value} was $0.562 > 0.05$. So, the characteristic of organization commitment variable was *full meditation*.

Statistical Hypothesis

Based on the output of path coefficient which obtained at the table above, can be seen the significance of independent variable effect towards dependent variable were follows:

First Hypothesis

In this research, the first hypothesis stated the compensation variable was effect the organization commitment. Based on result of statistical analysis, the value of $t_{\text{statistik}}$ was 0.202 which means lower than t_{table} ($0.202 < 1.96$) and P_{value} was 0.831 which means higher than α ($0.831 > 0.05$). It means the compensation was not effect the organization commitment. So in this research of study, the first hypothesis was rejected. It means the compensation variable did not effect the organization commitment of TNBD installation

Second hypotesis

The second hypothesis in this research stated that compensation had an impact on employees' performance. Based on the results of statistical test, the value obtained $t_{\text{statistik}}$ $0,159$ lower than t_{table} ($0,159 < 1,96$), and P_{value} $0,874$ higher than α ($0,874 > 0,05$) it means that employees' performance unaffected by compensation. As a result, the second hypothesis in this study was rejected. It means compensation did not effect employees' productivity of TNBD installation.

Third hypotesis

The third hypothesis in this research stated that motivation had an impact on organization commitment. Based on the result of statistical test, the value obtained $t_{\text{statistik}}$

8,697 higher than t_{tabel} ($8,697 > 1,96$) and P_{value} was $0,000 < 0,05$ it means there was significance positive effect between motivation variable toward organization commitment. Therefore the third hypothesis on this research was **accepted**. It means motivation affected on significance positive toward organization TNBD installation.

Fourth hypothesis

The fourth hypothesis on this research stated that motivation had an impact on employees' performance. Based on the result of statistical test, with $t_{\text{statistik}}$ value was 0,580 lower than t_{tabel} ($0,580 < 1,96$) and P_{value} $0,562 > 0,05$ it means motivation did not effect the employees' performance there was no effect of motivation variable toward employees' performance. As the result the fourth hypothesis on this research was **rejected**, It means there was no effect of motivation variable toward TNBD installation employees' performance.

Fifth hypothesis

The effect of organization commitment variable toward employees' performance with $t_{\text{statistik}}$ was 2,869, higher than t_{tabel} ($2,869 > 1,96$) and P_{value} was $0,010 < 0,05$ it means there was significance positive effect between organization commitment toward employees' performance. Therefore the fifth hypothesis on this research was **accepted**. It means there was a significance positive toward TNBD installation employees'.

Sixth hypothesis

Organizational commitment was proven to mediate compensation on employees' performance. Based on the result of statistical test, the value obtained $t_{\text{statistik}}$ $0,198 < t_{\text{tabel}}$ $1,96$ with P_{value} $0,843 > 0,05$. It's showed organization variable was not a variable to mediate between compensation toward employees' performance. This result were not expected in this research, so the sixth hypothesis was **rejected**. Which means organization commitment was not proved as a mediate between compensation toward employees' performance of TNBD installation.

Seventh hypothesis

Organizational commitment proved to mediate motivation toward employees' performance. The result of statistical test obtained $t_{\text{statistik}}$ $2,838 > t_{\text{tabel}}$ $1,96$ with P_{value} was $0,005 < 0,050$. It's shown the organization commitment was a mediator variable between motivation toward employees' performance. As expected the result on this seventh hypothesis was **accepted**. Which means organization commitment proved was a mediator motivation toward employees' performance of TNBD installation.

FINDINGS AND DISCUSSION

Effect of compensation on organization commitment

The value of original sample compensation variable toward organization commitment was lower with 0,020. It's showed a positive variable but weak, the value was lower than t_{tabel} and P_{value} was higher than 0,005 it means there was no effect between compensation variable toward organization commitment. Which means the higher compensation did not effect toward increasing organization commitment of TNBD installation. If compensation goes up by 1% so organization commitment will increased by maka komitmen 0.020 or 2%.

This situation proved that increasing the compensation only had a minor effect on organization commitment of TNBD installation. According to Shanty and Mayangsari (2017) compensation did not significantly affect organizational commitment while Jufrizen (2015) stated that compensation did not effect organization commitment on PT. Perkebunan Nusantara III (Persero) Medan. Expetations for success and fair for the royalty affected

employees' commitment. In general most of employee did not had an issue with the fairness compensation because each employe had an explanation of what they will received when they worked, so had a commitment or not for employees on organization not because the compensation they received.

Effect of compensation on employee performance

The value of original sample compensation variable toward organization performance was lower with 0,038. It's showed a positive variable, but the value $t_{statistik}$ lower than t_{value} and P_{value} was higher from the significance it means there was no effect between compensation variable toward employees' performance. Which means the higher compensation did not effect toward employees' performance of TNBD installation. If compensation increased by 1% so employees' performance will increased only 0,038 or 3,8%.

The lower effect of compensation on employees' performance caused by the compensation system applied was not able to affect both high and low performance of employees because the level of their need for compensation was different for each employee. This was consistent with the findings of Katidjan, Pawirosumarto, and Isnaryadi (2017) that compensation had an effect but was not significant on employee performance at PT. Head Office of Api Metra Palma (Medco Agro) in Jakarta.

Riyadi (2011) also stated that financial compensation had no effect on employees' performance at Manufacturing Companies in East Java. According to his study, compensation for non-financial also considered to increased employees' motivation and developed employees' performance in organizational purpose.

According to Shanty and Mayangsari (2017) the reason why there was no effect on compensation toward employees' performance explained by *goal setting theory*. It's stated that employee who known the purpose will effect their behavior on work, even though the compensation they received was not fair, the employee still gave their best performance for the organization. Higher or not the compensation the employees received was not effect employees' performance.

Effect of motivation on organization commitment

There was a significance between motivatin toward organization commitment. It's proved of the value $t_{statistik}$ higher than t_{tabel} with *original sample* was 0,795 it's means there was signifocance positive effect toward organization commitment. Which means more higher motivation will affected significance positive toward organization commitment of TNBD installation. If motivation increased by 1% so organization commitment will grown up until 0,795 atau 79,5%.

This research supported by research that has been conducted by Yudha and Hasib (2015) and Afni Can (2012) related variable between motivation and organization commitment that stated the variable significance positive between motivation toward organization commitment.

Effect of motivation toward employees' performance

There was a negative variable between motivation toward employees' performance it's proved by $t_{statistik}$ lower than the original sample it's shown motivation variable toward employees' performance was negative or did not effect. Which means more higher motivation not affected toward TNBD installation employees' performance. When motivation increased . by 1% so employees' performance will increased 0,144 or 14,4%.

This research supported by research that has been conducted by Shanty and Mayangsari (2017) that stated motivation was not significance affected employee's

performance. It's caused employees who only do permanent work every single day without got any promotion to higher position This was consistent with the findings at TNBD installation, no employees received promotions to higher positions.

Murti and Srimulyani (2013) claimed that motivation did not had a significance effect toward employee' performance, also Hasibuan (2014) stated that human was a social creature who had lot of desire. The desire occurs continuously and will only end of the life, a fulfilled need did not became a motivation for thus people, only an unfulfilled need does. this result of study also supported by previous research Brahmasari and Suprayetno (2016) who revealed that motivation had no significance effect on employees' performance.

Effect of organization commitment toward employees' performance

There was a positive variable between organization commitment toward employees' performance. Based on the result, the value of original sample between organization commiyment variable toward employees' performance was positive. It's proven by $t_{statistik}$ higher than t_{tabel} . It's means organization commitment was a significance positive toward employees' performance of TNBD installation. Which means more higher organization commitment it will had an effect toward employees' performance. when organization commitment increased by 1% so employees' performsnce will increased 0,588 or 58,8%.

Indicator of organization commitment affected employees' performance included the organization support for employees' compensation, the existence of good values or culture in the organization, employees gained a trus from their leaders, employees should understand the dynamic that exist to the organization and feeling of belong to organization.

The study's findings are consistent with Afni Can (2012), Febrianti and Triono (2020), Taurisa and Ratnawati (2012), Pusparani, Amin and Ali (2021) which stated that organizational commitment had a positive and significance effect on employees' performance.

The effect of compensation on employees' performance with organizational commitment as a mediation variable

There was a negative variable between employees' compensation qne employees' performance through organization commitment. Indicated by *original sample* was negative it's showed the relation between organization commitment variable was negative, itu proved with the value $t_{statistik}$ lower than t_{tabel} and significance higher than P_{value} ., it's means organization commitment did not affect a mediation compensation toward employees' performance and the name of characteristic between variable was *competitive mediating*.

Consist with the research that had been conducted by Bagyo (2008) toward employees on PT. Bank UOB Buana Capem Tabanan Bali that stated compensation non-financial did not affect toward employees' organization commitment. Pendapat ini diperkuat oleh hasil penelitian also stated by Shanty and Mayangsari (2017) that revealed organization commitment as a intervening variable was not significance effect performance Compensation was not only function as a reward, but more than that. Compensation could gave employees' motivation to still exist on the organization and ommit for the organization's management. Afghoni and Wahyudi (2015) claimed that organization commitment did not mediate the effect of compensation ada complacency teachers' performance that had been conducted at SD Kampus Kuripan Kecamatan Purwodadi Kabupaten Grobogan.

The effect or motivation toward employees' performance between organization commitment as a mediation variable

There was a positive variable toward employees' motivation through rganization commitment. Indicated by *original sample* was positive, it's showed there was a positive

variable between commitment organization commitment variable that proved with $t_{statistik}$ higher than t_{tabel} dan significance lower than $P\text{-value}$. organization commitment was affect for significance as a mediation variable toward employees' of TNBD installation and the characteristic between variable was *full mediating*.

With the relation between employees' motivation toward organization commitment as a mediation variable was a *full mediaton*, so to increased organization' perfomance inpurpose for delivered motivation to employees' focused on employees' needs, duty and worked section for every employees, the equalisation for every employees and defined purpose of organization. This variable increased the employees' commitment toward organization included increased employees' performance of TNBD.

This research consist with (Alfarizi, 2021) that stated there was significance affect between motivation toward employees' performance through organization commitment. Therefre Wulandari and Prayitno (2017) also claimed that work ethic had a positive effect toward employees' performance through organization commitment.

CONCLUSION AND SUGGESTION

Conclusion

Refers to the previous chapter, it can be concluded:

Compensation was not effect organization commitment. It means more higher compensation did not effect increasing organization commitment of TNBD installation. The increasing of compensation such as gave an direct or indirect compensation did not had a significance effect for employees' commitement toward organization

Compensation did not effect employees' performance. It means more higher compensation did not effect employees' performance of TNBD installation. Increasing compenensation such as gave and direct or indirect compensation did not had a significance toward employees' performance.

Motivation had a positive significance effect toward organization commitment. It means more higher the motivation will had a significance effect for organization commitment of TNBD installation. Motivating employees, gave an attention to their needs , satisfaction, equalisation, employees' expectations and goals, it will had a positive impact on employees' commitment tpTNBD installation,

Motivation did not effect employees' performance. It means more higher motivation was not impact employees' performance of TNBSD installation

Organization commitment had an significance positive toward employees' performance. It means more higher the organization commitment it will affected employees' performance of TNBD installation. Gave an equalisation and support, Komitmen organisasi berpengaruh positif dan signifikan terhadap kinerja pegawai. Ini berarti semakin tinggi komitmen organisasi maka akan berpengaruh terhadap kinerja pegawai Balai TNBD. Memberikan keadilan dan dukungan, team work, trust, understanding, and involvement in the organization had an impact on employees'.

Organization commitment was not affected compensation of employees' performance with the characteristic *competitive mediating*.

Organization commitment had an significance impact of employees' performance motivation with the characteristic *full mediating*. Focused on of employees' performance improvement and insistence in order to motivate employees and increase organization commitment to all employees.

Suggestion

Refers to the previous chapter, it can be concluded:

- 1) Refers to analysis. The variable had a significance positive effect towards employees' performance. It means employee of TNBD Installation had a good commitment for organization, role of the leaders expected could maximize employees' commitment. The executive of TNBD Installation should be focused on employees' commitment of organization so employees' performance increased in order to reach TNBD organization goals.
- 2) In increased organization commitment of TNBD Installation, motivation had a positive and significance variable. TNBD Installation expected to maintain and increased employees' motivation. The executive should focused to increase motivation and invented a new formula of increasing employees' motivation so employees' commitment on TNBD organization will continue to grow up.
- 3) The relation motivation and employees' performance with a mediate variable organization was full mediating. Therefore increasing employees' performance, the executive of organization should gave a motivation to employee towards TNBD organization commitment of TNBD Installation.
- 4) Refers to this research, it shows a lower value of compensation. It means compensation system was not suit to employees' expectation. Adjustment was needed in order to employees' compensation. TNBD a part of *Unit Pelaksana Teknis* from central government, it means TNBD only act as executor from Central Governments direction.
- 5) Next researcher expected to research on different object and larger scope to had better research and using another impactful variable to organization commitment as mediation variable.

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