



## Analysis of Organizational Commitment, Training, and Compensation on Job Satisfaction in Career Mediation at Sea Freight Forwarding Companies

Aswanti Setyawati<sup>1</sup>, Rohana Sitanggang<sup>2</sup>, Lira Agusinta<sup>3</sup>, Primadi Candra Susanto<sup>4</sup>, Esterlinus Edwin Lermatan<sup>5</sup>

<sup>1</sup>Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia, [aswantimurgiyanto@gmail.com](mailto:aswantimurgiyanto@gmail.com)

<sup>2</sup>Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia, [rohanadems@gmail.com](mailto:rohanadems@gmail.com)

<sup>3</sup>Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia, [lir4agusinta@gmail.com](mailto:lir4agusinta@gmail.com)

<sup>4</sup>Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia, [primstrisakti@gmail.com](mailto:primstrisakti@gmail.com)

<sup>5</sup>Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia, [edwinlermatan@gmail.com](mailto:edwinlermatan@gmail.com)

Corresponding Author: [aswantimurgiyanto@gmail.com](mailto:aswantimurgiyanto@gmail.com)<sup>1</sup>

**Abstract:** This study aims to analyze the effect of Organizational Commitment, Training, and Compensation on Job Satisfaction mediated by Career Path in Sea Freight Forwarding Companies. The method used is descriptive-qualitative, with a *literature review* approach. This study synthesizes findings from various relevant internationally indexed academic articles. Data were collected from reputable internationally indexed articles obtained through databases such as *Scopus*, *Web of Science*, *Emerald*, *Springer*, and *Google Scholar*. The selected literature was analyzed using reduction techniques, data presentation in matrix form, and comparative synthesis to find patterns, similarities, and differences between studies. The results of the study indicate that Organizational Commitment, Training, and Compensation affect Job Satisfaction, either directly or indirectly through career paths. The contribution of this research is that it provides significant theoretical and practical contributions in the field of human resource management, particularly in the shipping and logistics sector. The novelty of this research lies in integrating a career path mediation model in analyzing the relationship between organizational commitment, training, and compensation on job satisfaction in the specific context of sea freight forwarding companies in Indonesia, which has not been widely studied in academic literature.

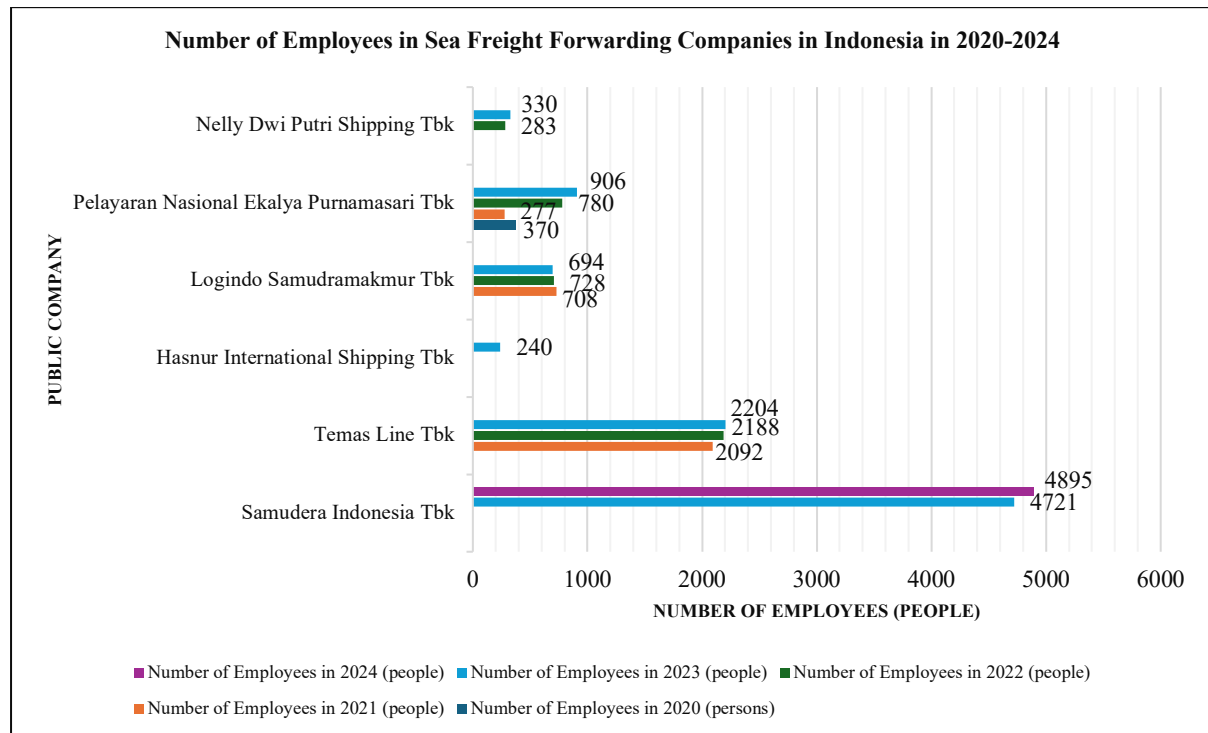
**Keywords:** Job Satisfaction, Career Path, Organizational Commitment, Training, Compensation

### INTRODUCTION

The transformation of the global logistics and shipping industry, driven by globalization, technological advances, and evolving customer demands, requires strategic human resource management (HRM) to maintain operational excellence and long-term competitiveness. The industry faces significant challenges, including a shortage of skilled talent, high demand for specialized skills, and the temporary nature of work characterized by seasonal fluctuations and contract-based arrangements (Ogedengbe et al., 2024).

Shipping companies in Indonesia face significant challenges related to employee job satisfaction, career stagnation, and organizational commitment, which contribute to high turnover rates and low productivity. Research shows that self-efficacy and job characteristics, such as task variety and work

autonomy, are crucial in improving organizational commitment and employee performance, indicating that enhancing these areas can mitigate some of the challenges faced by shipping companies (Syachrani et al., 2025).



**Figure 1. Number of Employees in Indonesian Maritime Shipping Companies from 2020 to 2024**  
 Source: Annual Report, Indonesia Stock Exchange, 2025

Figure 1 illustrates the development of the number of employees in shipping companies in Indonesia during the period 2020–2024, which shows a fluctuating pattern and no significant increase from year to year. Although the logistics and shipping industries have experienced relatively stable growth in cargo volume, the level of employment in the shipping sector has stagnated. This condition indicates that companies have not been able to optimally expand their human resource capacity to support sustainable business growth (F. Saputra, 2022).

Fluctuations in the number of employees can be interpreted as a reflection of the high turnover rate in the shipping sector. This phenomenon is generally caused by low employee job satisfaction, which is influenced by various internal factors within the company, such as organizational commitment, compensation systems, promotion opportunities, and the quality of training provided. According to the study Febriyana et al., (2022), low self-efficacy and limited task variety and work autonomy in shipping companies have a direct impact on decreased organizational commitment and increased employee desire to change jobs.

In addition, the COVID-19 pandemic in 2020–2021 further exacerbated the employment situation in this sector. Many shipping companies imposed operational restrictions and cost efficiencies by reducing the number of crew and shore-based staff. Although the industry began to recover after 2022, the recovery in employment was slow as companies were more cautious in recruiting and chose to maintain productivity with a minimum number of employees (Widodo, 2021).

This phenomenon shows that the increase in the number of employees does not automatically follow industry growth trends, but is greatly influenced by internal factors related to human resource management. Lack of job satisfaction causes employees to not stay long, while stagnant career paths and less competitive compensation systems make it difficult for companies to attract and retain professional workers. Therefore, the trend in Figure 1 underscores the importance of increasing organizational commitment, relevant training systems, and fair compensation policies as key strategies to strengthen retention and reduce turnover in the sea freight forwarding industry in Indonesia.

## Problem Statement

Based on the background of the problem above, the following research questions were formulated to obtain hypotheses for further research, specifically in sea freight forwarding companies: 1) Does organizational commitment affect career progression?; 2) Does training affect career progression?; 3) Does compensation affect career progression?; 4) Does organizational commitment affect job satisfaction?; 5) Does training affect job satisfaction?; 6) Does compensation affect job satisfaction?; 7) Does career progression influence job satisfaction?; 8) Does organizational commitment influence job satisfaction through career progression?; 9) Does training influence job satisfaction through career progression?; 10) Does compensation influence job satisfaction through career progression?

## METHOD

This study uses a qualitative design with a descriptive approach based on a literature review. This approach was chosen because it allows researchers to investigate, understand, and critically analyze the factors that influence job satisfaction through career progression by synthesizing previous studies. The qualitative method with a literature review approach not only focuses on presenting a summary of findings but also conducts a comparative evaluation to identify similarities, differences, and patterns of interrelationships between variables, (Boulton, M. J., & Houghton, 2021).

The research data was sourced from secondary data obtained through journal articles, digital books, research reports, and academic publications relevant to the variables of organizational commitment, training, compensation, career paths, and job satisfaction. The literature was collected from reputable international databases such as Scopus, Web of Science, Taylor & Francis, Emerald, Sage, Springer, Elsevier, DOAJ, and EBSCO. Additionally, further searches were conducted through Google Scholar to ensure broader literature coverage. Literature selection was carried out systematically by considering topic suitability, publication quality, and relevance to the research focus, (Susanto, Arini, et al., 2024).

Data analysis was conducted using a comparative analysis approach. In the first stage, the literature obtained was reduced to ensure that only articles that met the criteria were used. The next stage was data presentation, in which previous research findings were arranged in a matrix or summary table to facilitate the comparison process. The analysis then focused on identifying similarities, differences, and patterns of relationships between variables. The final stage was drawing conclusions through synthesizing the analysis results to obtain a comprehensive understanding of the influence of organizational commitment, training, and compensation on job satisfaction through career progression, (Dewi, 2024).

The validity of the research is maintained through the selection of literature sources from reputable international academic databases, as well as the screening of articles based on their relevance to the context and substance of the research. The reliability of the research is strengthened by using various sources from diverse geographical contexts and industrial sectors, so that the results of the analysis are not only partial but can provide a more general picture. With this approach, the research results have academic credibility and can be accounted for in the development of literature in the field of human resource management.

## RESULTS AND DISCUSSION

### Results

The following are the findings of the study, taking into account the context and problem formulation:

### Job Satisfaction

Job satisfaction is a positive emotional state that arises when employees feel that their work meets their expectations, needs, and personal values, which is reflected in feelings of pleasure, comfort, and appreciation for their work results and work environment (Susanto et al., 2023).

The indicators or dimensions contained in the job satisfaction variable include: 1) Satisfaction with the job itself: The extent to which employees feel that their work is meaningful, challenging, and provides opportunities for achievement; 2) Satisfaction with salary: The level of employee satisfaction with the financial compensation received in accordance with their contributions and responsibilities; 3) Satisfaction with work relationships: The extent to which relationships with coworkers and superiors create a harmonious and supportive work environment (Febriyana et al., 2022).

The Job Satisfaction variable is relevant to previous studies conducted by: (Dharmawan & Kurniawan, 2023), (Afuan et al., 2024).

### **Career Path**

A career path is a series of professional development stages that an employee goes through in an organization, where each stage reflects an increase in responsibility, competence, position, and rewards obtained based on performance and work experience (Lukman & Wahyuningtyas, 2025).

Indicators or dimensions included in the Career Level variable are: 1) Career planning: Individual efforts in formulating career goals and strategic steps to achieve them; 2) Career development: Organizational support in the form of training, education, and job rotation opportunities that support skill improvement; 3) Promotion opportunities: Opportunities provided by the organization for employees to move up to higher positions based on performance and competence (Normi, 2024).

The Career Level variable is relevant to previous research conducted by: (Supardi, 2023), (S & Suaedi, 2024).

### **Organizational Commitment**

Organizational commitment is the level of emotional attachment, loyalty, and sense of responsibility that an employee has toward the organization where they work, which encourages them to remain, contribute optimally, and support the achievement of company goals (Wydyanto & Yandi, 2020).

The indicators or dimensions of the Organizational Commitment variable include: 1) Affective commitment: Employees' emotional attachment to the organization due to a sense of belonging and shared values; 2) Continuance commitment: Commitment based on considerations of the benefits and costs of leaving the organization; 3) Normative commitment: Moral motivation and a sense of obligation to remain and contribute to the organization (Setiyawan, 2023).

The Organizational Commitment variable is relevant to previous studies conducted by: (Rahayu, 2020), (Ridwan et al., 2020).

### **Training**

Training is a systematic process to improve employees' knowledge, skills, and abilities so that they can perform their duties more effectively, efficiently, and professionally in accordance with organizational needs and job demands (Jumawan et al., 2023).

Indicators or dimensions included in the Training variable are: 1) Training needs: The extent to which the organization identifies competency gaps that need to be developed; 2) Training methods: The approaches used in training, such as *on-the-job training*, *coaching*, or *workshops*; 3) Training evaluation: The process of measuring the effectiveness of training in improving employee knowledge and performance (Susanto, Sawitri, et al., 2024).

The training variable is relevant to previous studies conducted by: (Hendarjanti et al., 2022), (Osewe & Gindicha, 2021).

### **Compensation**

Compensation is all forms of remuneration provided by an organization to employees, both financial and non-financial, as a reward for their contributions, performance, and loyalty to the achievement of company goals (Febriyana et al., 2022).

The indicators or dimensions contained in the Compensation variable include: 1) Direct financial compensation: In the form of salaries, bonuses, and incentives given for work performance; 2) Indirect financial compensation: Such as allowances, work facilities, and social security that improve welfare; 3) Non-financial compensation: Non-material rewards such as recognition, career opportunities, and a supportive work environment (Abdullah et al., 2023).

The Compensation Variable is relevant to previous studies conducted by: (Talashina & Ngatno, 2020), (Tumi et al., 2022).

### **Previous Research**

Based on the above findings and previous studies, the research discussion is formulated as follows:

**Table 1. Relevant Previous Research Findings**

| No | Author (Year)                        | Research Results   | Similarities With This Article   | Differences With This Article  | Hypothesis |
|----|--------------------------------------|--|--|--|------------|
| 1  | (Aldiabat, 2023)                     | Characteristic Variables and Organizational Commitment influence Career Level                                      | Similarities with this study are found in the independent variable of Organizational Commitment and the dependent variable of Career Level   | The difference with this study is in the independent variable, namely Characteristics  | H1         |
| 2  | (Niati et al., 2021)                 | The Training variable affects Career Level and Employee Performance mediated by Motivation                         | The similarity with this study is in the independent variable of Training and the dependent variable of Career Level.  | The difference with this study is in the dependent variable Employee Performance and the mediation of Motivation.                | H2         |
| 3  | (Lestari et al., 2021)               | The variables of Compensation and Career Development influence Career Level and Employee Loyalty                   | Similarities with this study are in the independent variable Compensation and the dependent variable Career Level  | The difference with this study lies in the independent variable Career Development and the dependent variable Employee Loyalty   | H3         |
| 4  | (Wydyanto & Yandi, 2020)             | The variables of Organizational Commitment and Individual Characteristics influence Job Satisfaction.              | The similarity with this study is in the independent variable of Organizational Commitment and the dependent variable of Job Satisfaction.   | The difference with this study is in the independent variable Individual Characteristics.  | H4         |
| 5  | (Nguyen, 2020)                       | The variables of Training and Career Development affect Employee Satisfaction and Performance.                     | Similarities with this study are in the independent variable of Training and the dependent variable of Job Satisfaction  | The difference with this study is in the independent variable Career Development and the dependent variable Employee Performance | H5         |
| 6  | (Azhar et al., 2020)                 | The variables of Work Discipline and Compensation affect Job Satisfaction.   | The similarity with this study is in the independent variable of Compensation and the dependent variable of Job Satisfaction.  | The difference with this study is in the independent variable of Work Discipline   | H6         |
| 7  | (Supardi, 2023)                      | The variables of Career Level and Motivation influence Job Satisfaction and Leadership Style                       | The similarity with this study is in the independent variable Career Level and the dependent variable Job Satisfaction   | The difference with this study is in the independent variable Motivation and the dependent variable Leadership Style             | H7         |
| 8  | (Redondo et al., 2021)               | The variables of Organizational Commitment and Career Orientation affect Job Satisfaction mediated by Career Level | The similarities with this study are in the independent variable of Organizational Commitment, the dependent variable of Job Satisfaction, and the mediating variable of Career Level. | The difference with this study is in the independent variable Career Orientation   | H8         |
| 9  | (Hasan et al., 2022)                 | The variables of Training and Career Development influence Job Satisfaction, mediated by Career Level.             | The similarity with this study is in the independent variable of Training, the dependent variable of Job Satisfaction, and the mediation of Career Level                               | The difference with this study is in the independent variable Career Development   | H9         |
| 10 | (G. A. P. Saputra & Suwandana, 2020) | The variables of Compensation and Career Development affect Job Satisfaction mediated by Career Level.             | The similarities with this study are in the independent variable of Compensation, the dependent variable of Job Satisfaction, and the mediating variable of Career Path.               | The difference with this study is in the independent variable of Career Development.   | H10        |

**Discussion**

Based on the research questions, objectives, and previous research results above, the discussion in this study, which focuses on shipping companies, is as follows:

**1. The Effect of Organizational Commitment on Career Path**

Based on a review of the literature and relevant previous studies, it was found that Organizational Commitment affects Career Progression in shipping companies.

To implement and improve career paths through organizational commitment, shipping companies must strengthen three key indicators of organizational commitment, which include: 1) Affective commitment: In the shipping industry, this can mean building team solidarity among ship crews and shore-based staff, as well as ensuring that the company's logistics objectives are aligned with the personal values of employees; 2) Sustainable commitment: Companies need to ensure competitive

compensation and benefits packages (attractive seafarer/port wages, good pension programs) and investment in specialist skills (example navigation or logistics management certification) that would be difficult to obtain elsewhere, thereby increasing the cost of job replacement; 3) Normative commitment: Companies can enhance this by demonstrating clear investment in employees and ensuring management treats employees fairly and ethically.

If shipping companies in Indonesia are able to continuously improve these three forms of organizational commitment, it will have a positive impact on career paths, including: 1) Career planning: Employees with high commitment will be more proactive and motivated to participate in mentoring programs and create personal development plans. In the shipping industry, this means that employees will plan a path from operational crew to logistics managerial positions or from lower-level ship officers to higher-level positions; 2) Career development: Strong organizational commitment encourages companies to invest in expensive training (example leadership courses, maritime safety certification) because they are confident that employees will not easily turnover. This results in the availability of trained human resources to fill key positions, ensuring the continuity of the company's operations; 3) Promotion opportunities: Committed employees tend to be seen as long-term assets and are given priority for internal promotion through a fair and transparent system. This creates a merit system environment, where performance and loyalty are rewarded with promotions, increasing the motivation of crew and staff to continue to excel.

Thus, increasing organizational commitment is a strategic factor in creating a fair, productive, and sustainable career ladder system in the national shipping and logistics industry.

The results of this study are in line with previous studies conducted by (Aldiabat, 2023), which state that there is an influence between organizational commitment and career paths in sea freight forwarding companies.

## **2. The Influence of Training on Career Paths**

Based on a literature review and relevant previous research, it was found that training has an impact on career progression in sea freight forwarding companies.

To implement and improve career paths through training, shipping companies must strengthen three key training indicators, which include: 1) Training needs: Training must be based on an analysis of specific competency gaps between current skills and those required for the next career level; 2) Training methods: Use methods that are relevant and practical for the maritime industry, such as bridge simulation, on-the-job training on ships, or technical logistics certification courses, so that skills can be directly applied to higher-level jobs; 3) Training evaluation: Conduct comprehensive training impact assessments (example Kirkpatrick model), not only on reactions and learning, but especially on the behavioral changes and work results necessary for promotion.

If shipping companies in Indonesia are able to continuously improve these three types of training, it will have a positive impact on career paths, including: 1) Career planning: Structured training clarifies the path to advancement (example what certifications are needed to become a captain). Employees can plan specific steps to achieve their career goals; 2) Career development: Training serves as a key tool for building the necessary capabilities. Employees have real opportunities to master new skills (technical or managerial) that prepare them for greater roles and responsibilities; 3) Promotion opportunities: The availability of quality training ensures internal succession planning. Training becomes an objective criterion in promotion decisions, ensuring that managerial or leadership positions are filled by employees who have proven themselves competent and ready.

Thus, well-planned, relevant, and continuous training not only strengthens human resource capacity but also serves as a strategic instrument in creating a fair, productive, and adaptive career system that responds to the dynamics of the national maritime industry.

The results of this study are in line with previous research conducted by the (Niati et al., 2021), which states that there is an influence between training and career paths in sea freight forwarding companies.

## **3. The Influence of Compensation on Career Progression**

Based on a literature review and relevant previous studies, it was found that compensation affects career progression in marine cargo shipping companies.

To implement and improve career progression through compensation, shipping companies must strengthen three key compensation indicators, which include: 1) Direct financial compensation: Base salaries/wages and performance-based incentives must be competitive and adjusted to the level of

position and certification to be achieved in the next career level; 2) Indirect financial compensation: Provide attractive and industry-specific benefits for the maritime/logistics sector (example comprehensive health insurance, robust pension plans, relocation allowances for remote areas); 3) Non-financial compensation: Provide official recognition for performance achievements (example Star Performer awards, greater work autonomy in senior positions).

If shipping companies in Indonesia are able to continuously improve these three forms of compensation, it will have a positive impact on career progression, including: 1) Career planning: A transparent compensation system linked to career progression allows employees to plan financially and motivates them to achieve that progression; 2) Career development: Compensation is used as a reward for increased competence (example automatic salary increases after obtaining high-level seafarer certification). This encourages employees to invest in self-training for career development; 3) Promotion opportunities: Fair and performance-based compensation makes promotion a substantial reward. Employees will see that pursuing promotion is highly valuable, thereby increasing healthy competition to fill senior positions.

Thus, a fair, transparent, and performance-based compensation system is one of the strategic factors in creating a sustainable career path and increasing the competitiveness of companies in the national shipping industry.

The results of this study are in line with previous studies conducted by (Lestari et al., 2021), which state that there is an influence between compensation and career paths in sea freight forwarding companies.

#### **4. The Influence of Organizational Commitment on Job Satisfaction**

Based on a literature review and relevant previous studies, it was found that organizational commitment affects job satisfaction in marine cargo shipping companies.

To achieve and improve job satisfaction through organizational commitment, shipping companies must strengthen three key indicators of organizational commitment, which include: 1) Affective commitment: Companies must build a positive work culture and a strong sense of belonging, especially among ship crews and shore-based staff; 2) Sustained commitment: Provide long-term incentives (example attractive pension programs, health benefits) that make employees feel they would lose out if they moved. This stability reduces anxiety and increases focus on current job satisfaction; 3) Normative commitment: Management must demonstrate fair treatment and investment in employees (example training) to foster a sense of moral obligation to stay.

If shipping companies in Indonesia are able to achieve and improve these three forms of organizational commitment on an ongoing basis, it will have a positive effect on job satisfaction, including: 1) Satisfaction with the job itself: Employees with high affective commitment will see shipping/logistics tasks (even if they are difficult) as meaningful and challenging, rather than a burden, thereby increasing intrinsic satisfaction with the content of the job; 2) Satisfaction with salary: Strong sustainable commitment is often supported by a good compensation and benefits system. When employees feel financially secure (competitive compensation), their perception of salary fairness tends to increase; 3) Satisfaction with work relationships: Affective and normative commitment strengthens social bonds in the work environment (on board and in the office). Harmonious relationships with superiors (Supervision) and coworkers (Coworkers) are important sources of extrinsic satisfaction.

The results of this study are in line with previous studies conducted by (Wydyanto & Yandi, 2020), which state that there is an influence between organizational commitment and job satisfaction in sea freight forwarding companies.

#### **5. The Effect of Training on Job Satisfaction**

Based on a literature review and relevant previous studies, it was found that training has an effect on job satisfaction in sea freight forwarding companies.

To achieve and improve job satisfaction through training, shipping companies must strengthen three key training indicators, which include: 1) Training needs: Training must be based on accurate identification of competency gaps (example use of new navigation technology) so that the material provided is relevant and useful for employees' daily work; 2) Training methods: The use of interactive and applicable methods (example emergency simulations on ships, e-learning for maritime regulations) makes the learning process interesting and ensures that new skills are easily absorbed and applied, increasing learning satisfaction; 3) Training evaluation: Implementation of structured training impact assessments to measure behavioral changes and performance improvements after training.

If shipping companies in Indonesia are able to achieve and improve these three types of training on an ongoing basis, it will have a positive effect on job satisfaction, including: 1) Satisfaction with the job itself: Training improves employee competence and confidence (example the ability to handle complex cargo). Skilled employees will feel capable and valued, so that the job itself becomes a source of intrinsic satisfaction; 2) Satisfaction with salary: Training (especially certification) increases the bargaining power of employees in the job market and within the company. Employees are satisfied because the new skills they acquire often correlate positively with salary increases or better incentives; 3) Satisfaction with work relationships: Training, especially team-based or leadership soft skills, improves communication and interaction among ship crews and shore-based staff. Better relationships with superiors and coworkers are a crucial source of extrinsic satisfaction.

The results of this study are in line with previous studies conducted by (Nguyen, 2020), which state that there is an influence between training and job satisfaction in sea freight forwarding companies.

### **6. The Effect of Compensation on Job Satisfaction**

Based on a literature review and relevant previous studies, it was found that compensation affects job satisfaction in sea freight forwarding companies.

To achieve and improve job satisfaction through compensation, shipping companies must strengthen three key compensation indicators, which include: 1) Direct financial compensation: Providing competitive base salaries/wages and performance incentives (sailing bonuses, docking allowances) that are commensurate with the risks and working hours in the maritime industry. This fulfills basic needs and rewards effort; 2) Indirect financial compensation: Providing relevant benefits, such as comprehensive health insurance for families, a strong pension fund, and adequate accommodation/rations. This provides a sense of security and long-term financial certainty; 3) Non-financial compensation: Providing official recognition (awards, certificates) and a positive work environment (decent ship facilities, structured work schedules). This increases psychological satisfaction and a sense of respect.

If shipping companies in Indonesia are able to achieve and improve these three forms of compensation on an ongoing basis, it will have a positive effect on job satisfaction, which includes: 1) Satisfaction with the job itself: Non-financial compensation (recognition, autonomy) makes employees feel that their work is important and meaningful. Fair compensation also reduces work stress due to financial problems, thereby increasing focus on work; 2) Satisfaction with salary: Fair financial compensation, both directly and indirectly, internally (according to position) and externally (according to industry standards) results in a high perception of fairness regarding the rewards received; 3) Satisfaction with work relationships: Good compensation reduces negative competition among employees and improves morale. Employees who are financially satisfied tend to have a more positive attitude, improving interactions with coworkers and supervisors.

The results of this study are in line with previous studies conducted by (Lestari et al., 2021), which state that there is an influence between compensation and job satisfaction in sea freight forwarding companies.

### **7. The Influence of Career Path on Job Satisfaction**

Based on a literature review and relevant previous studies, it was found that career paths affect job satisfaction in sea freight forwarding companies.

To achieve and improve job satisfaction through career progression, shipping companies must do the following: 1) Career planning: Provide a clear and transparent career path (for example, from Junior Logistics Staff to Senior Staff, then Coordinator, and finally Manager). This gives employees visibility into their future at the company; 2) Career development: Offering training programs and job rotations that are directly linked to career paths. This ensures employees are competent for higher positions, reducing feelings of stagnation; 3) Promotion opportunities: Establish objective (performance and competency-based) and communicative (announcing job openings) promotion criteria. This creates confidence that their efforts will be rewarded.

If shipping companies in Indonesia are able to provide and improve these three career paths in a sustainable manner, it will have a positive effect on job satisfaction, which includes: 1) Satisfaction with the job itself: The existence of a career path means that daily tasks (example loading and unloading cargo) are seen as important steps towards higher positions. Work becomes meaningful because it contributes to long-term goals; 2) Satisfaction with salary: A clear career path links salary increases to promotions. Employees feel satisfied because they know that their increased responsibilities and skills

will be rewarded with proportional financial compensation; 3) Satisfaction with work relationships: A fair promotion system boosts morale and reduces suspicion. Employees feel confident that their superiors (supervisors) support their progress, resulting in more positive and constructive working relationships.

The results of this study are in line with previous studies conducted by (Supardi, 2023), which state that there is an influence between career level and job satisfaction in sea freight forwarding companies.

#### **8. *The Influence of Organizational Commitment on Job Satisfaction through Career Path***

Based on a literature review and relevant previous studies, it was found that organizational commitment affects job satisfaction through career progression in sea freight forwarding companies.

To achieve and improve job satisfaction through organizational commitment and career progression, shipping companies must do the following: 1) Affective commitment: Build a positive work culture and a sense of ownership. Employees want to stay because they love and identify with the shipping company's mission; 2) Sustainable commitment: Provide competitive long-term compensation and benefits (example a good pension plan) so that employees feel they would lose out (need) if they left the company; 3) Normative commitment: Demonstrate fair treatment and investment in employee development, fostering a sense of moral obligation (duty) to repay the favor and remain loyal; 4) Career planning: Provide a transparent career roadmap (example path from Third Mate to Captain). This provides clear direction and hope for committed employees; 5) Career development: Offer specialist training and rotations (example maritime certification courses) that are tied to promotion paths. This ensures employees are competent to advance; 6) Promotion opportunities: Implement objective (performance- and competency-based) and open promotion criteria.

If shipping companies in Indonesia are able to implement, provide, and continuously improve the six dimensions of organizational commitment and career paths, this will have a positive effect on job satisfaction, which includes: 1) Satisfaction with the job itself: Committed employees see their work as meaningful and a career opportunity, making daily tasks a step towards achieving personal goals, not just a routine; 2) Satisfaction with salary: A structured career path ensures that salary increases are in line with promotions. Sustained commitment is also supported by competitive salaries, thereby increasing the perception of financial fairness; 3) Satisfaction with work relationships: Affective commitment increases team solidarity. Transparent career paths ensure that relationships with superiors (supervision) are based on fair development and assessment, not favoritism.

The results of this study are in line with previous studies conducted by (Redondo et al., 2021), which state that there is an influence between organizational commitment and job satisfaction through career paths in sea freight forwarding companies.

#### **9. *The Effect of Training on Job Satisfaction through Career Paths***

Based on a literature review and relevant previous studies, it was found that training affects job satisfaction through career progression in sea freight forwarding companies.

To achieve and improve job satisfaction through training and career advancement, shipping companies must do the following: 1) Training needs: Conduct an accurate competency gap analysis to ensure that training (example specialist ship certification) is directly relevant to the requirements of the next career position; 2) Training methods: Use applicable methods (simulations, on-the-job training at ports/on ships) so that new skills are easily absorbed and can be immediately used to meet promotion requirements; 3) Training evaluation: Measure the real impact of training on improving performance and competencies required for promotion; 4) Career planning: Training is a clear prerequisite in the career roadmap. Employees can plan their steps (take course X for promotion Y) with certainty; 5) Career development: Training becomes a company investment that enables rotation or higher assignments, preparing employees for new responsibilities; 6) Promotion opportunities: Certificates and competency improvements from training become the main objective criteria for promotion, ensuring that opportunities are given fairly based on qualifications.

If shipping companies in Indonesia are able to implement, provide, and continuously improve the six dimensions of training and career paths, this will have a positive effect on job satisfaction, including: 1) Satisfaction with the job itself: Training improves skills, making employees feel capable and valuable (competent). Career paths make work meaningful because they lead to goals; 2) Satisfaction with salary: Training enables employees to achieve promotion qualifications, which are automatically linked to salary increases. Financial satisfaction increases because they know their efforts

and training are valued; 3) Satisfaction with work relationships: Training provided by the company demonstrates management's support for employees' futures. A fair (training-based) promotion system reduces suspicion, improves morale, and enhances team relationships.

The results of this study are in line with previous studies conducted by (Hasan et al., 2022), which state that there is an influence between training and job satisfaction through career paths in sea freight forwarding companies.

**10. The Influence of Compensation on Job Satisfaction through Career Paths**

Based on a literature review and relevant previous studies, it was found that compensation affects job satisfaction through career progression in sea freight forwarding companies.

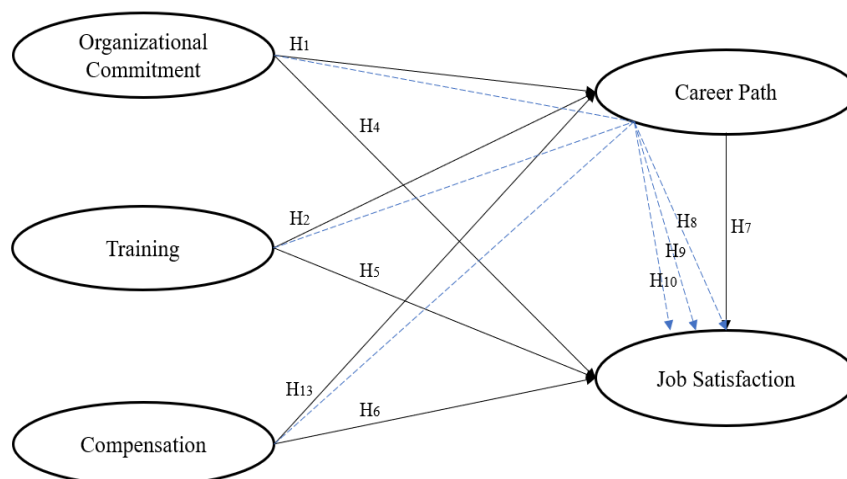
To achieve and improve job satisfaction through compensation and career progression, shipping companies must do the following: 1) Direct financial compensation: Base salaries and performance-based incentives must be competitive and increase substantially with promotion, providing clear rewards for career advancement. 2) Indirect financial compensation: Provide relevant benefits (family insurance, strong pension funds, sailing allowances) that increase financial security and loyalty, encouraging employees to stay on the company's career path; 3) Non-financial compensation: Provide recognition and a decent working environment. This ensures employees feel valued for their hard work, regardless of salary increases, supporting long-term motivation; 4) Career planning: Presenting a transparent career map where each step (example from Helmsman to Sergeant) is explicitly linked to a new salary and benefits level; 5) Career development: Providing training or rotation programs aimed at improving competencies, which, in turn, will justify compensation increases in subsequent positions; 6) Promotion opportunities: Establishing objective promotion criteria, ensuring that salary and position increases are awarded fairly to employees who are qualified and have demonstrated performance.

If shipping companies in Indonesia are able to implement, provide, and continuously improve the six dimensions of compensation and career paths, this will have a positive effect on job satisfaction, including: 1) Satisfaction with the job itself: The promise of higher compensation at the next career level makes the current job feel more meaningful because it is an investment in one's financial and professional future; 2) Satisfaction with salary: Fair compensation that increases through career progression eliminates dissatisfaction. Employees are satisfied because they see their rewards as proportional to their increased efforts and responsibilities; 3) Satisfaction with work relationships: Transparent, career-based compensation creates a sense of fairness, reducing jealousy or conflict among employees. Fair promotions also increase trust in superiors.

The results of this study are in line with previous research conducted by (G. A. P. Saputra & Suwandana, 2020), which states that there is an influence between compensation and job satisfaction through career paths in sea freight forwarding companies.

**Conceptual Framework**

The conceptual framework is determined based on the research questions, research objectives, and previous studies relevant to the literature review in this study:



**Figure 2. Conceptual Framework**

Based on Figure 2 above, organizational commitment, training, and compensation affect job satisfaction mediated by career path. However, in addition to the variables of organizational commitment, training, compensation, and career path that affect job satisfaction in sea freight forwarding companies, there are other variables that affect it, including:

- 1) Work Environment: (Agung Dwi Nugroho & Tri Wahjoedi, 2023), (Mate, 2023), (Maryanti et al., 2022).
- 2) Organizational Climate: (Nasution & Saragih, 2023), (Suprayitno & Hermawan, 2022), (Prasetyo & Aliyyah, 2021).
- 3) Workload: (Hardiyanti Maulana et al., 2023), (Purnamasari et al., 2020), (Tualai & Aima, 2022).

## CONCLUSION

Based on the research question, results, and discussion above, the conclusion of this study on shipping companies that handle sea freight is as follows:

- 1) Organizational commitment affects career progression;
- 2) Training affects career progression;
- 3) Compensation affects career progression;
- 4) Organizational commitment affects job satisfaction;
- 5) Training affects job satisfaction;
- 6) Compensation affects job satisfaction;
- 7) Career progression affects job satisfaction;
- 8) Organizational commitment affects job satisfaction through career progression;
- 9) Training affects job satisfaction through career progression;
- 10) Compensation affects job satisfaction through career progression.

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