



The Effect of Compensation and Workload on Organizational Commitment Through Job Satisfaction as a Mediating Variable (Case Study: PT. Aneka Bumi Pratama Jambi)

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ABSTRAK

Organizational commitment is essential within a company. This commitment includes the strength, feelings, and emotional ties of members in determining whether to remain in the organization, demonstrated through loyalty, dedication, and high involvement, or to seek employment elsewhere. PT. Aneka Bumi Pratama Jambi, a large industrial company, expects commitment from its employees to achieve organizational goals. This study uses job satisfaction as a mediating variable to examine how workload and pay affect organizational commitment. The research utilized Structural Equation Modeling (SEM) with PLS 4.1 software, analyzing primary data collected through a Likert-scale questionnaire (range 1-5) from 185 permanent employees at PT. Aneka Bumi Pratama Jambi. The study's findings demonstrate that workload and compensation significantly and favorably impact job satisfaction.; Workload, compensation, and job satisfaction all significantly and favorably impact organizational commitment. However, While job satisfaction can mediate the impact of workload on organizational commitment, it does not mediate the link between remuneration and organizational commitment.

INTRODUCTION

Human Resources (HR) play a significant and persuasive role within a company. High-quality HR is evident through strong performance cycles and work productivity. Every organization encourages its employees to achieve high work productivity to fulfill the company's objectives. Therefore, effective HR management must be prioritized by the company to develop skilled workers (Dewi, 2021). One crucial aspect of HR management is ensuring employees experience satisfaction with their work. Psychologically, when an individual feels satisfied with their tasks and the rewards received, it can boost their enthusiasm for work and positively impact the expected performance improvement. Additionally, it fosters commitment to the organization.

Logahan & Aesaria (2014) define organizational commitment as a condition in which members feel a strong attraction to the organization's values, goals, and objectives. Commitment to the organization reflects a member's essential role, encompassing positive attitudes toward the organization and a willingness to exert high effort for organizational success. This commitment does not develop spontaneously but is influenced by several factors, including job satisfaction. Job satisfaction is crucial for employees and benefits the company because employees who are satisfied with their jobs are generally more motivated to improve.

High-quality employees are highly advantageous for a company. Therefore, job satisfaction is a serious concern for companies, as it does not increase spontaneously but requires the organization's active role and the employee's participation. Many factors influence job satisfaction, such as compensation. Hence, companies should thoroughly consider revising and developing their compensation systems. Another factor is the workload assigned to employees. Manoppo et al. (2021) describe workload as tasks that must be completed by an organizational unit or individual within a specific time frame. In practice, PT Aneka Bumi Pratama Jambi's wage system follows Government Regulation No. 51 of 2023 by adhering to the Provincial Minimum Wage (UMP) standard. Additionally, the working hours system at PT. Aneka Bumi Pratama Jambi does not fully align with Law No. 13 of 2003, which sets an 8-hour workday for 6 workdays (or 40 hours per week), posing an extra workload for employees at PT. Aneka Bumi Pratama Jambi.

Numerous previous studies have analyzed organizational commitment variables. For example, Handoko & Rambe (2021) discovered a low-significant but positive correlation between organizational dedication and job satisfaction. Arie & Aktif (2020) shown a strong positive correlation between organizational dedication and job happiness. Nurlina et al. (2023) Job satisfaction has a direct positive effect and significant on an organizational commitment. Concerning the relationship between compensation and job satisfaction, Malahayatie et al. (2023) found that reward significantly increased organizational commitment. Meanwhile, Arie & Aktif (2020) found a weak relationship between compensation dimensions and organizational commitment. Regarding the relationship between workload and organizational commitment, Cahyaningsih (2021) showed a strong and favorable association, while Angel Wangsa (2022)

found a substantial inverse association between organizational commitment and workload, suggesting that excessive workload may decrease organizational commitment. These findings demonstrate inconsistencies in previous research results, highlighting the need for this study to reinforce prior findings.

LITERATURE REVIEW

Organizational Commitment

According to Logahan & Aesaria (2014), organizational commitment is a state where an individual feels a strong connection to the goals, values, and objectives of an organization. Commitment to an organization signifies a membership that goes beyond regular involvement; it entails a positive attitude toward the organization and a continuous willingness to put in effort for its success. Cañizares & García (2012) describe organizational commitment as an attachment an individual feels toward an organization, reflected in behaviors such as attendance, job satisfaction, desire to stay, organizational behavior, achievements, and motivation.

Organizational commitment is a vital component within a company. It reflects employees' strength, emotional ties, and dedication, helping them decide whether to remain loyal and fully contribute to the organization or to seek opportunities elsewhere.

There are several types of organizational commitment: (1) Affective commitment, which arises from emotional bonds and the desire to remain in the organization; (2) Continuance commitment, which emerges from the need for stable income or limited external job opportunities; and (3) Normative commitment, which stems from a personal sense of duty to remain committed to the organization (Ghosh & Swamy, 2014).

Job Satisfaction

Locke (1976) defines job satisfaction as a state of pleasure that results from the evaluation of one's work. Mishra (1978) describes it as the feeling of liking or disliking one's job. Fattah (2017) further explains that job satisfaction is the emotional response of employees toward their work, often assessed through the fulfillment of expectations. Operationally, job satisfaction is expressed in attitudes toward work conditions, measured by achievements exceeding expectations. Satisfaction is an emotional expression felt by employees after accomplishing tasks and responsibilities, fostering a sense of pride and accomplishment for their hard work.

Various indicators influence job satisfaction. Permana et al. (2021) categorize them as: Individual factors (age, health, personality, and expectations); Social factors (relationships, societal views, creative opportunities, union activities); Job-related factors (salary, security, supervision, promotion opportunities, working conditions). Nguyen (2021) lists job satisfaction indicators as work environment, work conditions, compensation, and coworker relationships. Zhu (2012) includes leadership, work, coworkers, compensation, and promotion opportunities.

Compensation

Reihan et al. (2023) identify compensation as a core component of human resource activities. Clare & Dingel (2021) argue that appropriate compensation leads to job satisfaction and motivates employees to achieve organizational goals. Compensation is the organization's return for employees' contributions to its advancement. Kartika et al. (2016) Divide remuneration into three categories: non-monetary, indirect, and direct financial compensation.

Hasibuan (2013) states that compensation should fulfill two aspects: (1) Equity, meaning rewards should correspond with work performance, job type, risk, responsibility, and position; and (2) Fairness and Reasonableness, where compensation should be appropriate, meeting fairness criteria.

Workload

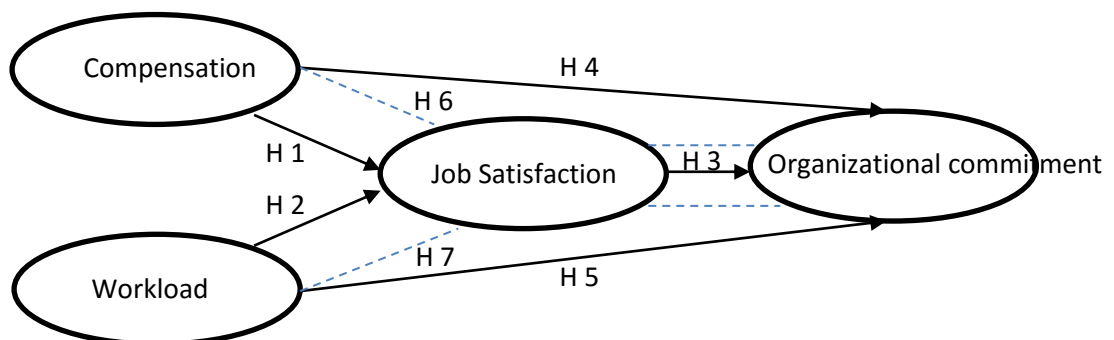
Gopher & Donchin (1986) describe workload as the interaction between workers and the tasks they perform. Abadi & Riyanto (2021) define workload as tasks required to be completed within a specific time. Based on Minister of Home Affairs Regulation No. 12 of 2008, workload is the total tasks assigned to an organization, calculated by work volume and standard time. Workload is a set of tasks employees are expected to complete based on time or volume targets. Workload differences are influenced by variances in physical capacity, knowledge, and emotional state.

Inegbedion et al. (2020) note that when workload is underutilized, it can lead to non-productive activities, like group politics, negatively affecting performance.

Theoretical Framework and Hypothesis Development

The theoretical framework of this study is based on the problem formulation and research objectives, aiming to examine the effects of compensation and workload on organizational commitment mediated by job satisfaction among employees of PT. Aneka Bumi Pratama Jambi.

Several previous studies are cited to illustrate the relationships between these variables.



Gambar 1. Kerangka Konseptual

H1: Compensation has a positive and significant direct effect on job satisfaction.

- Malahayatie et al. (2023) suggest that the compensation variable significantly influences job satisfaction. Alhempri et al. (2023) similarly found a positive, significant effect of compensation on job satisfaction, a result supported by Andi et al. (2022).

H2: Workload has a positive and significant direct effect on job satisfaction.

- Jermisittiparsert et al. (2021) found that job satisfaction is positively related to time pressure and disruptions. Herawati et al. (2023) also indicate a positive, significant effect of workload on job satisfaction. Munandar et al. (2022) confirmed a significant relationship between workload and job satisfaction.

H3: Job satisfaction has a positive and significant direct effect on organizational commitment.

- Bagis et al. (2020) found that job satisfaction significantly influences organizational commitment among employees in educational institutions. Arie & Aktif (2020) also reported a significant positive relationship between job satisfaction and organizational commitment. Manalo et al. (2020) showed that job satisfaction is positively and significantly linked to both organizational commitment and work engagement.

H4: Compensation has a positive and significant direct effect on organizational commitment.

- Handoko & Rambe (2021) report a positive effect of compensation on organizational commitment at PT. Bank Sumut by 16.9%. Anggriyanti et al. (2022) and Arifin et al. (2019) both found a significant positive effect of compensation on organizational commitment, indicating that fair compensation can enhance organizational commitment.

H5: Workload has a positive and significant direct effect on organizational commitment.

- Arifin et al. (2019) found that increased workload significantly enhances organizational commitment by 43.4%. Junaedi et al. (2021) reported similar findings, with workload showing a positive, significant effect on organizational commitment. Permana et al. (2023) reinforced that an optimal workload improves employees' organizational commitment.

H6: Compensation has a positive and significant effect on organizational commitment through job satisfaction.

- Alhempri et al. (2023) reported a significant, positive relationship between compensation and job satisfaction. Andi et al. (2022) also noted a positive, significant effect of compensation on job satisfaction, while Bagis et al. (2020) and Arie & Aktif (2020) found significant relationships between job satisfaction and organizational commitment.

H7: Workload has a positive and significant effect on organizational commitment through job satisfaction.

- Herawati et al. (2023) indicate that workload positively and significantly affects job satisfaction. Munandar et al. (2022) confirmed a significant relationship between workload and job satisfaction. Bagis et al. (2020) and Arie & Aktif (2020) observed a positive, significant effect of job satisfaction on organizational commitment.

METHODOLOGY

This research employs a quantitative approach, analyzing primary data collected through questionnaires distributed to 185 respondents out of a total of 685 permanent and non-permanent employees. The sample selection follows the theory of Hair (2014), which suggests that the minimum sample size for research should be 100 or more. As a general rule, the sample size should be at least five times the number of statement items to be analyzed. Given that this study uses 37 statement items, the minimum sample size required is 185 respondents (37 x 5). The measurement scale used is a Likert scale ranging from 1 to 5. The collected data was analyzed using Structural Equation Modeling (SEM) with the help of PLS software. The data analysis includes validity testing, reliability testing, and hypothesis testing.

RESEARCH RESULTS

Validity Test Results

The degree to which the indicators used to quantify a construct actually correlate, or "converge," with one another is known as convergent validity in empirical data analysis. Convergent validity in the context of structural models means that the metrics used to assess a construct match the suggested idea and exhibit the same construct validity dimensions or features (Sarstedt et al., 2016).

Table 1 Validity Test Results

	Workload	Job Satisfaction	Organizational Commitment	Compensation
BK1	0,714			
BK2	0,766			
BK3	0,765			
BK4	0,826			
BK5	0,822			
BK6	0,789			
BK7	0,737			
KO1			0,748	
KO2			0,751	
KO3			0,725	
KO4			0,761	
KO5			0,803	
KO6			0,790	

	Workload	Job Satisfaction	Organizational Commitment	Compensation
KO7			0,741	
KO8			0,714	
KO9			0,727	
K1				0,724
K2				0,743
K3				0,716
K4				0,748
K5				0,734
K6				0,718
K7				0,707
K8				0,728
K9				0,724
KK1		0,717		
KK10		0,758		
KK11		0,721		
KK12		0,714		
KK2		0,726		
KK3		0,769		
KK4		0,750		
KK5		0,719		
KK6		0,754		
KK7		0,743		
KK8		0,724		
KK9		0,713		

It is evident from the data table above that every variable item has outer loading results greater than 0.7, indicating that all items' convergent validity has satisfied the valid criterion or the minimal threshold requirements. Items with values less than 0.7 must be changed or eliminated until the validity test results fall within the specified range.

Reability Test Results

Composite Reability: is a way to measure the reliability of an indicator. By using this value, researchers can find out how reliable the structure used actually is. The composite reliability component is expected to have a value of > 0.7 and if the value is > 0.8 then the data can be said to have high reliability (Musyaffi et al., 2022). The following table shows the results of *Composite Reability*

Table 2 Reability Test

	Composite reliability (rho_a)	Composite reliability (rho_c)	Conclusion
Workload	0,890	0,913	Reliable
Job Satisfaction	0,923	0,933	Reliable
Organizational Commitment	0,904	0,921	Reliable
Compensation	0,889	0,910	Reliable

Based on the data table above, it is known that the structure used in measuring the reliability of an indicator in this study has met the requirements to be said to be reliable because the expected value is <0.7 while the composite reliability value obtained is <0.8 so that it is classified as a high level of reliability.

Direct Effect Test Results

Direct Effect in *Structural Equation Modeling* (SEM) PLS describes the effect of one variable on another without going through a mediator. This provides an important understanding of the direct causal relationship. The direct effect between variables can be seen from the *P-value* of the relationship between variables. If the *P-value* > 0.05 , then the relationship is not significant, while if the *P-value* < 0.05 , then the relationship is significant. In addition, to determine whether the relationship is positive or negative, it can be seen from the *original sample* value. If the value is positive, the relationship is unidirectional; if it is negative, the relationship is opposite (Hair et al., 2019).

Table 3 Direct Effect Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Compensation -> Job Satisfaction	0,300	0,302	0,058	5,159	0,000
Workload -> Job Satisfaction	0,599	0,598	0,057	10,422	0,000
Job Satisfaction -> Job Commitment	0,271	0,277	0,127	2,139	0,033
Compensation -> Job Commitment	0,286	0,288	0,074	3,865	0,000
Workload -> Job Commitment	0,429	0,430	0,081	5,298	0,000

Based on the results of statistical tests through the direct effect path coefficient, the results of the effect of compensation variables on job satisfaction, the original sample value (O) is 0.300 and the sample mean value is 0.302, which means that the compensation variable has a positive effect on job satisfaction directly. On the other hand, the T statistic results have a value of 2.139 and P Values of 0.000 (<0.05). This shows that the compensation variable has a significant effect on job satisfaction directly.

The results of the effect of workload variables on job satisfaction have an original sample value (O) of 0.599 and a sample mean value of 0.598, which means that the workload variable has a positive effect on job satisfaction directly. The T statistic result has a value of 10.422 and P Values of 0.000 (<0.05). This shows that the workload variable has a significant effect on the job satisfaction variable directly.

The effect of job satisfaction variables on organizational commitment has an original sample (O) value of 0.271 and a sample mean value of 0.277, which means that the job satisfaction variable has a positive effect on organizational commitment directly. The T statistic results have a value of 2.139 and P Values of 0.033 (<0.05). This shows that the job satisfaction variable has a significant effect on the organizational commitment variable directly. Hasil pengaruh variabel kompensasi terhadap komitmen organisasi memiliki nilai *original sample* (O) sebesar 0,286 dan nilai *sample mean* sebesar 0,288 yang berarti variabel kompensasi memiliki pengaruh yang positif terhadap komitmen organisasi secara langsung. Adapun hasil *T statistic* memiliki nilai sebesar 3,865 dan *P Values* sebesar 0,000 (< 0,05). Hal ini menunjukkan bahwa variabel kompensasi memiliki pengaruh yang signifikan terhadap variabel komitmen organisasi secara langsung.

The effect of workload variables on organizational commitment has an *original sample* value (O) of 0.267 and a *sample mean* value of 0.265, which means that the workload variable has a positive effect on organizational commitment directly. The *T statistic* results have a value of 2,806 and *P Values* of 0.000 (<0.05). This shows that the workload variable has a significant influence on the organizational commitment variable directly.

Indirect Effect Test Results

Indirect Effect in Structural Equation Modeling (SEM) PLS refers to the influence of a variable on other variables through mediator variables, thus forming a more complex causality network. To measure the indirect effect between variables, it can be seen through the P-value. If the P-value > 0.05, the effect is not significant, while if the P-value < 0.05, the effect is significant. In addition, the direction of the relationship between variables can be determined based on the original sample value; if it is positive, it means that the relationship is unidirectional, and if it is negative, it means that it is opposite (Musyaffi et al., 2022).

Tabel 4 Hasil Uji Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Kompensasi -> Kepuasan Kerja -> Komitmen Kerja	0,081	0,084	0,043	1,884	0,060
Beban Kerja -> Kepuasan Kerja -> Komitmen Kerja	0,162	0,165	0,077	2,114	0,035

Based on the statistical test results of the data in the table through the specific indirect effect path coefficient, the results of the effect of the compensation variable on organizational commitment through job satisfaction have an *original sample* (O) value of 0.081 and a *sample mean* (M) of 0.084, which means that the compensation variable has a positive influence on organizational commitment through job satisfaction. While the *T statistic* results have a value of 1.884 and *P values* of 0.060 (> 0.05) which means that the compensation variable does not have a significant effect on organizational commitment through job satisfaction as a mediating variable.

The result of the influence of workload variables on organizational commitment through job satisfaction has an *original sample* (O) value of 0.162 and a *sample mean* (M) of 0.165, which means that workload variables have a positive influence on organizational commitment through job satisfaction. While the *T statistic* results have a value of 2.114 and *P values* of 0.035 (> 0.05) which means that the workload variable has a significant effect on organizational commitment through job satisfaction as a mediating variable.

DISCUSSION

Compensation is a right for an employee that must be fulfilled by the organization or company for the work obligations that have been carried out by the employee. Employee satisfaction, on the other hand, refers to how happy they are with the work they do. The findings demonstrated that work satisfaction is directly impacted by the salary variable in a considerable way. This implies that increased job satisfaction will result from employees receiving greater wages. These results are consistent with previous research conducted by Malahayatie et al., (2023) which states that the compensation variable has an influence on the job satisfaction variable with a positive and significant effect. Alhempri et al., (2023) It claims that pay significantly and favorably affects work happiness. Andi et al., (2022) It claims that employee work satisfaction and salary have a strong and favorable link. The main goal of every person working is to be able to fulfill their life needs, so when an employee feels satisfied with the rewards they receive from the company, satisfaction with their work will emerge.

Workload is a job responsibility that must be accepted and borne by employees in order to be completed based on the targets that have been set. The workload variable is also proven to have a positive influence on job satisfaction directly. This shows that the more appropriate the workload received by employees, it will increase job satisfaction. Basically workload must be adjusted as well as possible because according to Nurhasanah et al., (2022) A loading level that is too high will allow excessive energy usage and will cause overstress in the employee. Conversely, if the level of loading is too low, it will reduce employee motivation at work. Therefore, increasing the workload is considered to be able to increase job satisfaction, provided that the workload does not exceed the limit (overload). This research is in line with the results of research by Jermisittiparsert et al., (2021) This asserts a clear correlation between job happiness and time pressure and interference. The findings of the hypothesis

test indicate that time pressure and interference have a positive relationship with work satisfaction. Herawati et al., (2023) furthermore disclosed study findings demonstrating that job happiness is positively and significantly impacted by workload. Munandar et al., (2022) which states that there is a significant influence between workload on job satisfaction.

Job satisfaction is a feeling of satisfaction that arises in employees regarding the work they do in a company environment, such as enjoyable work or work that runs smoothly so that it can be completed well. Organizational commitment is positively impacted by the job satisfaction variable itself. This indicates that the higher the satisfaction obtained from the work of the employees, the higher the commitment of the employees to their organization. On the other hand, if employees do not get satisfaction from their work, it will reduce an employee's commitment to the company where they work, and employees will even tend to consider looking for job opportunities elsewhere that guarantee greater satisfaction from the work they do. As in previous research Nurlina et al., (2023) Employee organizational commitment is significantly impacted by job satisfaction. The same thing was revealed by Arie & Dayyan et al., (2024) Organizational commitment is positively and significantly impacted by work satisfaction. Shahriari et al., (2023) Job satisfaction was found to significantly influence organizational commitment.

Organizational commitment is an important element in a company. There are strengths, feelings, emotions within the employee to identify whether he will remain a member of the organization as evidenced by loyalty and totality or will choose another job, so that his involvement as a member of the organization still exists. Thus, the goals and expectations of employees can be realized properly to remain a member of the organization. The study's findings suggest that there is a direct and substantial relationship between the organizational commitment variable and the remuneration variable. The conclusion obtained is that the more appropriate the compensation provided, the more committed the employees are to their organization. Compensation is a reward that is highly expected by every employee in order to fulfill their life needs. So, when the reward given is in accordance with the expectations of the comparison of their work contribution to the company, then morally the employee will be more loyal and committed to the company as a form of reciprocity for the proper compensation received. The findings of this study are consistent with a number of other investigations that looked at the connection between organizational commitment and salary, such as the research of Handoko & Rambe, (2021) which states that the compensation variable has a positive effect on organizational commitment at PT Bank Sumut by 16.9%. Anggriyanti et al., (2022) added that salary has a good and considerable impact on organizational commitment. The same thing was stated by Astuti et al., (2023) Organizational commitment is significantly impacted by compensation. Panca Dewi et al., (2024) Compensation on organizational commitment has a positive influence with high significance.

The organizational commitment variable is directly impacted by the workload variable as well. When the workload is too low, employees tend to

consider the option of looking for another job to seek higher challenges to be able to develop their competence. This indicates that if the workload is appropriate, it will increase organizational commitment. However, in an effort to increase organizational commitment, it can increase the workload to its employees, but it is necessary to monitor the current workload distribution, so that there is a balance in the workload of each employee, then it is important to evaluate and analyze the workload thoroughly in order to create an optimal workload, because substandard workloads and exceeding standards have impacts such as boredom and stress which can trigger a decrease in organizational commitment. In line with several previous studies such as Anggriyanti et al., (2022) which states that there is an effect of workload on organizational commitment. Junaedi et al., (2021) also states the same thing that Workload has a positive and significant effect on Organizational Commitment. reinforced by the research of Permana et al., (2023) optimal workload for employees in carrying out their work, has an effect on increasing employee commitment to their organization. This is because the workload placed on employees is a form of trust from the organization to employees in carrying out their duties.

The indirect analysis found that the compensation variable did not have a significant effect on organizational commitment through job satisfaction as a mediating variable. Based on these results, it is known that compensation has a positive impact on an employee's commitment to his organization through job satisfaction obtained in the organization, but the positive relationship between compensation and organizational commitment through job satisfaction is weak. Which means that even though not getting satisfaction compensation will still increase organizational commitment. This can happen indicated because of the difficulty of finding work in the Jambi province environment. There are several studies that also reveal the weakness of the relationship such as Arie & Aktif, (2020) mentioning that the relationship between variable compensation dimensions and organizational commitment is known to have a weak relationship between compensation and organizational commitment. In addition, Handoko & Rambe, (2021) The results of the study indicate that compensation for organizational commitment should not be mediated by job satisfaction..

Meanwhile, the workload variable has a significant effect on organizational commitment through job satisfaction as a mediating variable. So that the job satisfaction variable here can mediate between workload and organizational commitment. So it is known that job satisfaction can strengthen the positive and significant relationship between workload variables and organizational commitment. The positive and significant impact of the effect of workload on work commitment through job satisfaction in this study is in line with previous research seen in the research of Herawati et al., (2023) which revealed the results of research showing that workload has a positive and significant effect on job satisfaction. In addition, Munandar et al. (2022) stated that there is a significant influence between workload on job satisfaction. Meanwhile, there is a positive relationship between job satisfaction and

organizational commitment as research by Bagis et al., (2020) Job satisfaction has a significant effect on organizational commitment. Arie & Aktif, (2020) job satisfaction has a positive and significant effect on organizational commitment.

CONCLUSIONS AND RECOMMENDATIONS

Based on the findings and discussion that has been mentioned. Then conclusions can be drawn which are described as follows:

1. Compensation has a significant effect on job satisfaction directly *P Values* of 0.000 (<0.05). In order to provide job satisfaction to employees, companies need to pay attention to the compensation system, because the better the compensation provided will have a positive effect on employee job satisfaction.
2. Workload has a significant influence on job satisfaction variables directly with a *P* value of 0.000 (<0.05). The right workload must also be given by the company to its employees. This is because if the workload is too high it is feared that it will cause stress while the workload is too low it is feared that it will reduce employee motivation and morale.
3. Job satisfaction has a significant effect on the organizational commitment variable directly with a *P* value of 0.033 (<0.05). Employees who have high commitment will greatly contribute to the company. In order to foster employee commitment, it must foster job satisfaction, this is because the higher the job satisfaction, the more the sense of commitment to the organization increases.
4. Compensation has a significant effect on organizational commitment variables directly with a *P* value of 0.000 (<0.05). From this it is evident that compensation has a positive contribution in fostering a sense of commitment to the organization, so compensation needs to be taken seriously in an effort to have highly committed employees.
5. Workload has a significant influence on the organizational commitment variable directly with a *P* value of 0.000 (<0.05). The right workload will increase organizational commitment. The company must of course pay attention to workload management so as not to overload or underload.
6. Compensation has a positive and insignificant effect on organizational commitment through job satisfaction with a *P* value of 0.060 (> 0.05) from this it is known that the effect of compensation on organizational commitment should not be mediated by job satisfaction variables.
7. Workload has a positive and significant effect on organizational commitment through job satisfaction with *P values* of 0.035 (> 0.05). The research proves that the effect of workload on organizational commitment can be mediated by job satisfaction variables. Good morning sir, regarding your article, I got something missing sir, the numbers are in table 5 Table 5: Chinese Investment in Transport & Energy Sectors[Source: EPB, BB] please complete it so that we can publish it.

FURTHER RESEARCH

Future research can explore various other factors that can affect organizational commitment, such as leadership style, work culture, or other factors that exist outside the organization. In addition, it can also develop other research models that are considered comprehensive in analyzing the relationship between the effect of compensation and workload on organizational commitment through job satisfaction as mediation. Expanding comparative studies among various other profit organizations with different backgrounds to gain a holistic understanding of organizational commitment. Or use a different research methodology such as qualitative in order to directly observe the situation in the field where the research is carried out and even mix methods to get more satisfying results.

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