



Organizational Commitment in Mediating the Work Environment and Compensation on Employee Performance

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ABSTRACT

This research aims to analyze the influence of work environment variables and compensation on employee performance with organizational commitment as an intervening variable at PT. Japfa Comfeed Indo. Tbk Parungkuda Hatchery Unit. Data was collected through questionnaires from 92 employees and analyzed using the IBM SPSS v25 application with the path analysis method. The research results show that the work environment and compensation have a positive and significant influence on employee performance, and organizational commitment is able to mediate the relationship between the work environment and compensation on employee performance. Based on these findings, it is recommended that companies improve work facilities, provide appropriate benefits, and strengthen normative commitments to increase employee satisfaction and productivity.

Human Resource Management (HRM) is a crucial factor in achieving company goals, with employee performance as a key element. High employee performance enhances productivity and helps the company achieve its objectives. Factors influencing employee performance include the work environment, compensation, and organizational commitment. A conducive work environment increases motivation and performance, while adequate compensation provides satisfaction and loyalty. Organizational commitment is also important, as highly committed employees are more motivated to work hard and contribute optimally to the company.

Employee performance is the qualitative and quantitative work results achieved by an employee in carrying out their duties according to their given responsibilities. Good employee performance positively contributes to the achievement of company goals. This positive contribution can be measured through several indicators: 1) work quality, 2) work quantity, 3) task execution, and 4) employee responsibility (Mangkunegara A. P., 2017). Factors influencing employee performance include: 1) compensation, 2) work environment, 3) organizational culture, 4) leadership, 5) work motivation, 6) work discipline, 7) job satisfaction, and 8) commitment (Siagian S. P., 2017).

According to Robbins (2017), organizational commitment is a psychological construct that describes the characteristics of the relationship between organization members and their organization, influencing individuals' decisions to remain in the organization. There are three indicators of organizational commitment: 1) affective commitment, 2) continuance commitment, and 3) normative commitment. According to Siti Rohima (2019), organizational commitment can be strengthened by focusing on two main factors. First, adequate compensation, where fair and competitive salaries and benefits enhance employee performance and encourage them to remain engaged with the organization and contribute optimally. Second, a conducive work environment, where creating a comfortable, safe, enjoyable, and supportive workplace makes employees feel valued and trusted, increasing their loyalty to the organization. By implementing strategies focused on these two factors, organizations can build a strong foundation for high organizational commitment.

The work environment is one of the key factors influencing employee performance and organizational commitment. Broadly, the work environment is divided into two types: 1) physical work environment and 2) non-physical work environment. The work environment includes everything surrounding employees that can influence them in carrying out their assigned tasks. Indicators of the work environment include: 1) employee relations, 2) work atmosphere, 3) availability of work facilities, and 4) workplace security. A good work environment supports job execution, allowing employees to be enthusiastic about their work and enhancing their performance (Sunyoto, 2018).

Besides the work environment, another factor that supports employee performance and organizational commitment is compensation. According to Hasibuan (2017), compensation includes all earnings in the form of money or goods, either directly or indirectly, received by employees as compensation for their services to the company. Compensation is crucial for employees as individuals because its amount reflects or measures the value of their work.

The size of compensation can affect employee performance; properly and fairly distributed compensation positively impacts employee commitment. Employees receiving adequate compensation develop emotional attachment to the organization, which in turn reduces turnover rates and increases work commitment. Organizational commitment is a form of loyalty reflected in how much employees devote their attention, ideas, and responsibilities to achieving organizational goals. Compensation indicators include 1) salary, 2) insurance, 3) bonuses, and 4) allowances (Hasibuan, 2017).

Like most companies, PT. Japfa Comfeed Indonesia Tbk, Unit Hatchery Parungkuda, despite having clear revenue targets, still faces difficulties in achieving them. This is indicated by suboptimal employee performance. The fluctuation in revenue target achievement is suspected to be caused by several factors, such as low organizational commitment to employees, an uncondusive work environment, and an inadequate compensation system. To enhance employee performance and achieve the set revenue targets, PT. Japfa Comfeed Indonesia Tbk, Unit Hatchery Parungkuda, needs to implement several strategic steps, such as increasing organizational commitment to employees, creating a condusive and supportive work environment, and applying a fair and competitive compensation system.

THEORETICAL FOUNDATION

Employee Performance

According to Mangkunegara (2017), performance is the qualitative and quantitative work results achieved by an employee in carrying out their duties according to their given responsibilities. Factors influencing performance include: 1) ability and skills, where higher skills lead to better job completion; 2) knowledge, as good job knowledge results in better work outcomes; 3) job design, which facilitates job goal achievement; 4) personality, where good personality fosters diligence and responsibility at work; 5) motivation, which drives employees to perform well; 6) leadership, referring to the leader's behavior in managing subordinates; 7) leadership style, the leader's attitude towards subordinates; 8) organizational culture, the accepted norms and habits in the

organization; 9) job satisfaction, the sense of happiness before and after working that affects work results; 10) work environment, conditions around the workplace including relationships with colleagues; 11) loyalty, employees' dedication to their work and company; 12) commitment, employees' compliance with company policies; and 13) discipline, employees' effort to perform work activities seriously, including time management and adherence to work orders (Kasmir, 2019).

According to Mangkunegara (2017), employee performance indicators include: 1) work quality, indicating how well an employee performs their assigned tasks; 2) work quantity, reflecting how long an employee works daily and can be seen from their work speed; 3) task execution, showing the accuracy or error-free performance of employees; and 4) employee responsibility, indicating how much an individual feels accountable for their work.

Organizational Commitment

Organizational commitment is a psychological construct that characterizes the relationship between organization members and their organization, influencing their decision to stay (Robbins, 2017). Factors influencing organizational commitment, according to Hasibuan (2016), include: 1) rules, essential for regulating actions and achieving management goals; 2) awareness, a mental state leading to belief and determination; 3) income, compensation for effort and thought invested; 4) organization, particularly in service contexts where human character and will are complex; 5) ability and skills, encompassing task execution skills and tool usage; and 6) service facilities, including work equipment and other supporting resources.

Additionally, the three organizational commitment indicators according to Robbins (2017) are: 1) affective commitment, arising from emotional identification and involvement with the organization; 2) continuance commitment, where employees stay due to salary, benefits, or lack of alternative jobs; and 3) normative commitment, based on employees' internal values that make them feel staying in the organization is the right thing to do.

Work Environment

The work environment includes everything surrounding employees that can influence them in carrying out their tasks (Sunyoto, 2018). According to Afandi (2018), there are two types of work environments: 1) physical environment, including workspace design, job design, environmental conditions, visual privacy levels, and acoustical privacy; and 2) psychological environment, covering social and organizational aspects such as excessive workload, poor supervision, frustration, changes in various forms, and interpersonal or group conflicts.

Indicators of the work environment, according to Sunyoto (2018), include: 1) employee relations, covering harmonious relationships between employees and superiors that affect performance; 2) work atmosphere, reflecting employees' desire for a comfortable work environment to boost morale; 3) availability of work facilities, which, even if not new, support smooth work processes; and 4) workplace security, where a sense of safety fosters peace, comfort, and motivation to work.

COMPENSATION

Compensation is income in the form of money or goods received by employees as a reward for services provided to the company (Hasibuan, 2017). The objectives of compensation include acquiring quality employees, retaining employees to create good organizational commitment, ensuring fair management, rewarding desired behavior, and controlling costs by acquiring and retaining reasonable employees (Sinambela, 2017). Factors influencing compensation policies include 1) labor supply and demand, 2) company capability and willingness, 3) cost of living, 4) labor unions, 5) employee productivity, 6) government and regulations, 7) job position, 8) national economic conditions, 9) education, 10) work experience, and 11) type and nature of work. Compensation indicators include 1) salary, 2) insurance, 3) bonuses, and 4) allowances (Hasibuan, 2017).

RESEARCH METHOD

The research method used in this study is a quantitative method with a descriptive and verificative approach. This method was chosen because it aligns with the research objectives, the nature of the data, and the potential for generalization. This research is expected to provide a comprehensive overview of the factors affecting employee performance at PT. Japfa Comfeed Indonesia Tbk, Unit Hatchery Parungkuda. The findings of this study can be used by the company to formulate appropriate strategies to improve employee performance and achieve the set revenue targets.

Research Object and Location The object of this research includes the work environment, compensation, employee performance, and organizational commitment. The research is conducted at Desa Kaso Landeuh, Kec. Parungkuda, Kabupaten Sukabumi, West Java.

Population and Sample The population in this study consists of employees of PT. Japfa Comfeed Indonesia Tbk, Unit Hatchery Parungkuda. The sample selected as respondents in this study includes employees of PT. Japfa Comfeed Indonesia

Tbk, Unit Hatchery Parungkuda. The sampling technique used is Simple Random Sampling, resulting in a total of 92 employees across all divisions.

RESULTS AND DISCUSSION

Research Results The total sample used in this study is 92 people. The following table shows the characteristics of respondents based on gender, age, and education.

Table: Employee Characteristics

No	Karakteristik karyawan	Keterangan	Jumlah (orang)	Persentase (%)
1	Jabatan	Produksi	62	67
2	Pendidikan	SMK/SMA	85	92
3	Jenis Kelamin	Laki-laki	89	96
4	Usia	20-30 tahun	57	61

Sumber : PT. Japfa Comfed IndoTbk, Unit Hatchery Parungkuda 2024

Multiple Linear Regression Results for the First Equation

The first equation shows the influence of the work environment and compensation on organizational commitment. The regression results from SPSS are as follows:

Table: Multiple Linear Regression for the First Equation

Model	Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.	
1	(Constant)	1.532	2.457		.624	.534
	Lingkungan Kerja	.421	.121	.414	3.489	.001
	Kompensasi	.431	.131	.389	3.279	.001

a. Dependent Variable: Komitmen Organisasi
Sumber : data diolah, 2024

$$Y = \rho YX_1 \cdot X_1 + \rho YX_2 \cdot X_2 + \varepsilon_1$$

$$Y = 0,421X_1 + 0,431X_2 + \varepsilon_1$$

Interpretation of the Multiple Linear Regression Test Results

The interpretation of the multiple linear regression test results above is as follows:

1. The regression coefficient for the work environment has a positive sign, meaning that the work environment variable has a positive influence on organizational commitment.
2. The regression coefficient for compensation has a positive sign, indicating that the compensation variable has a positive influence on organizational commitment.

Multiple Correlation Coefficient Results for the First Equation

The analysis of the multiple correlation coefficient in the first equation was conducted to determine the degree of relationship strength between the work environment and compensation together on organizational commitment. The

multiple correlation coefficient results in this study can be seen in the table below:
Table: Multiple Correlation Coefficient for the First Equation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.766 ^a	.587	.578	2.98523

a. Predictors: (Constant), Kompensasi, Lingkungan Kerja
 b. Dependent Variable: Komitmen Organisasi
 Sumber : data diolah, 2024

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Table: Multiple Correlation Coefficient for the First Equation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.612	.700		.874	.385
Lingkungan Kerja	.937	.036	.938	25.696	.000
Kompensasi	.086	.039	.079	2.207	.030
Komitmen Organisasi	.141	.030	.143	4.666	.000

a. Dependent Variable: Kinerja Karyawan
 Sumber : data diolah, 2024

$$Z = \rho ZX_1 \cdot X_1 + \rho ZX_2 \cdot X_2 + \rho ZY \cdot Y + \varepsilon_2$$

$$Z = 0,937 \cdot X_1 + 0,086 X_2 - 0,141 Y + \varepsilon_2$$

Interpretation of the Multiple Linear Regression Test Results
 The interpretation of the multiple linear regression test results above is as follows:

1. The regression coefficient for the work environment has a positive sign, meaning that the work environment variable has a positive and significant influence on employee performance.
2. The regression coefficient for compensation has a positive sign, meaning that the compensation variable has a positive and significant influence on employee performance.
3. The regression coefficient for organizational commitment has a positive sign, meaning that the organizational commitment variable has a positive and significant influence on employee performance.

Multiple Correlation Coefficient Results for the Second Equation

The analysis of the multiple correlation coefficient in the second equation was conducted to determine the degree of relationship strength between the work environment, compensation, and organizational commitment together on employee performance. The multiple correlation coefficient results in this study can be seen in the table below:

Table: Multiple Correlation Coefficient for the Second Equation

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.983 ^a	.966	.964	.85114

a. Predictors: (Constant), Komitmen Organisasi, Kompensasi, Lingkungan Kerja
 b. Dependent Variable: Kinerja Karyawan
 Sumber : data diolah, 2024

The relationship between the work environment, compensation, and organizational commitment shows a correlation coefficient of 0.983, indicating a strong relationship with employee performance.

Results of the Coefficient of Determination for the Second Equation

The R² (R Square) value for the work environment, compensation, and organizational commitment variables on employee performance is 0.966 or 96.6%. This indicates that 96.6% of the variation in employee performance can be explained by these three variables. The remaining 3.4% is influenced by other factors not included in this research model. The Adjusted R Square value of 0.964 or 96.4% shows that 96.4% of the variation in employee performance can be explained by these three variables after considering the number of independent variables in the model.

The work environment, compensation, and organizational commitment variables have a highly significant influence on employee performance. This indicates that these three variables are important factors that companies need to focus on to improve employee performance.

Path Analysis

Path analysis is an extension of multiple linear regression analysis used to measure the relationships between predetermined variables. This analysis is used to determine both direct and indirect effects among independent and dependent variables (Ghozali, 2018). Below are the results of the path analysis test using SPSS version 25.00:

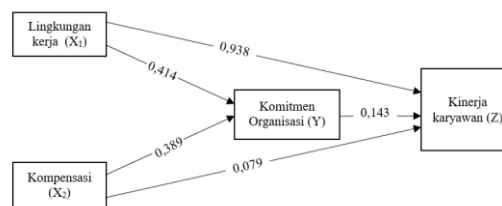
Table: Path Analysis Test Results

Variabel	Pengaruh	Komitmen Organisasi	Kinerja karyawan	Total
Lingkungan kerja	Langsung	-	0,983	0,983
	Tidak langsung	0,414	0,143	0,059
	Total	-	-	0,924
Kompensasi	Langsung	-	0,079	0,079
	Tidak langsung	0,389	0,143	0,055
	Total	-	-	0,024

Sumber : data diolah, 2024

The interpretation of the path analysis test results using SPSS is as follows:

1. There is an influence of the work environment on employee performance, both directly and indirectly through organizational commitment. This is evident from the direct effect, which is 0.983 or 98.3%, and the indirect effect, which is 0.414 or 41.4%. Meanwhile, the total effect of the work environment through organizational commitment is 0.924 or 92.4%.
2. There is an influence of compensation on employee performance, both directly and indirectly through organizational commitment. This is evident from the direct effect, which is 0.079 or 7.9%, and the indirect effect, which is 0.389 or 38.9%. Meanwhile, the total effect of compensation through organizational commitment is 0.024 or 2.4%.



Gambar Hasil Analisis Jalur

Hypothesis Testing

In this study, the author conducted two t-tests on the first and second equations. The t-test for the first equation was used to determine the direct effect of the work environment and compensation on organizational commitment. The t-test results for organizational commitment are as follows:

Table: t-Test Results for the First Equation

Model	Coefficients ^a		Standardized Coefficients Beta	t	Sig.
	Unstandardized Coefficients B	Std. Error			
1 (Constant)	1.532	2.457		.624	.534
Lingkungan Kerja	.421	.121	.414	3.489	.001
Kompensasi	.431	.131	.389	3.279	.001

a. Dependent Variable: Komitmen Organisasi
Sumber : data diolah, 2024

The work environment variable obtained a t-value of 3.489, while the t-table value for $\alpha = 0.05$ with a degree of freedom of $92-2-1 = 89$ was 1.662. Since the t-value is greater than the t-table value ($3.489 > 1.662$) with a significance level of $0.001 < 0.050$, it can be concluded that **H₀ is rejected and H_a is accepted**, meaning that the work environment has a significant effect on organizational commitment.

The compensation variable obtained a t-value of 3.279, while the t-table value for $\alpha = 0.05$ with a degree of freedom of $92-2-1 = 89$ was 1.662. Since the t-value is greater than the t-table value ($3.279 > 1.662$) with a significance level of $0.001 < 0.050$, it can be concluded that **H₀ is rejected and H_a is accepted**, meaning that compensation has a significant effect on organizational commitment.

To determine the effect of the work environment, compensation, and organizational commitment on employee performance, refer to the following table:

Table: t-Test Results for the Second Equation

Model	Coefficients ^a		Standardized Coefficients Beta	t	Sig.
	Unstandardized Coefficients B	Std. Error			
1 (Constant)	.612	.700		.874	.385
Lingkungan Kerja	.937	.036	.938	25.696	.000
Kompensasi	.086	.039	.079	2.207	.030
Komitmen Organisasi	.141	.030	.143	4.666	.000

a. Dependent Variable: Kinerja Karyawan
Sumber : data diolah, 2024

The work environment variable obtained a t-value of 25.696, while the t-table value for $\alpha = 0.05$ with a degree of freedom of $92-3-1 = 88$ was 1.662. Since the t-value is greater than the t-table value ($25.696 > 1.662$) with a significance level of $0.000 < 0.050$, it can be concluded that **H₀ is rejected and H_a is accepted**, meaning that the work environment has a significant effect on employee performance.

The compensation variable obtained a t-value of 2.207, while the t-table value for $\alpha = 0.05$ with a degree of freedom of $92-3-1 = 88$ was 1.662. Since the t-value is greater than the t-table value ($2.207 > 1.662$) with a significance level of $0.030 < 0.050$, it can be concluded that **H₀ is rejected and H_a is accepted**, meaning that compensation has a significant effect on employee performance.

The organizational commitment variable obtained a t-value of 4.666, while the t-table value for $\alpha = 0.05$ with a degree of freedom of $92-3-1 = 88$ was

1.662. Since the t-value is greater than the t-table value ($4.666 > 1.662$) with a significance level of $0.000 < 0.050$, it can be concluded that **H₀ is rejected and H_a is accepted**, meaning that organizational commitment has a significant effect on employee performance.

Sobel Test

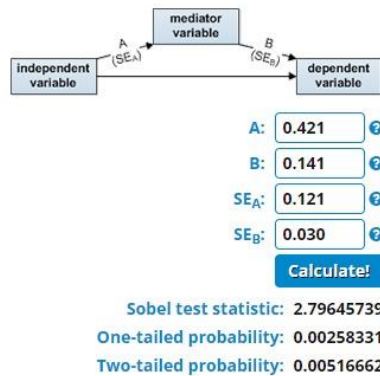


Image: Sobel Test Calculator Results for Work Environment Variable
 Source: Output of Sobel Test Calculator for the Significance of Mediation, 2024. The calculated Z-value (Z_{hitung}) is 2.79 with a significance level of 0.002. Since the calculated Z-value is greater than the critical Z-table value ($2.79 > 1.96$), this proves that **organizational commitment can mediate the effect of the work environment on employee performance.**

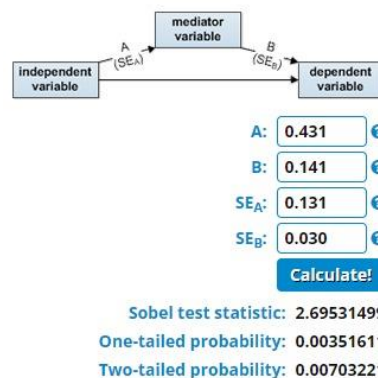


Image: Sobel Test Calculator Results for Compensation Variable
 Source: Output of Sobel Test Calculator for the Significance of Mediation, 2024. The calculated Z-value (Z_{hitung}) is 2.69 with a significance level of 0.003. Since the calculated Z-value is greater than the critical Z-table value ($2.69 > 1.96$), this proves that **organizational commitment can mediate the effect of compensation on employee performance.**

DISCUSSION

The Effect of Work Environment on Organizational Commitment

Based on statistical test results, the t-value obtained is greater than the t-table value ($3.489 > 1.662$) with a significance of $0.001 < 0.050$. This indicates that the work environment has a significant effect on organizational commitment. This means that the better the work environment perceived by employees, the higher their level of commitment to the organization. This relationship is classified as strong and statistically significant.

These findings align with previous theories and research highlighting the crucial role of the work environment in shaping employee commitment to the organization. A supportive, inclusive, and motivating work environment can significantly encourage employees to be actively engaged and committed to the organization's goals and values.

Therefore, companies must pay serious attention to creating and maintaining a positive work environment to enhance employee commitment. By doing so, organizations can optimize employee performance by fostering higher engagement, dedication, and commitment to the company's vision and mission.

These findings are consistent with studies by Wulandari (2023), Isa et al. (2023), and Kusumawardhani & Astuti (2022), which state that the work environment has a direct and significant effect on organizational commitment.

The Effect of Compensation on Organizational Commitment

Based on statistical test results, the t-value obtained is greater than the t-table value ($3.279 > 1.662$) with a significance of $0.001 < 0.050$. This indicates that compensation has a significant effect on organizational commitment. The direct influence shows that changes in compensation variables are directly related to changes in organizational commitment variables. In other words, the higher the compensation given to employees, the higher their level of organizational commitment. This relationship is strong and statistically significant.

This study demonstrates that compensation is one of the critical factors influencing employee organizational commitment. Organizations that aim to enhance employee commitment should focus on offering competitive, fair, and flexible compensation packages.

This study aligns with research conducted by Asim et al. (2023), Ghoneim & Hammoudeh (2023), and Ishaq et al. (2023), which state that compensation has a direct and significant effect on organizational commitment.

The Effect of Work Environment on Employee Performance

Based on statistical test results, the t-value obtained is greater than the t-table value ($25.696 > 1.662$) with a significance of $0.000 < 0.050$. This indicates that the work environment has a significant effect on employee performance. The relationship between the work environment and employee performance is very strong and statistically significant, as shown by the high t-value (25.696) compared to the t-table value (1.662) and the significance level of 0.000. This means that the better the work environment perceived by employees, the higher their performance levels.

This study suggests that organizations aiming to improve employee performance should focus on creating a positive and conducive work environment. This can be achieved by enhancing facilities and infrastructure, fostering a good work culture, improving communication and relationships among employees, providing recognition and rewards, and facilitating employee development.

By establishing a positive work environment, organizations can increase employee motivation, work enthusiasm, focus, creativity, and productivity. Ultimately, this will enhance overall organizational performance.

This study aligns with research by Sinambela & Lestari (2023), Damayanti et al. (2024), and Rahman et al. (2023), which state that the work environment has a direct and significant effect on employee performance.

The Effect of Compensation on Employee Performance

Based on statistical test results, the t-value obtained is greater than the t-table value ($2.207 > 1.662$) with a significance of $0.001 < 0.050$. This indicates that compensation has a significant effect on employee performance. This means that the higher the compensation received by employees, the higher their performance levels. Although the influence of compensation is not as strong as the work environment, this study shows that compensation remains an essential factor in motivating employees to work efficiently and achieve their targets.

Companies that seek to improve employee performance should focus on offering fair and competitive compensation while developing an effective reward system.

This study aligns with research by Khoiriah & Suryaningrum (2023), Astuti & Fatmawati (2022), and Sari (2023), which state that compensation has a direct and significant effect on employee performance.

The Effect of Organizational Commitment on Employee Performance

Based on statistical test results, the t-value obtained is greater than the t-table value ($4.666 > 1.662$) with a significance of $0.000 < 0.050$. This indicates that organizational commitment has a significant effect on employee performance. Employees with high commitment levels demonstrate significantly better performance compared to those with low commitment.

This study highlights that enhancing employee commitment is a crucial strategy for organizations to improve overall performance. Organizations can build a positive culture, provide development opportunities, encourage open communication, involve employees in decision-making, and reward good performance to strengthen employee commitment.

Employee commitment is one of the key factors influencing performance. Highly committed employees display greater motivation, focus, and responsibility, leading to higher productivity.

Research has proven the positive and significant relationship between commitment and performance. Therefore, organizations need to strengthen employee commitment to achieve optimal performance.

This study aligns with research conducted by Anggraini et al. (2023), Indah (2023), and Astuti & Fatmawati (2022), which state that organizational commitment has a direct and significant effect on employee performance.

The Effect of Work Environment on Employee Performance Through Organizational Commitment

Based on the Sobel test results, the calculated Z-value is 2.796 with a significance level of 0.002. Since the Z-value is greater than the Z-table value ($2.79 > 1.96$), this confirms that **organizational commitment mediates the effect of the work environment on employee performance.**

This means that a good work environment, characterized by support from superiors, teamwork among employees, career development opportunities, and organizational justice, positively affects an individual's commitment to the organization.

A high level of commitment provides a strong psychological and emotional foundation for employees to invest more in their roles within the organization. With strong commitment, employees tend to be more actively engaged in their work, align with organizational goals, and be more motivated to give their best efforts. As a result, employee performance significantly improves.

In this context, **organizational commitment acts as a mediator bridging the relationship between a conducive work environment and individual performance.** While the work environment has a direct and significant impact on employee performance, the role of organizational commitment as a mediator indicates that part of this influence is explained by individual commitment to the organization.

This study aligns with research conducted by Ananda (2023), Dian Anggraini (2022), and Siti Khotimah (2021), which state that organizational commitment successfully mediates the effect of the work environment on employee performance.

The Effect of Compensation on Employee Performance Through Organizational Commitment

Based on the Sobel test results, the calculated Z-value is 2.692 with a significance level of 0.011. Since the Z-value is greater than the Z-table value ($2.69 > 1.96$), this confirms that **organizational commitment mediates the effect of compensation on employee performance.**

Fair and competitive compensation can enhance employees' organizational commitment, motivating them to work harder and improve their performance. Thus, compensation not only directly motivates employees but also indirectly strengthens organizational commitment.

A high commitment to the organization – reflected in loyalty, identification with company values, and strong involvement – can reinforce the relationship between compensation and employee performance.

The analysis results indicate that **organizational commitment serves as a significant link between compensation and employee performance**, providing valuable insights for management practices in developing effective strategies to enhance both individual and organizational performance. This relationship is also influenced by factors such as organizational culture, leadership, development opportunities, and work-life balance.

This study aligns with research conducted by Fitriani et al. (2022), Nurhayati et al. (2022), and Dyah Larasati (2021), which state that compensation has a direct and significant effect on employee performance through organizational commitment.

CONCLUSION

Employee responses to the variables of work environment, compensation, organizational commitment, and employee performance are as follows:

- a. Employee responses to the work environment are categorized as good, with the highest score on the employee relations indicator, while the lowest score is on the facilities indicator.
- b. Employee responses to compensation are categorized as high, with the highest score on the insurance indicator, while the lowest score is on the benefits indicator.
- c. Employee responses to organizational commitment are categorized as high, with the highest score on the affective commitment indicator, while the lowest score is on the normative commitment indicator.
- d. Employee responses to performance are categorized as good, with the highest score on the work quality indicator, while the lowest score is on the work quantity indicator.
 1. The work environment has a positive and significant effect on organizational commitment.
 2. Compensation has a positive and significant effect on organizational commitment.
 3. The work environment has a positive and significant effect on employee performance.
 4. Compensation has a positive and significant effect on employee performance.
 5. Organizational commitment has a positive and significant effect on employee performance.
 6. Organizational commitment mediates the effect of the work environment on employee performance.
 7. Organizational commitment mediates the effect of compensation on employee performance.

SUGGESTIONS

1. Based on the questionnaire data on the work environment variable, it is known that the facilities provided by the company are still lacking. Therefore, to improve employee satisfaction and productivity, it is essential for the company to pay attention to inadequate facilities. Conduct surveys and consider employee needs, allocate budgets, and gather feedback to improve workspace, rest areas, restrooms, parking areas, and health programs. By doing so, the company can create a

positive and productive work environment for employees, ultimately enhancing productivity, efficiency, and profitability.

2. Based on the questionnaire data on the compensation variable, it is known that the benefits provided by the company are not yet adequate. Therefore, the company can increase employee attraction and retention by offering competitive and comprehensive benefits. The company should analyze employee benefit needs, offer various attractive benefits, communicate them clearly, review and update benefits regularly, and utilize technology for benefit management. By implementing this strategy, the company can create a conducive and appealing work environment for top talent, ultimately boosting productivity and profitability.
3. Based on the questionnaire data on the organizational commitment variable, it is known that the level of normative commitment in the company is still low. Therefore, the company can enhance employees' normative commitment by strengthening a corporate culture based on shared values, improving communication and employee engagement, providing development and training opportunities, creating a flexible and supportive work environment, and enhancing compensation and benefits. By fostering a positive and supportive work environment, the company can improve employee satisfaction and productivity. Implementing this strategy will lead to a better future by making a positive contribution to the environment, society, and company profitability.
4. Based on the questionnaire data on the employee performance variable, it is known that employee responsibility is still not optimal. Therefore, the company can improve employee work quantity by analyzing the causes of low work quantity, adjusting workload, increasing motivation, optimizing workflow, providing training, improving communication and collaboration, and monitoring and evaluating performance. By implementing various initiatives and programs, the company can create a productive work environment and achieve its business goals. Encourage teamwork and collaboration by fostering a team culture, utilizing communication technology, conducting team-building activities, and promoting open communication. Lastly, ensure fair consequences by setting clear rules, applying consistent consequences, using a progressive disciplinary approach, and communicating consequences clearly. By implementing these strategies, the company can enhance employee responsibility, ultimately driving productivity, efficiency, and profitability.
5. For future research, it is recommended that the sample size be larger than 92 to obtain a more accurate analysis. Additionally, other variables that may influence employee performance should be considered, such as work discipline, job stress, skills, social security, and education, as well as

variables that may be influenced by organizational commitment, such as work motivation, leadership, willingness, and education.

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