

DOI: <https://doi.org/10.31933/dijemss.v5i5>

Received: 14 June 2024, Revised: 3 July 2024, Publish: 4 July 2024

<https://creativecommons.org/licenses/by/4.0/>

The Effect of Compensation and Work Environment On Commitment To The Organisation With Job Satisfaction As An Intervening Variable (Empirical Study at One of the F&B Companies in Bogor City)

Rezeki Agung¹, Nancy Yusnita^{2*}, Martinus Tukiran³

¹ Program Studi Manajemen, Universitas Pakuan Bogor, Indonesia, rezekiagung1@gmail.com

² Program Studi Manajemen, Universitas Pakuan Bogor, Indonesia, nancyyusnita@yahoo.co.id

³ Program Studi Manajemen, Universitas Pakuan Bogor, Indonesia, martinus.tukiran@unpak.ac.id

Corresponding Author: nancyyusnita@yahoo.co.id

Abstract: Organisational commitment is a very important aspect in the world of work, as it has a direct impact on various factors that affect the success of the company. Employees who have high organisational commitment tend to show higher productivity, strong loyalty and better quality of work. In addition, strong organisational commitment reduces employee turnover rates, minimises recruitment and training costs, and helps retain knowledge and expertise within the organisation. Organisational commitment needs to be supported by appropriate compensation, a supportive work environment and employee job satisfaction. With the continuous role between these variables, it is expected to increase commitment to the organisation. This study aims to determine how to increase organisational commitment by identifying the direct and indirect effects of compensation, work environment and job satisfaction on organisational commitment at Raindear Coffee & Kitchen. This type of research method is a quantitative method using survey techniques. The population used in this study were employees of Raindear Coffee & Kitchen. The analysis technique used is descriptive statistics and path analysis with a total research sample of 112 respondents of Raindear Coffee & Kitchen employees. The results of this study found that there is a direct effect of compensation on job satisfaction with a coefficient value of 0.478, there is a direct effect of the work environment on job satisfaction with a coefficient value of 0.394, there is a direct effect of compensation on organisational commitment with a coefficient value of 0.239, there is a direct effect of work environment on organisational commitment with a coefficient value of 0.273, there is a direct effect of job satisfaction on organisational commitment with a coefficient value of 0.321, there is an indirect effect of compensation on organisational commitment through job satisfaction with a coefficient value of 0.153, there is an indirect effect of work environment on organisational commitment through job satisfaction with a coefficient value of 0.126. In order to enhance employee organisational commitment, management should ensure what compensation is in accordance with employee expectations and what work environment can support employees so as to increase productivity, work quality, and employee retention rates.

Keywords: Organisational Commitment, Compensation, Work Environment, Job Satisfaction.

INTRODUCTION

The food and beverage sector has emerged as one of the most active and influential areas in the global economy. The industry is growing rapidly due to rising consumer expectations for originality, product excellence and distinctive customer encounters. This has led to rapid expansion, with companies facing increasingly fierce competition, which encourages them to constantly evolve and adapt commercial approaches to maintain their market share and future prosperity.

In general, the food and beverage (F&B) industry continues to show exciting potential for future development and growth. With the ever-evolving changes in global consumption patterns and preferences, the industry faces great opportunities to explore various development directions that can strengthen its position in the market. One important direction that stands out is product innovation and menu diversification. By introducing new menus that reflect the latest consumer trends, as well as integrating healthy and organic food concepts, F&B companies can expand their customer base and respond to the needs of increasingly health-conscious consumers.

In addition, the application of technology in the production and delivery process is also a crucial aspect for the growth of this industry. The integration of automation systems to improve operational efficiency, as well as the application of information technology to enhance customer experience, can be decisive factors in winning the competition in an increasingly competitive market. A focus on sustainability and social responsibility is also an important direction for the development of the F&B industry. By adopting environmentally friendly practices and contributing to society through sustainable social programmes, F&B companies can build a strong brand image and win over consumers who are increasingly concerned about environmental and social issues. By exploring these various directions of development, the F&B industry can cement its position as a key player in the global economy and face the coming challenges more readily and adaptively.

The geography of Bogor City creates an attractive potential as a thriving tourist and culinary industry. Nestled in a mountainous region of stunning natural beauty, Bogor City attracts both local and international travellers seeking a unique and authentic experience. The presence of verdant parks, famous botanical gardens, and cool air all offer an ideal environment for the development of a diverse tourism industry. In addition, Bogor City is also known for its delicious and unique local cuisine. With a diverse range of traditional cuisines and regional specialities, Bogor City offers a culinary experience rich in flavour and cultural uniqueness. The presence of bustling traditional markets, food stalls and restaurants attracts foodies who want to explore a variety of authentic and appetising local dishes. By harnessing the richness of nature and local culture, as well as improving accessibility and supporting facilities, Bogor City has the potential to become an attractive and competitive tourist and culinary industry centre. With the right development strategy and effective promotion, this industry can make a significant contribution to economic growth and tourism in the region, while promoting the rich cultural and natural heritage of Bogor City.

Taking into account the geographical situation and the high growth of GRDP in the food and beverage supply sector in the city of Bogor, research conducted in the city can provide in-depth insight into the factors that drive significant growth in this sector. Through this study, it is expected to identify key factors that contribute to the success of the food and beverage supply sector, such as product innovation, effective marketing, and other external factors that influence the growth of this sector.

Furthermore, based on data obtained from the Central Statistics Agency (BPS), it can be seen that the food and beverage service provider industry experienced significant growth in the time span between 2020 and 2023. The Data showed an increase of 10% in the economic activity of the sector. This sharp increase can be interpreted as an indication of a growing demand for food and beverage services during the time period mentioned. This phenomenon underscores the exciting growth potential in the industry and signals important opportunities that may be explored by businesses in the food and beverage sector. Through a deeper understanding of the factors driving this growth, it will be possible for stakeholders to take appropriate strategic steps to make optimal use of this momentum.

In the F&B industry, management faces a variety of typical obstacles. These include navigating complex supply chains, tackling unstable raw material prices, and complying with strict food safety and quality regulations. Therefore, F&B managers must have a deep understanding of the operational and managerial aspects that affect the company's performance. In addition to these operational constraints, the industry also places great emphasis on Human Resource Management. Retaining qualified personnel and motivating them to do their best is an important concern for companies facing tough competition. Important factors in ensuring workforce engagement and optimal contribution to business objectives include career advancement, competitive salaries, a supportive work environment, and professional development potential.

However, although the importance of Human Resource Management has been recognized, there is still a dearth of comprehensive understanding of optimal practices and efficient strategies within the F&B sector. Therefore, an in-depth study of the various aspects of Human Resource Management in this industry becomes very important to provide valuable insights for companies and other stakeholders. One factor that has been recognized is the commitment to the organization is very important to maintain the sustainability and performance of the organization. Strong attachment to the organization by employees can increase productivity, quality of work, and retention rates. To achieve a high level of commitment, careful consideration of factors such as compensation and work environment are required, both of which can affect employee job satisfaction.

Raindear Coffee & Kitchen which is a restaurant/Restaurant located on Jl. Because I Don't Build.7, Rt.04 / rw.11, Baranangsiang, Bogor 16143 Indonesia. is a brand restaurant / restaurant that is quite famous in Bogor. This Brand stands under PT. Kopindo Mitra Jaya who used to be the management of Momo milk, Foreshtree, and Mozza bistro. Although not too long in operation Raindear Coffee & Kitchen is quite famous among its connoisseurs, around 300 visitors per day. In addition to Bogor ice coffee and other sweet drinks this restaurant also serves Asian Food, Western Food, and Pastry. Fancy luxurious atmosphere is presented in every Interior of the Building in it.

Commitment to the organization is important to understand in the context of Human Resource Management. Several variables that influence employee commitment to the organization can create significant dynamics in the sustainability and health of the organization. For example, job dissatisfaction not only harms the performance of the individual, but also creates a negative atmosphere that affects the motivation of colleagues. In this context, the assumption that dissatisfaction can affect commitment to the organization arises because dissatisfaction can trigger a decrease in loyalty to the company.

The low level of compensation for employees is also a crucial factor that can affect commitment. Employees who feel less motivated to achieve high results due to the low compensation received may experience a decrease in commitment to the organization. Dissatisfaction with the financial aspect can affect the perception of the organization as a whole, which has the potential to endanger the sustainability and resilience of the organization.

A less conducive work environment, with concentration difficulties, risk of stress and conflicts among employees, is expected to compromise the level of commitment of employees. These factors can form a negative perception of the organization and reduce the desire to commit in the long term. Meanwhile, employees with low personality traits, especially those who reject challenges and opportunities to develop themselves, are thought to inhibit the formation of a strong commitment to the organization.

An organizational climate that does not support and facilitate the work of employees, low work discipline, lack of work motivation, and low organizational culture are also variables that can contribute to low commitment. Overall, a deep understanding of the dynamics of these variables is expected to provide valuable input for the development of more effective management strategies to increase employee commitment to the organization.

By deepening the understanding of the internal factors that influence commitment to the organization, this study will identify important variables, such as compensation, work environment, job satisfaction, which are thought to have a significant influence on employee productivity and retention. By focusing the research on the context of the F&B industry and a special case study on Raindear Coffee & Kitchen Bogor, the aim of this research is to provide a deep insight into the specific challenges faced by this company, as well as potential solutions or management strategies that can be applied to improve the overall organizational performance.

This study uses a quantitative approach with survey design to identify commitment to the Organization of employees Raindear Coffee & Kitchen. The sampling technique is determined randomly without looking at the strata present in the population. This study uses the Analysis tool Partial Least Squares Structural Equation Modeling (PLS-SEM) to see the effect of compensation and work environment on commitment to the organization through employee job satisfaction Raindear Coffee & Kitchen. Pls-SEM Analysis tool is Smart PLS Series 3.0. The use of Smart PLS Series 3.0 is highly recommended if the number of respondents is limited / few and the model is built complicated (Hair et al. 2017).

The identification of this problem proceeds from the background that the commitment of employees to the organization is influenced by many factors. It is suspected that some of the factors causing low employee commitment include lack of compensation received, work environment that is not conducive, job dissatisfaction, employee personality, organizational climate, work discipline, work motivation, and organizational culture. Based on this identification, some of the problems that can be identified are as follows: employee job dissatisfaction that decreases performance and creates a negative work environment that affects other employees ' motivation and commitment to the organization, low compensation that results in employees being less motivated and having low commitment to the organization, a less conducive work environment that can decrease productivity and increase, low employee personality that tends to reject challenges and opportunities to develop, organizational climate that does not support employee work, low employee work discipline in serving consumers and obeying regulations, low employee work motivation in carrying out tasks and responsibilities, and low organizational culture that can reduce employee confidence and sense of belonging to the organization.

Limitation of the problem in this study is set on the variable commitment to the organization and the variables that are thought to have a relationship with the commitment, namely compensation, work environment, and job satisfaction. The independent variable in this study is compensation and work environment, the dependent variable is commitment to the organization, and the intervening variable is job satisfaction. This study entitled "The effect of compensation and work environment on commitment to the organization with job satisfaction as an Intervening variable" and focused on operational employees at Raindear Coffee & Kitchen Bogor.

The formulation of the problem obtained is as follows: does compensation have a direct positive effect on job satisfaction, does the work environment have a direct positive effect on job satisfaction, does compensation have a direct positive effect on commitment to the organization, does the work environment have a direct positive effect on commitment to the organization, does job satisfaction have a direct positive, and is that the work environment has an indirect positive effect on commitment to the organization through job satisfaction.

The purpose of this study was to find efforts to improve performance through direct positive influence of compensation on job satisfaction, direct positive influence of work environment on job satisfaction, direct positive influence of compensation on commitment to the organization, direct positive influence of work environment on commitment to the organization, direct positive influence of job satisfaction on commitment to the organization, indirect positive, and the positive indirect influence of the work environment on commitment to the organization through job satisfaction.

The benefits of this research are expected to be obtained in theoretical and practical form. Theoretically, the results of this study are expected to add scientific insight, especially in the field of human resource management regarding commitment to the organization, compensation, work environment, and job satisfaction, as well as a reference for future research. In practical terms, the benefits of this study for the author is to meet one of the requirements to achieve a master's degree in management and implement the science of Human Resource Management in field practice. For organizations, the results of this study are expected to be used as a basis for consideration in implementing policies to increase commitment to the organization. For other researchers, the results of this study can be used as a reference, reference, or basis for further research to increase commitment to the organization.

Through a detailed analysis of internal factors, the study is expected to provide practical recommendations that can assist the management of Raindear Coffee & Kitchen Bogor and similar organizations in optimizing their human resources strategies, increasing employee retention, and improving the overall performance of the company. Thus, the study is expected to make a significant contribution to the general understanding of Human Resource Management and organizational dynamics in the F&B industry.

METHOD

This study uses descriptive and causality approach to explain the characteristics of research variables and find causal relationships between these variables. This research approach, as described by Creswell (2016: 3), includes steps from broad assumptions to detailed methods of data collection, analysis, and interpretation. This research was conducted at Raindear Coffee & Kitchen, located on Jl. Because I Don't Build. 7, East Bogor subdistrict, Bogor City, West Java 16143, Indonesia, with the research period starting from October 2023 to June 2024 or from the date of issuance of the research permit. The types of data used in this study are primary data and secondary data. Primary Data were obtained through surveys using closed questionnaires on variables of commitment to the organization (Z), compensation (X1), work environment (X2), and job satisfaction (Y). The survey involves respondents filling out questionnaires based on selected research samples. Secondary Data were obtained from scientific journals and relevant previous research results to complement the answers to research questions.

The design of this study was carried out through several stages. The first stage is the preparation of research instruments. The second stage involves testing the research instrument through statistical methods to 30 people to ensure its validity and reliability. The third stage is the collection of data from instrument testing and analysis to obtain valid and reliable statements. The last stage is the deployment of instruments that have been tested for

validity and reliability to the sample, then followed by descriptive analysis and inferential statistics using path analysis.

RESULTS AND DISCUSSION

Hypothesis testing is the final stage of testing a constellation of models built.

Based on the figure, there are 7 pathways tested in this study using the bootstrapping method. A chart of the results of the T-statistic test of the significance of the commitment model to the organization is presented in Fig.

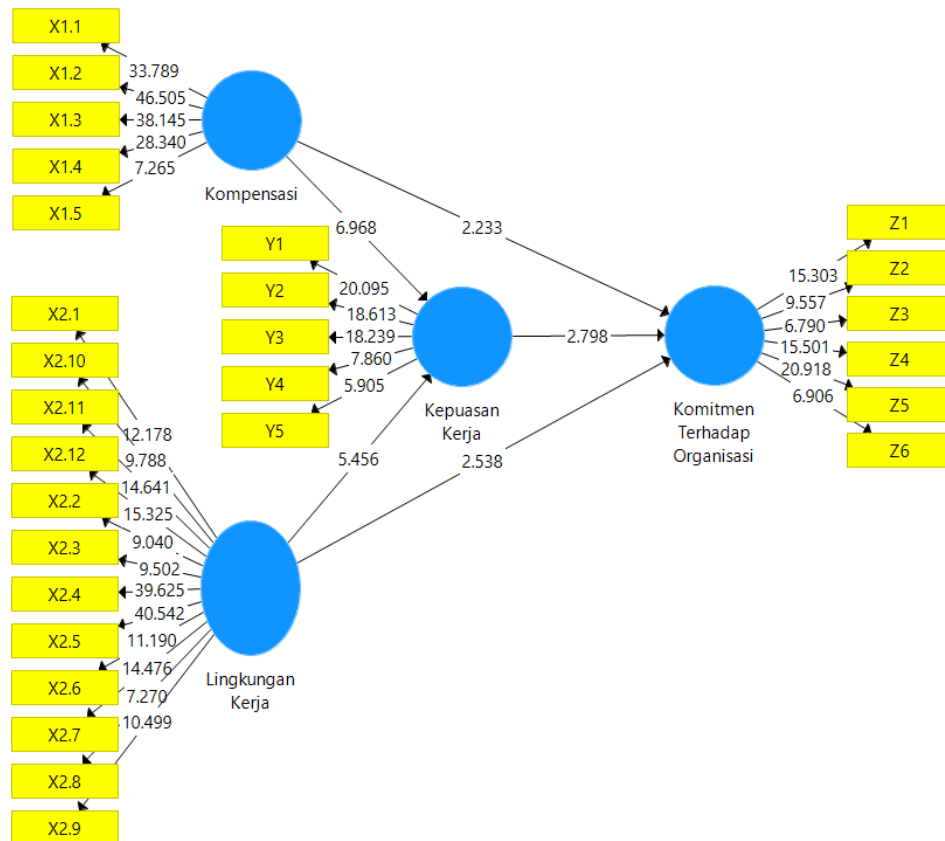


Figure 1. T-Statistical Test Results Significance Model Of Commitment To The Organization

The figure shows the T-statistical values of each path on the constellation of the commitment to Organization model. Seen on all paths a T-statistic value greater than 1.96, means all paths are significant. Here is a recapitulation of the significance assessment on each path.

Chart 1. Recapitulation of Path Coefficient value, t-statistic, p-Value creativity Model

Structural Commitment To The Organization

Direct Effect	Path Coefficient	T Statistics	P Values
Job Satisfaction - > Commitment To The Organization	0.321	2.798	0.005
Compensation - > Job Satisfaction	0.478	6.968	0.000
Compensation - > Commitment To The Organization	0.239	2.233	0.026
Work Environment - > Job Satisfaction	0.394	5.456	0.000
Work Environment - > Commitment To The Organization	0.273	2.538	0.011
Indirect Effect			
Compensation - > Job Satisfaction - > Commitment To The Organization	0.153	2.550	0.011
Work Environment - > Job Satisfaction - > Commitment To The Organization	0.126	2.562	0.011

Based on the direct effect significance test in the table above, it shows that all direct paths have a significant positive direct effect on the performance of the Commitment to Organisation variable. Furthermore, in the indirect effect test, the Job Satisfaction variable is able to mediate the Compensation and Work Environment variables to Organisational Commitment.

The Commitment to Organisation model is used as a scientific theory development to understand how strategies and ways to increase the Commitment to Organisation variable related to changes in the exogenous variables, namely Compensation, Work Environment, and Job Satisfaction.

Positive direct effect of Compensation on Job Satisfaction

Based on testing the first hypothesis (H1), the test results can be presented with a standard coefficient value of 0.478, t-values of 6.968 and p-values 0.000. This means that there is a positive direct effect of Compensation on Job Satisfaction.

The results of the above hypothesis are supported by previous research conducted by Hartanto and Turangan (2021) which states that compensation has a positive influence on job satisfaction where appropriate and fair compensation will create optimal job satisfaction for employees.

Other previous research by Mauliah and Indayani (2021) states that providing appropriate compensation will make employees feel satisfied at work. When employees feel that they are properly compensated and commensurate with their contribution to the organisation, this can increase their job satisfaction. Employees feel recognised and valued for their efforts, which in turn can increase motivation, engagement, and Organisational Commitment.

These results show that fair and appropriate compensation in the form of salary/wages, bonuses, insurance, benefits and facilities can increase job satisfaction because employees feel that their contributions and efforts are properly valued. Compensation is a very important factor in increasing job satisfaction. If compensation can be increased, it is predicted that it can have a positive effect on employee job satisfaction.

Positive direct effect of Work Environment on Job Satisfaction

Based on testing the second hypothesis (H2), the test results can be presented with a standard coefficient value of 0.394, t-values of 5.456 and p-values 0.000. This means that there is a positive direct effect of Work Environment on Job Satisfaction.

The results of the above hypothesis are supported by research conducted by Lestari, et al, (2020) and Saputra, AA (2022) which state that a supportive work environment can significantly increase employee job satisfaction.

These results indicate that the work environment in the form of lighting, air temperature, air circulation, workspace layout, cleanliness, noise, use of work equipment, work safety, music at work, relationships with coworkers, relationships between superiors-subordinates, and a family atmosphere at work can increase job satisfaction. Information about the work environment that can support employee job satisfaction is important information that needs to be updated. Therefore, companies need to ensure what is a supportive work environment for employees to get better output from them by setting the right standards of their rights.

Positive direct effect of Compensation on Commitment to the Organisation

Based on testing the third hypothesis (H3), the test results can be presented with a standard coefficient value of 0.239, t-values of 2.233 and p-values of 0.026. This means that there is a positive direct effect of Compensation on Commitment to the Organisation.

The results of the above hypothesis are supported by research conducted by Prasada, et al, (2020) and Putra and Mardikaningsih (2022) which state that appropriate compensation has a significant effect on Commitment to the Organisation.

These results indicate that fair and appropriate compensation in the form of salary/wages, bonuses, insurance, benefits and facilities can increase Commitment to the Organisation. When employees feel that they receive compensation that matches their contribution and performance, they tend to have a higher level of commitment to the organisation. Compensation which includes salary, bonus, insurance, allowances and facilities, not only fulfils the financial needs of employees but also recognises their effort and dedication.

Research shows that satisfaction with compensation is positively correlated with employee loyalty and commitment. Employees who feel valued through adequate compensation are more likely to stay with the company longer, perform better, and actively participate in achieving organisational goals. Conversely, dissatisfaction with compensation can lead to low motivation, increased turnover, and decreased productivity.

Therefore, companies that want to increase organisational commitment should ensure that their compensation structure is competitive and fair, and be transparent in communication about the compensation policy.

Positive direct effect of Work Environment on Commitment to Organisation

Based on testing the third hypothesis (H4), the test results can be presented with a standard coefficient value of 0.273, t-values of 2.538 and p-values of 0.011. This means that there is a positive direct effect of Work Environment on Commitment to the Organisation.

The results of the above hypothesis are supported by research conducted by Rahayu and Mahargiono (2021) and Asi, et al (2021) which state that a good work environment has a positive and significant effect on commitment to the organisation.

The results of this study indicate that the work environment in the form of lighting, air temperature, air circulation, workspace layout, cleanliness, noise, use of work equipment, work safety, music at work, relationships with coworkers, relationships between superiors-subordinates, and a family atmosphere at work can increase Commitment to the Organisation.

Employees who feel valued and supported at work will be more motivated and energised in carrying out their tasks. They tend to have higher loyalty and are willing to make greater contributions to the organisation. A positive work environment can also reduce stress levels and improve employee well-being, which in turn increases their commitment to the organisation.

Research shows that employees who are satisfied with their work environment will show stronger commitment, which means they are more likely to stay with the company and actively participate in the achievement of organisational goals. Therefore, companies that invest in creating and maintaining a positive work environment will see a significant increase in employee commitment to the organisation.

Positive direct effect of Job Satisfaction on Commitment to the Organisation

Based on testing the first hypothesis (H5), the test results can be presented with a standard coefficient value of 0.321, t-values of 2.798 and p-values of 0.005. This means that there is a positive direct effect of Job Satisfaction on Commitment to the Organisation.

The results of the above hypothesis are supported by previous research conducted by Tanjung (2019) which states that Job Satisfaction has a significant influence on Commitment to the Organisation. In his research, it is explained that the higher the level of employee Job Satisfaction, the Commitment to Organisation of employees in the company will increase.

Other previous research by Ellys and Le (2020) states that Job Satisfaction has a positive effect on Commitment to the Organisation. In his research, it is explained that if

employees are satisfied with their work, then these employees will maintain their membership in the company, on the other hand, if they are dissatisfied, these employees will not stay in the company, and even choose to leave the company.

The results of this study indicate that Job Satisfaction in the form of satisfaction with salary, job satisfaction with promotion, job satisfaction with supervision, and job satisfaction with colleagues can increase employees' Organisational Commitment. When employees feel satisfied with their jobs, they feel more emotionally attached to the organisation. This encourages them to stay and contribute maximally to the organisation. High job satisfaction also reduces employees' intention to look for job opportunities elsewhere, thereby reducing turnover rates. Therefore, companies that focus on improving employee job satisfaction, through good compensation management, clear career development, and provision of a positive work environment, will see a significant increase in organisational commitment from their employees.

Positive indirect effect of Compensation on Commitment to Organisation through Job Satisfaction

Based on testing the first hypothesis (H6), the test results can be presented with a standard coefficient value of 0.153, t-values of 2.550 and p-values of 0.011. This means that there is a positive indirect effect of Compensation on Commitment to the Organisation through Job Satisfaction.

The results of the above hypothesis are supported by research conducted by Handoko and Rambe (2018) which states that compensation has a positive and significant effect on organisational commitment through job satisfaction. Other previous research by Setawarman, et al, (2021) explains that job satisfaction is significantly able to mediate the effect of compensation on commitment to the organisation.

The results of this study indicate that the direct effect of compensation on commitment to the organisation is greater than the indirect effect of compensation on commitment to the organisation through job satisfaction, meaning that to increase commitment to the organisation, compensation should not be mediated by job satisfaction. because if compensation increases, satisfaction will automatically increase and commitment to the organisation will also increase.

Positive indirect effect of Work Environment on Commitment to Organisation through Job Satisfaction

Based on testing the first hypothesis (H7), the test results can be presented with a standard coefficient value of 0.126, t-values of 2.562 and p-values of 0.011. This means that there is a positive indirect effect of Compensation on Commitment to the Organisation through Job Satisfaction.

The results of the above hypothesis are supported by previous research conducted by Nurhalizah and Jufrizen (2020) which states that Job Satisfaction can mediate the effect of Work Environment on Commitment to the Organisation.

The results of this study indicate that the direct effect of the work environment on commitment to the organisation is greater than the indirect effect of the work environment on commitment to the organisation through job satisfaction, meaning that to increase commitment to the organisation, the work environment should not be mediated by job satisfaction. because if the work environment improves, satisfaction will automatically increase and commitment to the organisation will also increase.

In analysing Commitment to the Organisation, it is carried out through the stages of research as existing procedures, but this research still has several research limitations, which can be used as a reference for improvement in further research, namely:

1. Limitations of Research Variables

After conducting quantitative research to prove the effect of Compensation and Work Environment on Commitment to the Organisation with Job Satisfaction as an intervening variable. This study only considers the variables of Compensation and Work Environment on Commitment to the Organisation with Job Satisfaction as an intervening variable, although there are still other factors related to Commitment to the Organisation. therefore further research is needed for other variables that have not been studied.

2. Research Sample

The research population has been determined based on data with a sample size for quantitative research, the researcher only took a sample of 112 respondents from a total population of 154 respondents. However, data collection is only carried out in one company and in one specific time period, which may not reflect variations that exist in other places or times.

CONCLUSION

The research results of the Influence of Compensation and Work Environment on Commitment to the Organization with Job Satisfaction as an intervening variable (Empirical Study of One of the F&B Companies in Bogor City) which have been analyzed statistically using Structural Equation Modeling (SEM) using the SmartPLS 3 program, obtained research findings. which can be concluded as follows:

1. There is a direct positive influence of Compensation (X1) on Job Satisfaction (Y), with a coefficient value of 0.478, so that strengthening compensation (X1) can increase Job Satisfaction (Y).
2. There is a positive direct influence of the Work Environment (X2) on Job Satisfaction (Y), with a coefficient value of 0.394, so that strengthening the Work Environment (X2) can increase Job Satisfaction (Y).
3. There is a positive direct influence of Compensation (X1) on Commitment to the Organization (Z), with a coefficient value of 0.239, so that strengthening Compensation (X1) can increase Commitment to the Organization (Z).
4. There is a positive direct influence of the Work Environment (X2) on Commitment to the Organization (Z), with a coefficient value of 0.273, so that strengthening the Work Environment (X2) can increase Commitment to the Organization (Z).
5. There is a positive direct influence of Job Satisfaction (Y) on Commitment to the Organization (Z), with a coefficient value of 0.321, so that strengthening Job Satisfaction (Y) can increase Commitment to the Organization (Z).
6. There is a positive indirect effect of Compensation (X1) on Commitment to the Organization (Z) through Job Satisfaction (Y), with a coefficient value of 0.153. However, the coefficient value of the direct effect (0.239) is greater than the indirect effect (0.132), so efforts to increase Commitment to the Organization (Z) through strengthening Compensation (X1) should not be mediated by Job Satisfaction (Y).
7. There is a positive indirect influence of the Work Environment (X2) on Commitment to the Organization (Z) through Job Satisfaction (Y), with a coefficient value of 0.126. However, the coefficient value of the direct effect (0.273) is greater than the indirect effect (0.126), so efforts to increase Commitment to the Organization (Z) through strengthening the Work Environment (X2) should not be mediated by Job Satisfaction (Y).

REFERENCE

- Abebe, A., & Assemie, A. (2023). Quality of work life and organizational commitment of the academic staff in Ethiopian universities. *Journal Heliyon*, 9, 1-20. doi.org/10.1016/j.heliyon. 2023.e15139.

- Afandi, P. (2018). *Manajemen Sumber Daya Manusia: Teori, Konsep dan Indikator*. Pekanbaru: Zanafra Publishing.
- Allen, N. J. & Meyer, J.P. (1991). A Three Component Conceptualization of Commitment Organizational. *Human Resource Management Review*, 1, 61-89.
- Asi, L.L., Gani, A., Sukmawati, S.T. (2021). Pengaruh Budaya Organisasi, Motivasi Kerja, Lingkungan Kerja Terhadap Komitmen Organisasional dan Kinerja Dosen Universitas Negeri Gorontalo. *Journal of Management Science*, 2(1), 2722-4961.
- Budiasa, I.K. (2021). *Beban Kerja dan Kinerja Sumber Daya Manusia*. Banyumas: CV. Pena Persada.
- Byars, L.L., & Rue, L.W. (2005). *Human Resources Management*. New York: McGraw-Hill.
- Chigeda, F., Ndofirepi, T. M., & Steyn, R. (2022). Continuance in organizational commitment: The role of emotional intelligence, work-life balance support, and work-related stress. *Global Business and Organizational Excellence*, 42(1), 22–38. <https://doi.org/10.1002/joe.2217>
- Chin, W. W. (1998). The Partial Least Squares Approach to Structural Equation Modeling. *Modern Methods for Business Research*, 295, 336
- Clinebell, S., Skudiene, V., & Trijonyte, R. (2013). Impact of Leadership Styles on Employee Organizational Commitment. *Journal of Service Science*. 6 (1), 139-152.
- Colquitt, J.A. Lepine, J.A. and Wesson, M.J. (2011). *Organizational Behavior*. New York: McGraw-Hill.
- Colquitt, J.A. Lepine, J.A. and Wesson, M.J. (2013). *Organizational Behavior*. New York: McGraw-Hill.
- Colquitt, J.A. Lepine, J.A. and Wesson, M.J. (2014). *Organizational Behavior*. New York: McGraw-Hill.
- Daft, R.L. (2010). *New Era of Management*. Nelson Education, Canada: Cengage Learning.
- Dewi, D. A. D. K., Piartrini, P. S. (2020). Pengaruh Kompensasi Dan Keselamatan Kesehatan Kerja Terhadap Komitmen terhadap organisasional Tenaga Kerja Dinas Lingkungan Hidup Tabanan. *E-Jurnal Manajemen*, 9(4), 1297-1317. doi.org/10.24843/EJMUNUD.2020.v09.i04.p04.
- Ellys, E., Le, M. (2020). Pengaruh Kepuasan Kerja dan Budaya Organisasi Terhadap Komitmen Organisasi Karyawan. *Jurnal Manajemen Maranatha*, 20(1), 75-84.
- Faisal, N., & Dewi, I. A. M. (2019). Pengaruh Kompensasi, Lingkungan Kerja, dan Budaya Organisasi Terhadap Komitmen terhadap organisasional Karyawan. *E-Jurnal Manajemen*, 8(6), 3730-3755.
- Garry Dessler. (2008). *Human Resource Management*. Upper Saddle River, NJ: Prentice-Hall.
- Ghozali, I. (2012). *Partial Least Square : Konsep, Teknik dan Aplikasi Smart PLS 2.0 M3*. Semarang: Badan Penerbit Universitas Diponegoro.
- Ghozali, I. (2016). *Aplikasi Analisis Multivariate Dengan Program (IBM SPSS)* (8 ed.). Semarang: Badan Penerbit Universitas Diponegoro.
- Gibson, dkk. (2006) *Organization: Behavior, Structure and Processes*. New York: McGraw-Hill.
- Gibson, dkk. (2010). *Human Resource Management*. New York: McGraw-Hill.
- Greenberg, J. & Baron R.A. (2008). *Behaviour in Organizations*. Upper Saddle River, NJ: Pearson Education. pp. 234-236.
- Hair, J. F., Hollingsworth, C. L., Randolph, A. B., and Chong, A. Y. L (2017). An Updated and Expanded Assessment of PLS-SEM in Information Systems Research. *Industrial Management & Data Systems*, 117(3): 442-458.
- Hair, J. F., Hult, G. T. M., & Ringle, C. M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. SAGE Publications, Inc. Printed. <http://lccn.loc.gov/2016005380>

- Hair, J. F., Risher, J. J., & Ringle, C. M. (2018). When to use and how to report the results of PLS-SEM. 31(1), 2–24. <https://doi.org/10.1108/EBR-11-2018-0203>
- Hair, J.F., Risher, J.J., Sarstedt, M. and Ringle, C.M. (2019), "When to use and how to report the results of SEM-PLS", *European Business Review*,(31), 2-24. Structural Equation Modeling (SEM-PLS), Sage, ThousandOaks, CA.
- Handoko, D.S., Rambe, M.F., (2018). Pengaruh Pengembangan Karir dan Kompensasi Terhadap Komitmen Organisasi Melalui Kepuasan Kerja. *Jurnal Ilmiah Magister Manajemen*, 1(1), 31-45.
- Hartanto, V.C., Turangan, J.A. (2021). Pengaruh Lingkungan Kerja, Kepemimpinan, dan Kompensasi Kepuasan Kerja Pegawai Hotel di Jakarta. *Jurnal Manajerial dan Kewirausahaan*, 3(2), 518-527.
- Hasibuan, Malayu S.P. (2014). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Hu, L., and Bentler, P. M. (1998). Fit Indices in Covariance Structure Modeling: results of PLS-SEM. 31(1), 2–24. <https://doi.org/10.1108/EBR-11-2018-0203>
- Hu, L., and Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling: A Multidisciplinary Journal*, 6(1),1–55.
- Ingsih, K., Prayitno, A. Waluyo, D. E., & Suhana, S. (2020). Mediating Roles of Job Satisfaction toward the Organizational Commitment of Employees in the Public Sector. *Journal of Asian Finance, Economics and Business*, 7(10), 999–1006. doi: 10.13106/jafeb.2020.vol7.no10.999.
- Insan, A.N., & Safarudin, A. (2015). Effect of Transformational Leadership on Organizational Commitment and Labour Performance. *International Journal of Science and Research (IJSR)* ISSN (Online): 2319-7064 Index Copernicus Value (2015): 78.96 \ Impact Factor (2015) 6.39
- Kreitner, R. dan Kinicki, A. (2005). *Organizational Behavior Key concepts skills and best Practice*. New York: McGraw-Hill.
- Kreitner, R. dan Kinicki, A. (2014). *Perilaku Organisasi*. Edisi 9. Buku 1. Jakarta: Salemba Empat.
- Lestari, U.P., Sinambela. E.A., Mardikaningsih, R., Darmawan, D., (2020). Pengaruh Efikasi Diri dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan. *Jurnal Ekonomi & Ekonomi Syariah*. 3(2), 529-536.
- Lohmöller, J.-B. (1989). *Latent Variabel Path Modeling with Partial Least Squares*. ISBN 978-3-642-52512-4. Published: 11 November 2013, Physica: Heidelberg.
- Luthans, F. *Perilaku Organisasi*. Yogyakarta: Mandar, 2012
- Mangkunegara, A.A. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: Remaja Rosdakarya.
- Martini, Ni. N. P., Susanto, N. E. (2021). Dampak Kompensasi Dan Lingkungan Kerja Terhadap Komitmen terhadap organisasional Melalui Kepuasan Kerja Tenaga Kebersihan Di Universitas Jember. *Jurnal Manajemen dan Bisnis Indonesia*, 7(1), 34-40.
- Mauliah, S., Indayani, L. (2021). Pengaruh Kompensasi, Lingkungan Kerja dan Komitmen Organisasi Terhadap Kepuasan Kerja dan Stres Kerja Menjadi Variabel Intervening. *International Journal On Orange Technologies*, 03(04), 363-376.
- Nitisemito, A.S. (2008). *Manajemen Personal*. Jakarta: Ghalia Indonesia.
- Nurhalizah, M., Jufrizen. (2020). Pengaruh Etika Kerja dan Lingkungan Kerja Terhadap Komitmen Organisasi Melalui Kepuasan Kerja Pada Kantor Walikota Medan. *Jurnal Ekonomi & Ekonomi Syariah*, 3(1), 119-134.
- Oliveira, H. H., & Honório, L. C. (2020). Human resources practices and organizational commitment: Connecting the constructs in a public organization. *Revista de Administração Mackenzie*, 21(4), 1–27. doi:10.1590/1678-6971/eRAMG200160

- Panggabean, M.S. (2002). *Manajemen Sumber Daya Manusia*. Jakarta: Ghalia Indonesia.
- Prasada, D., Sunarsi, D., Teriyan, A. (2020). Pengaruh Etos Kerja dan Kompensasi Terhadap Komitmen Organisasi Pada DHL Logistic di Jakarta.
- Putra, A.R.P, Mardikaningsih, R. (2021). Kompensasi dan Lingkungan Kerja Serta Pengaruhnya Terhadap Komitmen Organisasi. *Edunomika*, 6(1), 44-53.
- Rahayu, A.d., Mahargiono, P.B. (2021) Pengaruh Motivasi Kerja, Lingkungan Kerja, dan Kepuasan Kerja Terhadap Komitmen Karyawan. *Jurnal Ilmu dan Riset Manajemen*,10(5), 1-19.
- Rivai, A. (2011). *Manajemen Sumber Daya Manusia untuk Perusahaan*. Jakarta: Rajawali Pers.
- Robbins, S.P. & Coulter, M. (2010). *Manajemen*. Alih Bahasa: Bob Sabran dan Devri Barnadi Putera. Jakarta: Airlangga.
- Robbins, S.P. & Judge, T.A. (2014). *Perilaku Organisasi*. Jakarta: Salemba Empat.
- Robbins, S.P. & Judge, T.A. (2016). *Perilaku Organisasi*. Edisi 16. Jakarta: Salemba Empat.
- Saputra, A.A., (2022). Pengaruh Kompensasi, Lingkungan Kerja dan Beban Kerja Terhadap Kepuasan Kerja Karyawan. *Technomedia Journal*, 7(1), 68-77.
- Sedarmayanti. (2017). *Manajemen Sumber Daya Manusia*. Bandung: Refika Aditama.
- Setarwarman, D., Hermawati, A., Mas, N. (2021). Dampak Kompensasi dan LMX (Leader Member Exchange). Terhadap Kepuasan Kerja Serta Implikasinya Pada Komitmen Organisasi. *Jurnal Ilmu Manajemen*, 7(1), 22-35.
- Shmueli, G., Ray, S., Estrada, J. M. V., & Chatla, S. B. (2016). The Elephant in the Room: Predictive Performance of PLS Models. *Journal of Business Research*,69(10), 4552-4564.
- Siagian, S.P. (2014). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Simamora, H. (2004), *Manajemen Sumber Daya Manusia*. Yogyakarta: Penerbit Sekolah Tinggi Ekonomi YKPN.
- Sopiah. 2018. *Perilaku Organisasi*. Yogyakarta: Andi Offset
- Suparyadi. (2015). *Manajemen Sumber Daya Manusia, Menciptakan Keunggulan Bersaing Berbasis Kompetisi SDM*. Jakarta: Andi.
- Tanjung, H. (2019) Pengaruh Keterlibatan Kerja dan Kepuasan Kerja Terhadap Komitmen Organisasi Pegawai. *Jurnal Humaniora*, 4(2), 36-49.
- Wibowo, M. A., Fitriyanti. (2022). Mediasi Kepuasan Kerja Atas Pengaruh Kompensasi Dan Burnout Pada Komitmen terhadap organisasi (Studi Kasus Pegawai Perangkat Desa Di Kecamatan Getasan). *Jurnal Ekonomi Dan Perbankan*, 7(1), 75-90.
- Wibowo. (2017:162) *Manajemen Kinerja*. Rajawali Pers
- Widiana, M.E. (2015) *Variabel dan Indikator yang Mempengaruhi Komitmen dan Kinerja Organisasi Pemerintahan*. Surabaya: UBHARA Manajemen Press.
- Widjaya, O.H., Budiono, H. & Bayu, Ananda E.P. (2021) Kompensasi dan Lingkungan Kerja Sebagai Prediktor Komitmen terhadap organisasi Melalui Kepuasan Kerja. *Journal: Serina III Universitas Tarumanegara*, 161-170.
- Widodo, W. (2015). *Manajemen Pengembangan Sumber Daya Manusia*. Yogyakarta: Pustaka Pelajar.