




Linking commitment, compensation, and job satisfaction to employee performance: An empirical study

Section:
HR management

Razita Nur Sabrina^{1*}, Gatot Prabantoro² 

Sekolah Tinggi Ilmu Ekonomi Indonesia Jakarta, Jakarta, Indonesia

Abstract

This study examines the effects of commitment, compensation, and job satisfaction on employee performance at PT BKI's SBU Marine section, using a quantitative design with a census sample of 80 employees. Data were collected via a structured questionnaire on Google Forms, employing Likert-type scales. Analysis was conducted using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS. Results show that commitment and job satisfaction significantly positively influence employee performance, while compensation does not have a direct effect. This indicates that enhancing commitment and job satisfaction is more crucial for performance than increasing compensation. The study contributes to the human resource management literature by demonstrating the varying impacts of these factors within a specialized unit. However, it has limitations, including a cross-sectional design and a focus on a single organization. Future research could investigate mediating mechanisms and broaden the sample across multiple organizations.

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Corresponding author

Razita Nur Sabrina. Email: razitanursabrina7@gmail.com

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Abstrak

Studi ini meneliti pengaruh komitmen, kompensasi, dan kepuasan kerja terhadap kinerja karyawan di SBU Marine PT BKI, menggunakan desain kuantitatif dengan sampel sensus sebanyak 80 karyawan. Data dikumpulkan melalui kuesioner terstruktur di Google Forms, menggunakan skala tipe Likert. Analisis dilakukan menggunakan Structural Equation Modeling-Partial Least Squares (SEM-PLS) dengan SmartPLS. Hasil menunjukkan bahwa komitmen dan kepuasan kerja secara signifikan berpengaruh positif terhadap kinerja karyawan, sedangkan kompensasi tidak memiliki pengaruh langsung. Hal ini menunjukkan bahwa peningkatan komitmen dan kepuasan kerja lebih penting untuk kinerja daripada peningkatan kompensasi. Studi ini berkontribusi pada literatur manajemen sumber daya manusia dengan menunjukkan dampak yang bervariasi dari faktor-faktor ini dalam unit khusus. Namun, studi ini memiliki keterbatasan, termasuk desain cross-sectional dan fokus pada satu organisasi. Penelitian selanjutnya dapat menyelidiki mekanisme mediasi dan memperluas sampel di berbagai organisasi.

Kata kunci: Komitmen, kompensasi, kepuasan kerja, kinerja

INTRODUCTION

Employees play a crucial role in organizations by actively contributing to company operations. Human resources are not only the designers and implementers but also the primary drivers of organizational success. Achieving quality human resources means that employees perform work that meets expected goals. Quality here encompasses not only intellectual capacity but also all competencies required for a given position, enabling tasks to be completed efficiently. According to Notoadmodjo (2010), employees are the most important part of any company because, among all organizational assets, only humans possess dignity and rational thinking abilities. Company X is committed to optimizing survey, classification, and certification services across its operational region. Consequently, the company requires highly committed and professional employees who utilize working hours effectively, avoid misconduct during work hours, and deliver satisfactory performance to achieve organizational goals. As a service-based company, Company X depends on strong employee performance to meet its desired objectives.

Employee performance refers to individual achievements over a certain period, reflecting what individuals do and produce to support the company's overall success (Asari, 2022). Performance is essentially the result of employees' successful completion of assigned tasks. It is a significant concern in every institution or organization, encompassing both individual and collective achievements. Observed employee performance aligns with the scope of responsibilities and authority granted by the organization, aiming to support the achievement of the organization's vision, mission, and objectives while ensuring that problems are resolved within predetermined time limits and in accordance with applicable legal provisions (Siregar, 2021).

In the workplace, organizational commitment is highly important. Commitment no longer merely means that employees stay with the company for a long time; rather, it means they are dedicated to the company, even if it requires working beyond formal requirements. Employee commitment is one factor that can affect work performance. A common phenomenon today is a lack of organizational effectiveness, driven by high turnover and absenteeism, both of which indicate low employee commitment (Syahril, 2019). Syahril defines employee commitment as a sense of identity, loyalty, and involvement with the company. An employee's performance is largely influenced by their level of commitment to their field. Nurkholifa & Budiono (2022) describe commitment as an attitude reflecting employee involvement and dedication to the company, including loyalty, concern for the organization, readiness to fulfill its goals, mission, and values, and a desire to continue working for the organization. High commitment makes employees responsible for their work and consistently enthusiastic about the company, leading to better performance, lower absenteeism, and lower turnover (Arifin & Darmawan, 2021). Research by Kertiriasih et al. (2023) found that commitment positively and significantly influences employee performance at Company A (an electrical manufacturing firm in Bandung). In contrast, Saputra & Ramli (2019) reported that commitment has no significant effect on employee performance at CV B (a trading company in Ngadiluwih).

Compensation refers to all income received by employees in the form of money, goods, or services in return for their contributions to the company, whether direct or indirect (Hasibuan, 2017, p. 118). Sastrohadiwiryo (in Sinambela, 2018, p. 281) states that compensation is the reward given by the company to employees for their energy and thoughts in advancing the organization toward predetermined goals. Priansa (2017, p. 5) adds that compensation is what employees receive in return for their work.

Employee satisfaction tends to increase employee effectiveness in delivering results for the organization. Conversely, dissatisfied employees usually contribute less productively, underscoring the importance of job satisfaction because unsatisfied workers perform less well. Job satisfaction is a general attitude toward one's job, reflecting a comparison between rewards received and rewards expected (Wibowo, 2014, p. 413). Hasibuan (2016, p. 202) defines job satisfaction as a feeling of pleasure and contentment with one's work, reflected in work results, discipline, and morale. Recognition for achievements, placement, treatment, and equipment all contribute to a positive work environment. Research by Pranata et al. (2020) found that compensation has a positive and significant effect on employee performance at Company C (a manufacturing firm). However, Hutabarat et al. (2023) reported that compensation negatively affects employee performance at Company D (a state-owned electricity company).

Regarding job satisfaction, Fadhlullah et al. (2024) found a positive and significant effect on employee performance at a branch office of Company E in Bogor Megamendung. In contrast, Karosa et al. (2024) reported that job satisfaction has no significant effect on the performance of waste carriers working for an environmental service provider (Company F). Given the inconsistent findings in previous studies regarding the effects of commitment, compensation, and job satisfaction on employee performance, this study aims to re-examine these relationships within the context of Company X's marine business unit.

LITERATURE REVIEW

Employee performance is essential and important to an organization because it reveals how well an employee can carry out assigned tasks (Fakhnurozi & Pragiwani, 2020). Busro (2018, p. 89) states that employee performance is the result of work carried out by individuals or groups in a company in accordance with the authority and responsibilities given by the organization, to achieve the vision, mission, and goals of the organization, as well as the ability to solve problems within a predetermined time period without breaking the law. According to Masram (2017) and Saputra & Ramli (2019), employee performance is defined as the quantity and quality of work completed by an employee to fulfill assigned tasks. Hartono & Rahadi (2021) add that employee performance is the result achieved by an individual when carrying out duties and obligations in accordance with the provisions of each business or company. According to Setiawan (2014, p. 147), several indicators reflect employee performance. The first is the accuracy of task completion, including time management and precision in completing tasks. The second is the appropriateness of working hours, determined by workers' willingness to comply with company policies on attendance, punctuality, and returning to the workplace. The third is the attendance rate, which measures the number of employee absences during a certain period. The fourth is collaboration capacity, namely the ability of workers to cooperate to complete assigned tasks and maximize results.

Commitment is a characteristic of the relationship between organizational members and their organization that has implications for an individual's decision to continue membership (Cahya Marwinda & Pragiwani, 2020). High commitment leads to good performance, low absenteeism rates, and low employee turnover (Arifin & Darmawan, 2021). Organizations expect work commitment from their members, reflected in employee loyalty and dedication to both the work and the company. According to Saputra & Ramli (2019), employees exhibit varying levels of commitment. Andhika (2018) states that commitment is the action or attitude of individuals who wish to remain with the company to achieve predetermined goals and ensure organizational

survival. According to Busro (2018), commitment comprises three indicators. The first is affective commitment, which refers to employee loyalty to the organization, deep belief in and acceptance of the company's goals and principles, and readiness to exert effort for the organization's benefit. The second is continuance commitment, which involves weighing the benefits of staying with the organization against the disadvantages of leaving. The third is normative commitment, namely a sense of obligation to advance the organization and willingness to work hard, including building communities to foster loyalty, encourage conversation, and provide knowledge useful for business development and progress. Given that committed employees demonstrate greater responsibility, enthusiasm, and alignment with organizational goals, it is reasonable to expect that commitment positively influences employee performance. However, previous studies have shown mixed results. For instance, Kertiriasih et al. (2023) found a positive and significant effect of commitment on employee performance at Company A, whereas Saputra & Ramli (2019) reported no significant effect at CV B. Therefore, this study hypothesizes that commitment positively influences employee performance at PT X.

H1: Commitment is positively related to employee performance

Compensation is defined as the benefits offered to employees in appreciation of their contributions to the business (Rivai, 2004, p. 357). Siswanto (2013, p. 129) adds that compensation is recognition of an individual's talent or potential, the responsibilities they bear, and the work they achieve, given to actively working employees. Based on Pandari (2021), there are four indicators of compensation. The first is wages and salaries, where salaries are usually related to annual, monthly, or weekly income levels, while wages are typically linked to hourly income. The second is incentives, which are remuneration beyond salaries and wages. The third is benefits, which relate to the employment relationship, such as health and life insurance, company-sponsored pension programs, paid leave, and other benefits. The fourth is facilities related to pleasure, such as business vehicles, airplane access, special parking lots, and special treatment given to employees. Compensation is often considered a primary motivator for employees to enhance their performance. When employees perceive that their compensation is fair and adequate, they are more likely to exert effort. Nevertheless, empirical evidence is inconclusive. Pranata et al. (2020) found that compensation has a positive and significant effect on employee performance at Company C. In contrast, Hutabarat et al. (2023) reported a negative effect at Company D. Given this inconsistency, this study proposes that compensation positively influences employee performance at PT X.

H2: Compensation is positively related to employee performance

Job satisfaction is a characteristic of the relationship between organizational members and their organizations and has implications for individuals' decisions to remain members of the organization (Novialni & Pragiwani, 2020). Kurniawan (2019), as cited in Sutrisno et al. (2022), states that job satisfaction is an individual's attitude towards their job, expressed in thoughts, feelings, and behavior patterns. The emotional state of employees correlates with job satisfaction, and the extent to which the company's compensation and the services provided by employees significantly impact their level of pleasure. Susanto (2013), as cited in Rahmawani & Syahrial (2021), argues that someone who is happy with their job and enjoys the work can be said to be satisfied with it. Employees with high job satisfaction are more dedicated to the company or organization.

According to Alfandi (2019, p. 82), job satisfaction is indicated by several factors. The first is the job itself, namely the extent to which the tasks performed by employees include satisfying aspects. The second is wages, meaning the compensation a person gets for hard work is determined by what is considered fair. The third is promotion, as employees

can experience potential growth. The fourth is supervision, referring to how orders are given and the quality of interaction with supervisors. The fifth is coworkers, as colleagues can be very pleasant or unpleasant, affecting overall satisfaction. Job satisfaction is widely believed to enhance employee effectiveness and performance, whereas dissatisfied employees tend to contribute less productively. Research by Fadhlullah et al. (2024) found a positive and significant effect of job satisfaction on employee performance at Company E. Still, Karosa et al. (2024) reported no significant effect on waste carriers at Company F. Based on the predominant theoretical support, this study hypothesizes that job satisfaction has a positive influence on the performance of employees of PT X.

H3: Job satisfaction is positively related to employee performance

METHODS

This study employs an associative quantitative approach to investigate the relationships among commitment, compensation, and job satisfaction as exogenous variables, and employee performance as the endogenous variable, specifically within the SBU Marine section of PT X. The study's population comprised all 80 employees working in the SBU Marine division of PT X, utilizing a saturated sampling technique that included the entire population as the sample.

Measurement

Data for all variables in this study were collected using a structured questionnaire. Each variable was measured using a four-point Likert scale ranging from 1 (Strongly Disagree) to 4 (Strongly Agree). Organizational commitment was measured using nine items adapted from the Three-Component Model (TCM) developed by Allen and Meyer (1990), which captures three dimensions: affective commitment (emotional attachment to the organization), continuance commitment (perceived costs associated with leaving), and normative commitment (feeling of obligation to remain with the organization).

Compensation was measured using twelve items based on the framework proposed by Rivai (2004) and further operationalized by Pandari (2021), encompassing four indicators: wages and salaries, incentives, benefits, and facilities. Job satisfaction was measured using fifteen items adapted from the Job Descriptive Index (JDI) developed by Smith, Kendall, and Hulin (1969), as cited by Alfandi (2019), covering five facets: the work itself, wages, promotion opportunities, supervision, and coworkers. Employee performance was measured using 12 items derived from the indicators proposed by Setiawan (2014), including task completion accuracy, appropriateness of working hours, attendance rate, and collaboration capacity. All questionnaire items were closed-ended and presented in a consistent order to minimize response bias.

Data analysis

Data analysis was conducted using Structural Equation Modeling - Partial Least Squares (SEM-PLS) with SmartPLS software. The analysis process included three stages: evaluation of the outer model (validity and reliability), assessment of the inner model (structural relationships), and hypothesis testing. In the outer model evaluation, convergent validity was assessed using indicator loadings and the average variance extracted (AVE). Indicators with outer loadings below 0.70 were considered for removal, and indicators with AVE values above 0.50 were required to confirm adequate convergent validity. Discriminant validity was established using the Fornell-Larcker criterion, where the square root of each construct's AVE was compared against its correlations with other constructs, as well as through the Heterotrait-Monotrait (HTMT) ratio, with values below 0.85 indicating satisfactory discriminant validity. Reliability was assessed using Cronbach's alpha and composite reliability (CR), with values above 0.70 considered acceptable.

The inner-model evaluation examined the structural relationships among constructs. The coefficient of determination (R^2) was used to measure the model's explanatory power for employee performance, with values of 0.25, 0.50, and 0.75 indicating weak, moderate, and substantial predictive accuracy, respectively. The predictive relevance (Q^2) was obtained through the blindfolding procedure; a Q^2 value greater than zero indicated that the model has predictive relevance for the endogenous construct. Path coefficients (beta values) were examined to determine the direction and strength of each hypothesized relationship. Hypothesis testing was performed using the bootstrapping procedure with 5,000 resamples. The significance of each path coefficient was evaluated based on t-statistics (threshold ≥ 1.96 for $p < 0.05$) and p-values (threshold < 0.05). A hypothesis was considered supported if the p-value was less than 0.05 and the t-value exceeded the critical value, indicating a statistically significant relationship between the independent and dependent variables.

RESULTS AND DISCUSSION

Description of Respondents

The subjects of this study were employees of PT X, specifically from the SBU Marine division. Data were collected through questionnaires completed by 80 respondents, representing the entire population (saturated sample). The respondents' characteristics are detailed by gender, age, education, position, and length of employment. In terms of gender, the majority of respondents were male (59, 74%), while female respondents totaled 21 (26%). This predominance of male employees is common in a marine technical division focused on machinery and electrical systems. Regarding age, the largest cohort was aged 31–40 years, comprising 35 respondents (43.8%), followed closely by the 20–30 years group with 33 respondents (41.2%), and those aged 40+ with 12 respondents (15%). This distribution suggests that most employees are within a productive age range. When considering educational qualifications, the majority held a bachelor's degree (S1), accounting for 65 respondents (81.2%). This was followed by senior high school graduates, who numbered 11 (13.8%), and master's degree holders (S2), totaling 4 respondents (5%). This pattern indicates a well-educated workforce. In terms of employment status, contract staff were predominant, with 65 respondents (81.2%), whereas organic (permanent) staff accounted for 15 respondents (18.8%). Lastly, when analyzing the length of employment, the largest group had 1–5 years of service, which included 39 respondents (48.8%), followed by those with 6–10 years (34 respondents, 42.5%), and those with more than 10 years (7 respondents, 8.7%).

Outer Model Analysis

The outer model was evaluated to ensure validity and reliability of the measurement instruments. Figure 2 presents the outer model schema after elimination of indicators with low loadings (figure not shown here, but available in the original output). Convergent validity was assessed using the Average Variance Extracted (AVE). As shown in Table 7, all AVE values exceeded the threshold of 0.50: commitment (0.562), compensation (0.552), job satisfaction (0.536), and employee performance (0.642). Thus, all constructs demonstrated adequate convergent validity.

Table 1. Average Variance Extracted (AVE)

Variable	AVE	Description
Commitment	0.562	Valid
Compensation	0.552	Valid
Job Satisfaction	0.536	Valid
Employee Performance	0.642	Valid

Reliability was tested using Composite Reliability and Cronbach's Alpha. Table 8 shows composite reliability values all above 0.7: commitment (0.939), compensation (0.860), job satisfaction (0.900),

and performance (0.926). Table 9 shows Cronbach's Alpha values also above 0.7: commitment (0.928), compensation (0.795), job satisfaction (0.869), and performance (0.907). These results confirm that all constructs are reliable.

Inner Model Analysis

The structural model was evaluated using the coefficient of determination (R^2) and predictive relevance (Q^2). As presented in Table 10, the R^2 value for employee performance was 0.888, meaning that commitment, compensation, and job satisfaction together explain 88.8% of the variance in employee performance, while the remaining 11.2% is explained by other factors outside the model.

Table 2. R-Square, Predictive Relevance, and Hypothesis Testing Results

Path / Variable	Original Sample	T-Statistics	P-Values	Result	R^2	Q^2
Commitment → Employee Performance	-0.192	9.156	0.044	Significant		
Compensation → Employee Performance	0.069	2.019	0.599	Not Significant		
Job Satisfaction → Employee Performance	1.043	5.261	0.000	Significant		
Employee Performance					0.888	0.873

The first hypothesis (H1) proposed that commitment has a positive influence on employee performance. The results show a path coefficient of -0.192 with a t-statistic of 9.156 and a p-value of 0.044. Since the p-value is less than 0.05, the effect is statistically significant. However, note that the coefficient is negative, indicating that higher commitment is associated with lower performance in this sample—a finding that contradicts most prior studies and warrants further investigation. The second hypothesis (H2) proposed that compensation has a positive influence on employee performance. The results show a path coefficient of 0.069, a t-statistic of 2.019, and a p-value of 0.599. Because the p-value exceeds 0.05, the effect is not statistically significant. Therefore, H2 is rejected. The third hypothesis (H3) proposed that job satisfaction has a positive influence on employee performance. The results show a path coefficient of 1.043, a t-statistic of 5.261, and a p-value of 0.000. With a p-value below 0.05, the effect is statistically significant. Thus, H3 is supported.

Discussion

Research into the effect of employee commitment on performance has yielded intriguing results. The first hypothesis from this study was accepted, indicating a significant finding; however, the negative coefficient suggests an unexpected inverse relationship. While it is generally accepted that employee commitment enhances performance, this study found that increased commitment was associated with slightly lower performance. This observation contradicts previous studies conducted by Kertiriasih et al. (2023), Mursito et al. (2022), Pranata et al. (2020), and Fadhlullah et al. (2024), all of which documented a positive correlation between commitment and performance. One possible explanation for this finding is that employees within the marine technical division, who exhibit high levels of commitment, may experience role overload or bureaucratic constraints, hindering their performance despite their loyalty.

The second hypothesis concerning the direct effect of compensation on employee performance was rejected. The data suggest that, within PT X's SBU Marine section, compensation does not significantly influence performance outcomes. This aligns with findings from Hutabarat et al. (2023), who also concluded that there is no significant relationship between compensation and

performance. The lack of a significant effect may stem from employee perceptions of unfair compensation disparities across positions, or it may reflect that compensation levels are viewed as adequate, thereby failing to serve as a performance differentiator. Additionally, while compensation may not have a direct impact on performance, it could indirectly influence performance through other factors, such as job satisfaction, which was not evaluated as a mediating variable in this study. The third hypothesis of this study was accepted, confirming that job satisfaction has a significant positive effect on employee performance. The strong path coefficient of 1.043 indicates a robust relationship. This finding corroborates previous research by Kertiriasih et al. (2023), Fadhlullah et al. (2024), and Rahmawani & Syahril (2021), which collectively established that satisfied employees tend to demonstrate enhanced performance, creativity, and commitment to organizational objectives. When employees feel satisfied with aspects of their work, such as recognition, supervision, and relationships with coworkers, they are more motivated to put forth the effort needed to meet and exceed their targets.

Practical implications

The findings of this study offer several practical implications for PT X, particularly for its SBU Marine section. First, job satisfaction was found to have a strong positive influence on employee performance. Therefore, management should prioritize initiatives that enhance job satisfaction. These initiatives include providing fair recognition for work achievements, ensuring supportive supervision, fostering positive relationships among coworkers, and offering clear promotion pathways. Improving job satisfaction will likely lead to higher productivity, creativity, and dedication among employees.

Second, although commitment showed a significant effect, the negative relationship suggests that high commitment does not automatically translate into high performance in this specific context. Management should investigate the underlying causes of this unexpected result, such as potential role overload, bureaucratic obstacles, or misalignment between employee expectations and organizational support. Strengthening commitment through better communication, greater involvement in decision-making, and greater clarity about career development may help realign commitment with performance outcomes.

Third, compensation was found to have no significant direct effect on employee performance. This implies that simply increasing wages or benefits may not directly improve performance. Instead, management should consider compensation a hygiene factor that must be adequate but not necessarily a primary motivator. Resources allocated to compensation might be more effectively redirected toward programs that directly enhance job satisfaction, such as improving the work environment, supervision quality, or non-monetary recognition. However, it remains important to ensure that compensation is perceived as fair and competitive to prevent dissatisfaction.

CONCLUSION

This study aimed to explore the impact of commitment, compensation, and job satisfaction on employee performance within the SBU Marine section of PT X. Utilizing data collected from 80 employees. Through SEM-PLS, several key conclusions can be drawn. Firstly, job satisfaction demonstrates a significant positive influence on employee performance. This finding confirms that when employees feel fulfilled in their roles, appreciate recognition, receive effective supervision, and engage well with their coworkers, their performance improves considerably. Secondly, while commitment does have a notable effect on employee performance, the relationship is negative, indicating that higher commitment is associated with lower performance in this context. This unexpected outcome suggests that committed employees may encounter barriers that hinder their performance, despite their loyalty. Lastly, compensation does not show a significant direct impact on employee performance, suggesting that financial incentives alone are insufficient to drive performance enhancements in the SBU Marine section of PT X. Overall, job satisfaction is the most crucial factor for improving employee performance in this organization.

Limitations

This study has several limitations that should be acknowledged. First, the research was conducted within a single organization (PT X) and a single division (SBU Marine), limiting the generalizability of the findings to other companies, industries, or regions. Second, the study employed a cross-sectional design, capturing data at one point in time; therefore, causal relationships cannot be firmly established. Third, the negative coefficient for commitment, while statistically significant, may be influenced by unmeasured confounding variables such as role ambiguity, workload, or organizational culture, which were not included in the model. Fourth, the study relied solely on self-reported questionnaire data, which may be subject to common method bias and social desirability bias. Fifth, the sample size of 80 respondents, although representing the entire population, is relatively small for SEM-PLS analysis, potentially affecting the stability of the estimates. Future research should replicate this study across multiple organizations and industries to test the generalizability of the findings. Longitudinal designs are recommended to establish causality better. Researchers should also explore potential mediating or moderating variables, such as work engagement, organizational culture, or leadership style, to explain the unexpected negative effect of commitment. Additionally, incorporating objective performance measures alongside self-reported data would reduce the risk of common method bias. Finally, qualitative methods such as interviews or focus groups could provide deeper insights into why commitment negatively affects performance in certain contexts.

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