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## EFFECT OF COMPENSATION, COMMUNICATION AND JOB SATISFACTION ON ORGANIZATIONAL COMMITMENT OF TANGSEL POS EMPLOYEES (JAWA POS GROUP)

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**Abstract:** This study aims to analyze the effect of compensation, communication, and job satisfaction on the organizational commitment of Tangsel Pos employees (Jawa Pos Group). The unit of analysis in this study is employees of Tangsel Pos (Jawa Pos Group), with a population of 53 employees and because the population is less than 100, the sampling method uses a census method where all employees are used as research samples, so the number of samples in the study this is 53 employees. This research uses quantitative analysis method with multiple linear regression using SPSS Version 21. Previously, the questionnaire was tested for validity and reliability and all statements of the questionnaire were valid and reliable. To meet the criteria and requirements for multiple linear regression, this study uses a classic assumption test. The results showed that compensation, communication, and job satisfaction had a positive and significant effect on organizational commitment either partially or simultaneously. The better compensation, communication, and job satisfaction provided to employees, will also be followed by increasing employee commitment to the organization.

**Keywords:** Compensation, Communication, Job Satisfaction, and Organizational Commitment.

## INTRODUCTION

Tangsel Pos is a company engaged in the field of mass media that has succeeded in raising Rakyat Merdeka newspaper as the number one political newspaper (The Political News Leader) in Indonesia under the auspices of the Jawa Pos Group. Tangsel Pos was born based on the spirit to advance the city of South Tangerang. Through Tangsel Pos, it is expected that the city with a smart, modern, religious motto continues to develop into a model city in various fields for other cities in accordance with the ideals of the South Tangerang people. Tangsel Pos is present in an effort to provide complete, accurate information and give a different color to the people of South Tangerang.

Like the company in general, Tangel Pos always wants to have employees with high commitment. Because by having highly committed employees, it will be very helpful for the company in achieving its goals without experiencing many obstacles, such as the low commitment of employees to continue working within the period determined by the company.

Employee commitment is one of the keys that also determines the success of an organization to achieve its goals. Employees who are committed to the organization usually show a work attitude that is attentive to their duties, they are very responsible for carrying out the tasks and are very loyal to the company. In the commitment contained confidence, binding, which will give rise to energy to do the best. Obviously, commitment has an impact on the work performance of human resources, and ultimately also greatly affects the performance of a company.

Commitment of an employee himself is actually a complex thing and of course influenced not only by one factor but influenced by many factors, because that is called complex. One factor that can affect employee commitment is compensation (Wadhawan, C., Mishra, M., & Garg, K., 2017).

Compensation is one of the most important factors influencing organizational commitment and human resources. The provision of compensation is one of the factors that need to be considered in human resource management, such as the reason why a potential person wants to work in a company and one of the factors so that potential employees will be loyal and contributory to the company.

In addition to compensation, there are other factors that have an influence on organizational commitment, namely communication. This was stated by Engin who revealed that communication was one of the factors that influenced organizational commitment. In addition, Mohd Arif explained that communication among workers is important because communication within the organization unites the activities of all existing functions. Leaders who have an open nature, understand and want to hear the views of their workers will produce a group of workers who are motivated and loyal. Communication that occurs between leaders and workers will also form a work atmosphere that is full of trust, which ultimately workers can commit (Setiadi, A., Winarti, E, and Taufiq, M., 2016).

The next factor that can affect organizational commitment is job satisfaction, this was stated by Mathis (2006) which states that people who are relatively satisfied with their work will be more committed to the organization and people who are committed to the organization are more likely to get greater satisfaction .

Job satisfaction has a positive and strong influence on organizational commitment. People who get higher levels of job satisfaction tend to feel higher levels of affective commitment and normative commitment. While the effect on continuance commitment is weaker. Affective commitment is a commitment that arises due to emotional closeness to the organization, self-identification and active involvement in the organization. Continuance commitment is based on workers' perceptions of the loss that would be gained if they left the organization. Whereas normative commitment relates to workers' feelings about the necessity to stay afloat in the organization (Wibowo, 2014).

Departing from the phenomena that have been stated above, the author's interest to raise this topic became an empirical study in the form of a thesis entitled "The Effect of

Compensation, Communication and Job Satisfaction on Organizational Commitment of Tangel Pos Employees (Jawa Pos Group)".

Based on the background and problems, the objectives of this study are:

- 1) Analyzing the effect of compensation on employee organizational commitment.
- 2) Analyzing the effect of communication on employee organizational commitment.
- 3) Analyzing the effect of job satisfaction on employee organizational commitment.
- 4) Analyze the effect of compensation, communication and job satisfaction simultaneously on employee organizational commitment.

## LITERATURE REVIEW

### Compensation

Compensation is something that employees receive as a substitute for their service contribution to the company. Giving compensation is one of the implementation of HRM functions that relate to all types of individual rewards as an exchange in carrying out organizational tasks (Rivai and Sagala, 2011).

Compensation according to Singodimedjo in Sutrisno (2012) is all remuneration received by an employee from his company as a result of the services / labor he has provided to the company. Meanwhile, according to Simamora (2009), compensation is all forms of financial returns, realized services and benefits obtained by employees as part of employment relations.

According to Rivai and Sagala (2011) based on the type of compensation grouped into two groups, namely financial compensation and non-financial compensation. Further financial compensation consists of direct compensation and indirect compensation. Direct compensation consists of direct payments to employees in the form of wages, salaries, bonuses or commissions. Whereas indirect compensation consists of all payments not covered in direct financial compensation which includes vacations, various kinds of insurance, services such as child care or religious care and so on. Whereas for non-financial compensation can be in the form of praise, appreciation and recognition that affect employee work motivation, productivity and satisfaction.

### Communication

Communication is the process of exchanging information and meaning or meaning transferred from the sender to the receiver (Colquitt, LePine, and Wesson, 2011). Most of the work done in a team is done independently, interdependent and involves communication between members. Therefore the effectiveness of communication plays an important role in determining whether there are advantages or disadvantages in the communication process.

Communication shows the process by which information is sent and understood between two or more people (McShane and Von Glinov, 2010). The emphasis on words is understood because sending the intended meaning of the sender is the essence of good communication. Meanwhile, according to Wibowo (2014) communication is the process of delivering information from one party whether individual, group or organization as a sender to another party as a receiver to understand and open opportunities to provide a response back to the sender.

According to Robbin and Judge (2015) Communication in organizations has four functions, namely control, motivation, emotional requirements, and information. The four functions of communication are equally important, none one over the other. To perform effectively, the group needs to maintain some control over the members, stimulate members to do so, give emotional expression opportunities, and make decision choices. almost every

communication interaction that occurs in a group or organization performs one or more of these functions.

Pace & Faules (2010) explains that the indicators that can support or can be said as a measurement of communication in the organization can be seen through the direction of communication flow, namely: 1) Downward communication; 2) Communication to the top; 3) Horizontal communication; and 4) Cross-channel communication.

### **Job satisfaction**

Job satisfaction is an emotional attitude that is fun and loves work. This attitude is reflected by work morale, discipline and work performance. Job satisfaction is enjoyed at work, outside of work, and a combination of inside and outside of work (Hasibuan, 2010). According to Robbins and Judge (2015) job satisfaction is a general attitude towards one's work, the difference between the amount of reward received by an employee and the amount they believe in what they should receive.

In addition, Rivai and Sagala (2011) define job satisfaction as an evaluation that describes someone's feelings of being happy or not happy, satisfied or not satisfied at work. Furthermore Handoko (2011) states that job satisfaction is a pleasant or unpleasant emotional state with which employees view their work. Job satisfaction reflects one's feelings about their work. Job satisfaction is related to an assessment of job characteristics, the environment, and emotional experience at work. Satisfied employees have good judgment about their work, based on their observations and experiences. Job satisfaction is a set of attitudes about different aspects of the task and work context.

Job satisfaction will encourage employees to perform better. Better performance will result in higher economic and psychological rewards. If the reward is deemed appropriate and fair then greater satisfaction arises because employees feel that they receive rewards in accordance with their achievements. Conversely, if rewards are seen as incompatible with achievement levels, there tends to be uncertainty. Job satisfaction depends on the suitability or balance between the expected and reality. According to Robbins and Judge (2015) the factors that determine job satisfaction are: 1) Work that is mentally challenging; 2) Appropriate rewards; 3) Supporting working conditions; 4) Supporting work colleagues; and 5) Conformity between work personalities.

### **Organizational Commitment**

Mowday, Porter and Steers in Triatna (2015) defines organizational commitment as "the relative strength of an individual's identification with and involvement in a particular organization". This definition shows that organizational commitment has a broader meaning than just passive loyalty, but involves interactive relationships and the desire of employees to make a meaningful contribution to the organization. In organizational management requires better relationships and the desires of employees that is mutual love of employees who want to work and have high organizational commitment.

According to Robbin and Judge (2015) defines organizational commitment as a situation where an employee sides with a particular organization and its goals and desires to maintain membership in the organization. Luthan (2006) defines organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization. A highly committed individual is likely to see himself as a true member of the organization.

Furthermore Allen and Meyer in Darmawan (2013) define organizational commitment as a concept that has three dimensions, namely affective, normative and continuance commitment. Affective commitment is the degree to which an employee is emotionally bound, know and involved in the organization. Continuance commitment is an assessment of the costs associated with leaving the organization. Normative commitment refers to the

degree to which a person is psychologically bound to be an employee of an organization based on feelings such as loyalty, affection, warmth, ownership, pride, pleasure, happiness and so on.

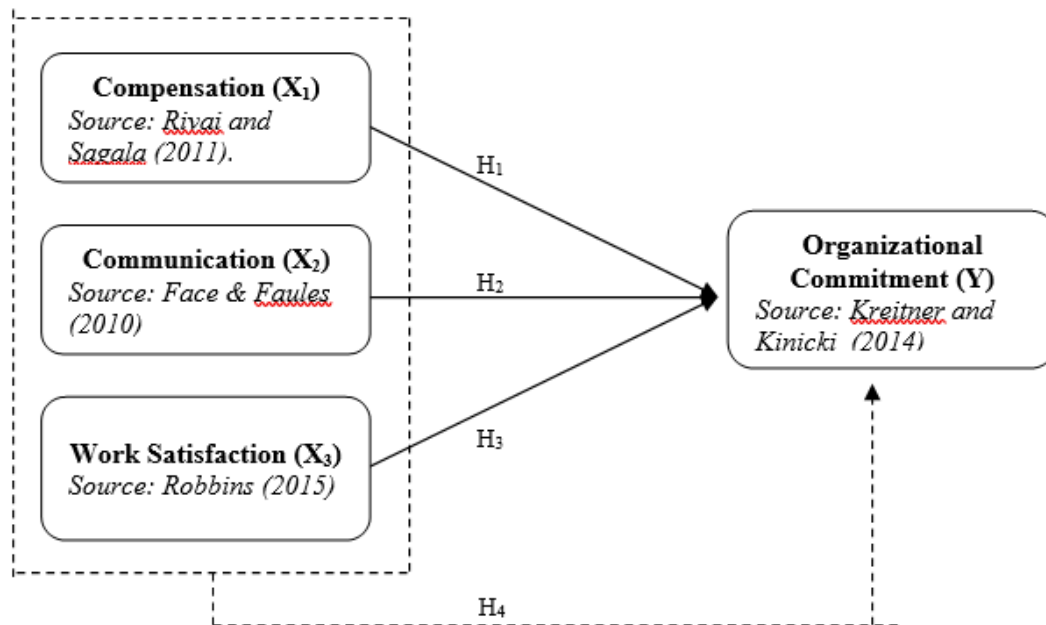
Kreitner and Kinicki (2014) suggested three forms of organizational commitment, namely: 1) Continuance commitment, namely commitment related to the dedication of members in carrying out organizational life and producing people who are willing to sacrifice and invest in the organization; 2) Integrated commitment (cohesion commitment), namely the commitment of members to the organization as a result of social relations with other members in the organization; 3) Controlled commitment (control commitment), namely the commitment of members to organizational norms that provide behavior in the direction they want. The norms of the organization are appropriate and able to contribute to the desired behavior.

### Conceptual Framework

From a number of previous research studies based on cases, objects and research analysis units, the previous research as a reference for this research are as follows:

- 1) Compensation (X1) influences organizational commitment (Y), based on research results: Nawab, S., & Bhatti, K.K (2011); Wadhawan, C., Mishra, M., & Garg, K (2017); Riana, I.G & Wirasedana, I.W.P (2016); Rizal, M., Idrus, M.S., Djumahir., & Mintarti. R (2014); and Pratama, R & Aima, M.H (2018) where the results of his study suggest that compensation significantly affects employee commitment to the organization.
- 2) Communication (X2) influences organizational commitment (Y), based on research results: Carrie`re, J and Bourque, C (2009); Oso, O., Adebayo, K., & George, F (2017); Paksoy, M., Soyer, F., & Çalık, F (2017); and Güney, S., Diker, O., Güney, S., Ayranci, E., and Solmaz, H (2012), who revealed that effective managerial communication skills can increase employee work commitments.
- 3) Job satisfaction (X3) influences organizational commitment (Y), based on research results: Paksoy, M., Soyer, F., & Çalık, F (2017); and Novieka and Prasetya, A., (2018), where the results of their research suggest that people who are relatively satisfied with their work will be more committed to the organization and those who are committed to the organization are more likely to get greater satisfaction.

From previous theoretical and research studies and based on the research objectives, this research framework is as below.



**Figure 1. Conceptual Framework**

## 2.2 Research Hypothesis

Based on the research objectives, the research hypothesis is:

- 1) There is a partial effect of compensation on organizational commitment.
- 2) There is a partial influence of communication on organizational commitment.
- 3) There is a partial influence of satisfaction on organizational commitment.
- 4) There is an effect of compensation, communication and job satisfaction on organizational commitment simultaneously.

## RESEARCH METHODS

This research was conducted using an associative quantitative approach with survey methods and using data analysis techniques using multiple linear regression equations with the equation  $Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$ , where Y is the Organizational Commitment variable,  $\beta_1$ ,  $\beta_2$  and  $\beta_3$  coefficient of the variable Compensation (X1) Communication (X2) and Job Satisfaction (X3). Data analysis tools for SPSS application program version 21.0.

The population in this study were all Tangsel Posemployees with a total of 53 people. The sampling method uses a census method where all employees are used as research samples, so the number of samples in this study were 53 employees.

Before the analysis, a questionnaire instrument was tested with validity and reliability as well as classical assumption tests with normality, multicollinearity, and homogeneity tests. Then proceed with the analysis using the analysis test of determination (R Square), partial hypothesis testing (t test) and simultaneous (F test) with an error tolerance level of 5 percent.

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## FINDINGS AND DISCUSSION

### Results Description of Research Variables

#### a. Description of the Compensation Variable (X1)

From the descriptive results it is known that the compensation of the fourteen statements submitted by the acquisition of an average score of 189.1, when seen in the respondent's answer criteria it appears that the compensation variable included in the range of 180.2 - 222.5 is in the Good criteria. This shows that the compensation obtained by employees in Tangel Pos categorized as good.

#### b. Description of Communication Variable (X2)

From the descriptive results it is known that the communication variables of the fourteen statements submitted by the acquisition of an average score of 176.6, when seen in the respondent's answer criteria it appears that the communication variables included in the range 137.8-180.1 are in the Good Enough criteria. This shows that the communication that took place at Tangel Pos Tangel Pos is quite good.

#### c. Description of the Job Satisfaction Variable (X3).

From the descriptive results it is known that the variable work satisfaction from fourteen statements submitted by the acquisition of an average score of 186.9, when seen in the criteria of respondents' answers it appears that the employee job satisfaction variables are in the range of 180.2 - 222.5 are in the criteria of satisfaction . This illustrates that the Tangel Posemployees are categorized as satisfied at work.

#### d. Description of the Organizational Commitment Variable (Y).

From the descriptive results it is known that the variable organizational commitment of the fourteen statements submitted by the acquisition of an average score of 194.7, when seen in the criteria of respondents' answers it appears that organizational commitment variables included in the range of 180.2 - 222.5 are in the high criteria. This describes that Tangel Posemployees are categorized as having high commitment to the organization where they take shelter.

Before proceeding to hypothesis testing, it must first go through the calculation of analysis requirements. Testing the analysis requirements must meet the classical assumptions. To get an efficient and unbiased examiner value or BLUE (Best Linear Unbias Estimator) from one multiple regression equation with the least square method, it is necessary to test to find out the resulting regression model meets the classical assumption requirements. In this study, the classic assumption test that will be put forward is commonly used, namely the Normality Test of Muktikolinearitas Test and Heterokedastisitas Test.

From the results of tests conducted using SPSS 21.0 as a tool in this study, it was found that the data in this study were normally distributed, this was evidenced from the results of

the significance value (Asymp. Sig. 2-tailed) greater than 0.05, namely ( $0.449 > 0.05$ ) so that it can be concluded that the data in this study are normally distributed.

Then from the multicollinearity test results it is known that the results of the calculation of the Tolerance value shows that there are no independent variables that have a Tolerance value of less than 0.10, which means there is no correlation between the independent variables. In addition, the results of the calculation of the value of Variance Inflation Factor (VIF) also showed the same thing that there is no independent variable that has a VIF value of more than 10. So it can be concluded that there is no multicollinearity between Independent variables in the regression model.

Furthermore, from the results of heterokedasticity test it is known that scatterplots are seen that the points spread randomly and transversely both above and below the number 0 on the Y axis. enter the independent variable.

Based on the results of the assumption test, the requirements have been fulfilled for further testing. Multiple linear regression analysis is used to test the hypothesis of partial and simultaneous influence of independent variables on the dependent variable. Based on the multiple linear regression coefficients with the SPSS 21.0 program, the results are as shown in Table 1 below:

**Table 1. Coefficients**  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	7,363	3,827		1,924	,060
1 X1_Compentation	,301	,082	,360	3,671	,001
X2_Communication	,375	,095	,406	3,959	,000
X3_Job_Satisfaction	,234	,094	,233	2,479	,017

a. Dependent Variable: Y\_Komitmen\_Organisasi

From Table 1 above we get the results of multiple linear regression equations:  $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e = 7,363 + 0,301.X1 + 0,375.X2 + 0,234.X3 + e$ . Note: Y = Organizational Commitment; X1 = Compensation, X2 = Communication; X3 = job satisfaction. From this equation can be interpreted: 1) the variable Compensation, Communication and Job satisfaction have a positive coefficient direction on Organizational Commitment; 2) the constant value indicates the effect of variables X1, X2 & X3 if the X1 variable is one unit it will have an effect of one unit on the variable Y.

### Determination Analysis Results (R<sup>2</sup>).

To see the contribution of the influence of Compensation (X1), Communication (X2), and Job Satisfaction (X3) to Organizational Commitment, it can be seen from the coefficient of determination R<sup>2</sup> as shown in Table 2 below:



**Table 2. Model Summary**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,865 <sup>a</sup>	,748	,733	2,3118

a. Predictors: (Constant), X3\_ Job\_Satisfaction, X1\_ Compentation, X2\_Communication

Source: Output SPSS under 21.00

R value of 0.865 shows a double correlation (compensation, communication and job satisfaction) with organizational commitment. Taking into account the variation of Adjusted R Square Value of 0.733, it means that the percentage contribution of the variable compensation, communication and job satisfaction to organizational commitment is 73.3%, while the remaining 26.7% is influenced by other variables not included in this model.

### Results of Partial Influence Test (t Test) and Simultaneous Effect (F Test)

Hypothesis testing aims to explain the characteristics of certain relationships or differences between groups or the independence of two or more factors in a situation. The partial effect test aims to test whether each independent variable significantly influences the dependent variable partially with  $\alpha = 0.05$  and also the acceptance or rejection of the hypothesis. Partial test (t test) to answer hypotheses one and two of this study.

**Table 3. t Test Results (Partial)**

Model	t	Sig.
(Constant)	1,924	,060
1 X1_Compentation	3,671	,001
X2_Communication	3,959	,000
X3_Job_Satisfaction	2,479	,017

From Table 3 above, obtained by t count X1 variable of 3.671, because the value of t arithmetic  $>$  t table ( $3.671 > 2.0076$ ), then partial compensation has an influence on organizational commitment. Therefore, H0 is rejected, meaning that there is a partial effect of compensation on organizational commitment. In addition, to test based on significance testing, it can be seen from the significance output of 0.001, because the level of significance  $< 0.05$  ( $0.001 < 0.05$ ), it can be concluded that compensation (X1) has a significant effect on organizational commitment (Y). Thus the second hypothesis is proven and can be accepted.

Furthermore, in Table 3 above obtained t count X2 variable of 3.959, because the value of t count  $>$  t Table ( $3.959 > 2.0076$ ), then partial communication has an influence on organizational commitment. Therefore, H0 is rejected, meaning that there is a partial effect of

communication on organizational commitment. In addition, to test based on significance testing, it can be seen from the significance output of 0,000, because the level of significance  $< 0.05$  ( $0,000 < 0.05$ ), it can be concluded that communication (X2) has a significant effect on organizational commitment (Y). Thus the second hypothesis is proven and can be accepted.

Furthermore, in Table 3 above obtained t count X3 variable of 2.479, because the value of t arithmetic  $> t$  Table ( $2.479 > 2.0076$ ), then partially job satisfaction has an influence on organizational commitment. Therefore,  $H_0$  is rejected, meaning that partially there is an influence of job satisfaction on organizational commitment. In addition, to test based on significance testing, it can be seen from the significant output of 0,000, because the level of significance  $< 0.05$  ( $0,000 < 0.05$ ), it can be concluded that job satisfaction (X3) has a significant effect on organizational commitment (Y). This means that there is a linear relationship between job satisfaction (X3) and organizational commitment (Y). Thus the third hypothesis is proven and can be accepted.

To answer the fourth hypothesis that Compensation, Communication and Job Satisfaction affect the Organizational Commitment simultaneously can be seen from table 4 below:

**Table 4. Anova**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	777,134	3	259,045	48,469	,000 <sup>b</sup>
1	Residual	261,885	49	5,345		
	Total	1039,019	52			

a. Dependent Variable: Y\_ Job\_Satisfaction

b. Predictors: (Constant), X3\_ Job\_Satisfaction, X1\_ Compentation, X2\_ Communication

Source: Output SPSS under 21.00

From Table 4 above (ANOVA table) obtained Fcount of 48.469 is greater than Ftable 2.79 ( $48.469 > 2.79$ ) so it can be concluded that the null hypothesis ( $H_0$ ) is rejected and the alternative hypothesis ( $H_1$ ) is accepted, meaning that there is a significant influence between compensation, communication and job satisfaction together towards organizational commitment. Thus, the fourth hypothesis can be accepted.

From the results of the interpretation of the data above, it can be discussed as follows:

- 1) From the hypothesis testing, it is known that compensation influences organizational commitment. The results of this study are in line with previous studies which have revealed that compensation affects organizational commitment, including research conducted by Rizal, M., Idrus, M.S., Djumahir., & Mintarti. R (2014) which states that direct compensation can strengthen organizational commitment. Besides Nawab, S., & Bhatti, KK (2011), Wadhawan, C., Mishra, M., & Garg, K (2017), and Riana, IG & Wirasedana, IWP (2016) in their research also stated that compensation positively and significantly have a strong influence on organizational commitment. Compensation is a reply from the company that must be received by employees in the form of both financial and non-financial. The amount of compensation received with

work targets and workloads completed will further motivate employees to work earnestly in achieving organizational goals and objectives (Pratama, E.W., Musadieg, M.A., and Mayowan, Y., 2016). Providing good compensation will motivate employees to commit to organizations that have fulfilled their needs (Garay in Pratama, E.W., Musadieg, M.A., and Mayowan, Y., 2016).

- 2) From the hypothesis testing, it is known that communication influences organizational commitment. The results of this study are in line with previous studies conducted by Carrière, J and Bourque, C (2009) who suggest that there is a significant relationship between communication and employee commitment in an organization. In addition, Oso, O., Adebayo, K., & George, F (2017) also revealed that good communication at top management has a significant influence related to organizational commitment. Subsequent research that revealed that communication can affect organizational commitment is research conducted by Paksoy, M., Soyer, F., & Çalık, F (2017) which revealed that effective managerial communication skills can increase employee work commitments. Next Güney, S., Diker, O., Güney, S., Ayrancı, E., and Solmaz, H (2012) suggest that open communication has a positive effect on work commitment. On the other hand closed communication, contrary to expectations, has a positive effect on commitment to work as well.
- 3) From the hypothesis testing, it is known that job satisfaction affects organizational commitment. The results of this study are in line with the opinion expressed by Mathis (2006) which states that people who are relatively satisfied with their work will be more committed to the organization and those who are committed to the organization are more likely to get greater satisfaction. A meta-analysis of 183 studies and nearly 26,000 individuals revealed a significant and strong relationship between organizational commitment and job satisfaction. This finding encourages managers to increase satisfaction in order to obtain a higher level of commitment (Kreitner, R & Kinicki, A., 2014).  
Job satisfaction has a positive and strong influence on organizational commitment. People who get higher levels of job satisfaction tend to feel higher levels of affective commitment and normative commitment. While the effect on continuance commitment is weaker. Affective commitment is a commitment that arises due to emotional closeness to the organization, self-identification and active involvement in the organization. Continuance commitment is based on workers' perceptions of the loss that would be gained if they left the organization. Whereas normative commitment relates to workers' feelings about the necessity to stay afloat in the organization (Wibowo, 2014).
- 4) From the results of tests carried out simultaneously using the F test it is known that compensation, communication and job satisfaction have an influence on organizational commitment. One of the main aspects of management work related to human resources is an aspect related to the commitment of employees in an organization. Employee commitment is one of the keys that also determines the success of an organization to achieve its goals. Employees who are committed to the organization usually show a work attitude that is attentive to their duties, they are very responsible for carrying out the tasks and are very loyal to the company. In the commitment contained confidence, binding, which will give rise to energy to do the best. Obviously, commitment has an impact on the work performance of human resources, and ultimately also greatly affects the performance of a company.

## CONSLUSSION AND SUGESTION

### Conclusion

Based on the results and discussion, the conclusions of this study are:

- 1) Based on the hypothesis testing, it can be concluded that compensation has a positive and significant effect on organizational commitment. This means that the better the compensation given in an organization, this will motivate employees to commit to organizations that have fulfilled their needs. Conversely, if the compensation given to employees is not appropriate, then this will have an impact on the lower commitment of employees to the organization.
- 2) Based on the hypothesis testing it can be concluded that communication has a positive and significant influence on organizational commitment. This means that the more effective communication that takes place within an organization, then this will be able to increase employee work commitment to the organization. Conversely, on the other hand, less effective communication, contrary to expectations, has a negative effect on employee work commitments.
- 3) Based on the hypothesis testing it can be concluded that job satisfaction has a positive and significant effect on organizational commitment. This means that people who are relatively satisfied with their work will be more committed to the organization and people who are committed to the organization are more likely to get greater satisfaction.
- 4) Based on the hypothesis testing it can be concluded that compensation, communication and job satisfaction together have an influence on organizational commitment. This means that if the company is able to provide compensation in accordance with its employees, and is supported by effective communication, this will lead to employee job satisfaction which has an impact on increasing employee work commitments in the organization.

### Suggestion

Based on data analysis, the process of statistical calculation, testing of empirical research models and discussion of the results of studies conducted, several suggestions are proposed as follows:

- 1) Based on the analysis of the relationship between the dimensions of compensation variables and organizational commitment, it is known that there is a weak relationship between financial compensation and normative commitment. This shows that basically employees only work to produce something, not so concerned with the fate of the company going forward. Therefore, to avoid this, in the future it is expected that the company's management can improve the normative commitment of employees by reviewing the financial compensation received by employees, especially regarding salaries received by employees who lately are deemed to be no longer appropriate to the needs of basic commodities that continue to soar. This is very important to do, because if the management of South Tangerang Post does not respond quickly, it is feared that later it will have an impact the higher the level of turnover that occurs in Tangel Pos.
- 2) Based on the analysis of the relationship between the dimensions of communication variables and organizational commitment, it is known that there is a weak relationship between the dimensions of communication across channels with affective

commitment. This explains that the dimensions of cross-channel communication less influence employee commitment to the organization, causing work to be less than optimal. For this reason, it is expected that the company's management will be able to improve the quality of communication across channels within the organization, by means of differences in positions and existing occupations that do not become an obstacle for employees in obtaining work information within the company, so that work results can be more optimal. In addition, it is hoped that in the future the leader can better communicate work information in order to develop a sense of mission. This is very important so that employees no longer neglect their work, and make the work produced can be more effective and efficient.

- 3) Based on the results of subsequent analyzes the relationship between dimensions of job satisfaction and organizational commitment variables is known that there is a weak relationship between the dimensions of work conditions that support the normative commitment. This explains that the dimensions of working conditions that exist in Tangel Pos (Jawa Pos Group) have not increased employee commitment to the organization. For this reason, it is expected that in the future the management of the company can improve and improve the condition of existing working spaces to be more conducive for employees to carry out their work. It is also expected that the company management will be able to provide complete work equipment, so that there are no more obstacles for employees in completing their work.

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