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# The Effect Of Compensation, Work Discipline, Work Motivation And Organizational Commitment On Employee Performance With Job Satisfaction As An Intervening Variable On Employees Of The One-Door Integrated Investment And Service Service Office (DPMPTSP) Of East Java Province

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**Abstract:** • Employee performance is one of the important factors that determine the success of an organization. High employee performance will be able to support the achievement of organizational goals. Therefore, efforts are needed to improve employee performance. Employees as part of human resources (HR) are individuals who work as drivers of an organization, both institutions and companies. This study aims to determine the effect of compensation, work discipline, work motivation and organizational commitment on employee performance with job satisfaction as an intervening variable. The study population was all employees at the Investment and Integrated Services Agency (DPMTSP) of East Java Province, totaling 70 people. The research sample was taken based on saturated sampling technique, so that all populations were used as research samples. Data analysis techniques used linear regression, t-test and Sobel test. The results of the study showed that compensation did not significantly influence employee loyalty. Work discipline did not significantly influence employee loyalty. Work motivation significantly influenced employee loyalty. Organizational commitment did not significantly influence employee loyalty. Job satisfaction significantly influenced employee loyalty. Compensation did not significantly influence employee loyalty through job satisfaction. Work discipline significantly influenced employee loyalty through job satisfaction. Work motivation significantly influences employee loyalty through job satisfaction. Organizational commitment significantly influences employee loyalty through job satisfaction.

**Keyword:** compensation, work discipline, work motivation, organizational commitment, employee performance, job satisfaction.

## INTRODUCTION

Performance is a translation of "performance," meaning the results of an employee's work, a management process, or an organization as a whole. These results must be demonstrated with concrete and measurable evidence (Sedarmayanti, 2011: 260). Job satisfaction is a feeling of pleasure or displeasure regarding work based on expectations and the rewards provided by the agency (Nunung, 2018). Research by Raditya et al. (2018) and Indrasari et al. (2017) found that job satisfaction, compensation, work discipline, work motivation, and organizational commitment have a positive and significant impact on employee performance.

Compensation is an award or reward for employees who have contributed and demonstrated their abilities in achieving goals through activities known as work (Kertiyyasa & Irbayuni, 2022). According to Bulolo (2023), work discipline is a mindset of preparation and a single-minded desire to comply with and agree to applicable rules and guidelines.

Motivation is a stimulant and driving force that drives a person's desire to work, as each motive has a specific goal to be achieved (Sutrisno, 2017). Organizational commitment is a state in which employees believe in and accept the organization's goals, and will remain and work with dedication, rather than leaving the organization (Mathis & Jackson, 2018).

The following observations at the East Java Provincial Investment and Integrated Services Agency (DPMTSP) over the past five months show a high percentage of employee tardiness. Furthermore, the East Java Provincial Investment and Integrated Services Agency (DPMTSP) is experiencing a decline in employee performance.

## LITERATURE REVIEW

### Compensation

Compensation is all income in the form of money, goods, directly or indirectly, received by employees as compensation for services provided to the company. Compensation in this study was measured using indicators according to (Hasibuan, 2017:118), namely salary, incentives, bonuses, wages, premiums.

### Work Discipline

Work discipline is an orderly condition, with organizational members behaving appropriately and viewing organizational regulations as acceptable behavior According (Rosmadi, 2018). The work discipline in this study was measured using indicators according to (Hasibuan, 2015:208), namely: clear work procedures, written regulations, prohibition signs, warnings, suspensions, dismissals.

### Work Motivation

According to Maslow's theory, every individual has needs ranging from the lowest to the highest, also known as the "hierarchy of needs." According to this theory, employees will direct all their strengths and potential toward fulfilling the needs that must be met before the next level of needs becomes important. Work motivation in this study was measured using indicators according to Lutviani (2014; 545) is as follows: physiological needs, safety needs, social needs, esteem needs, self-actualization needs.

### Organizational Commitment

According to Meyer, Allen and Smith (2018), organizational commitment is the relationship between employees and the organization which is indicated by the desire to maintain organizational membership, accept the values and goals of the organization and be willing to work hard to achieve the goals and continuity of the organization. Organizational Commitment in this study was measured using indicators according to Meyer, Allen dan Smith (2018) is as follows: affective commitment, continuance commitment, normative commitment.

### Job satisfaction

According to Rivai (2011), job satisfaction is a general attitude which is the result of several specific attitudes towards work factors, self-adjustment and individual social relationships outside of work. Job satisfaction in this study was measured using indicators according to rivai (2009) includes the following: job content, supervision, organization and management, opportunities for advancement, salary or incentives, co-workers, working conditions.

## **Employee Performance**

Employee Performance According to Mangkunegara (2011:67), employee performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him. This variable is measured using indicators according to Mangkunegara (2011:61) which include work quality, work quantity, task implementation, responsibility for work.

## **METHOD**

### **Population and Sample**

The population in this study were all 70 employees at the East Java Province Investment and Integrated Services Agency (DPMTSP). The sampling technique used saturated or census sampling. Saturated or census sampling is a sampling technique when all members of the population are used as samples. Therefore, the sample of this study was all 70 employees at the East Java Province Investment and Integrated Services Agency (DPMTSP).

### **Analysis Method**

The data analysis method used is Partial Least Squares (PLS). PLS is a new method analysis technique pioneered by Herman World, PLS is commonly referred to as soft modeling. With PLS, structural equations with relatively small sample sizes can be modeled and multivariate normal assumptions are not required. Measurement models are used in testing the validity and reliability of measuring instruments, and structural models are used in testing causal relationships. PSL path modeling was developed as an alternative to Structural Equation Modeling (SEM) with a weak theoretical basis.

## **RESULTS AND DISCUSSION**

### **1. R Square Test Result**

	<b>R Square</b>	<b>R Square Adjusted</b>
<b>Loyalitas Pegawai</b>	0.734	0.713
<b>Kepuasan Kerja</b>	0.596	0.571

The r-square value is a value that states how much the independent variable is able to explain the variance of the dependent variable. Based on Table 1.5, the r-square value is 0.734, which means that the Compensation (X1), Work Discipline (X2), Work Motivation (X3), Work Commitment (X4) and Job Satisfaction (Z) variables are able to explain the variance of the Employee Loyalty (Y) variable by 73.4%. Meanwhile, the Job Satisfaction (Z) variable is able to explain the variance of the Compensation (X1), Work Discipline (X2), Work Motivation (X3), and Work Commitment (X4) variables by 59.6%.

## 2. Hypothesis Test Result

*Path Coefficients*

	Original Sample	T Statistik	P Values	Result
Kompensasi (X1) -> Loyalitas Pegawai (Y)	0.068	0.609	0.542	Rejected
Disiplin kerja (X2) -> Loyalitas Pegawai (Y)	-0.011	0.100	0.921	Rejected
Motivasi Kerja (X3) -> Loyalitas Pegawai (Y)	0.254	2.437	0.015	Accepted
Komitmen Kerja (X4) -> Loyalitas Pegawai (Y)	0.247	1.857	0.064	Rejected
Kepuasan Kerja (Z) -> Loyalitas Pegawai (Y)	0.449	2.818	0.005	Accepted
Kompensasi (X1) -> Kepuasan Kerja (Z) -> Loyalitas Pegawai (Y)	-0.094	1.184	0.237	Rejected
Disiplin kerja (X2) -> Kepuasan Kerja (Z) -> Loyalitas Pegawai (Y)	0.172	2.105	0.036	Accepted
Motivasi Kerja (X3) -> Kepuasan Kerja (Z) -> Loyalitas Pegawai (Y)	0.125	1.985	0.048	Accepted
Komitmen Kerja (X4) -> Kepuasan Kerja (Z) -> Loyalitas Pegawai (Y)	0.228	2.220	0.027	Accepted

**Based on Hypothesis Test Result, the path coefficient (original sample) and p-values for each hypothesis are as follows:**

- The path coefficient (original sample) of Compensation (X1) on Employee Loyalty (Y) is 0.068, which is positive, and the t-statistic is  $0.609 < 1.92$ . The p-value is  $0.542 > 0.05$ . Therefore, it is concluded that Service Quality (X1) does not significantly influence Employee Loyalty (Y). Based on these results, Compensation (X1) does not significantly influence Employee Loyalty (Y) (hypothesis rejected).
- The path coefficient value (original sample) of Work Discipline (X2) on Employee Loyalty Satisfaction (Y) is -0.011, which is negative, and the t-statistic =  $0.100 < 1.92$  while the P-Values =  $0.921 > 0.05$ , it is concluded that Store Atmosphere (X2) does not have a significant effect on Employee Loyalty (Y). Based on these results, it is obtained that Work Discipline (X2) does not have a significant effect on Employee Loyalty (Y). (hypothesis rejected).
- The path coefficient value (original sample) of Work Motivation (X3) on Employee Loyalty (Y) is 0.254, which is positive, and the t-statistic =  $2.437 > 1.92$  while the P-Values =  $0.015 < 0.05$ , it is concluded that Work Motivation (X3) has a significant effect on Employee Loyalty (Y). Based on these results, it is concluded that Work Motivation (X3) has a positive and significant effect on Employee Loyalty (Y). (The hypothesis is not rejected).
- The path coefficient (original sample) of Work Commitment (X4) on Employee Loyalty (Y) is 0.247, which is positive, and the t-statistic is  $1.857 < 1.92$ , while the P-value is  $0.064 < 0.05$ . Therefore, it is concluded that Work Commitment (X4) does not have a significant effect on Employee Loyalty (Y). Based on these results, it is concluded that Work Commitment (X4) has no significant effect on Employee Loyalty (Y). (The hypothesis is rejected).
- The path coefficient value (original sample) of Job Satisfaction (Z) on Employee Loyalty (Y) is 0.449, which is positive, and the t-statistic =  $2.818 > 1.92$  while the P-Value =  $0.005 < 0.05$ , so it is concluded that Job Satisfaction (Z) has a significant effect on Employee Loyalty (Y). Based on these results, the results obtained Job Satisfaction (Z) has a positive and significant effect on Employee Loyalty (Y). (hypothesis is not rejected).
- The path coefficient value (original sample) of Compensation (X1) on Employee Loyalty (Y) through Job Satisfaction (Z) is -0.094, which is negative, and the t-statistic =  $1.184 < 1.92$  while

the P-Values =  $0.237 > 0.05$ , it is concluded that Compensation (X1) does not have a significant effect on Employee Loyalty (Y) through Job Satisfaction (Z). Based on these results, the results obtained Compensation (X1) does not have a significant effect on Employee Loyalty (Y) through Job Satisfaction (Z). (hypothesis rejected).

- g. The path coefficient value (original sample) of Work Discipline (X2) on Employee Loyalty (Y) through Job Satisfaction (Z) is 0.172, which is positive, and t-statistic =  $2.105 > 1.92$  while the P-Values =  $0.036 > 0.05$ , it is concluded that Work Discipline (X2) has a significant effect on Employee Loyalty (Y) through Job Satisfaction (Z). Based on these results, the results obtained Work Discipline (X2) has a significant effect on Employee Loyalty (Y) through Job Satisfaction (Z). (hypothesis is not rejected).
- h. The path coefficient value (original sample) of Work Motivation (X3) on Employee Loyalty (Y) through Job Satisfaction (Z) is 0.125, which is positive, and t-statistic =  $1.985 > 1.92$  while the P-Values =  $0.048 > 0.05$ , so it is concluded that Work Motivation (X3) has a significant effect on Employee Loyalty (Y) through Job Satisfaction (Z). Based on these results, the results obtained Work Motivation (X3) has a significant effect on Employee Loyalty (Y) through Job Satisfaction (Z). (hypothesis is not rejected).
- i. The path coefficient value (original sample) of Work Commitment (X4) on Employee Loyalty (Y) through Job Satisfaction (Z) is 0.228, which is positive, and t-statistic =  $2.220 > 1.92$  while the P-Values =  $0.027 > 0.05$ , it is concluded that Work Commitment (X4) has a significant effect on Employee Loyalty (Y) through Job Satisfaction (Z). Based on these results, the results obtained Work Commitment (X4) has a significant effect on Employee Loyalty (Y) through Job Satisfaction (Z). (hypothesis is not rejected).

## CONCLUSION

### The conclusion of this study is as follows:

1. Compensation does not have a significant effect on employee loyalty at the Investment and Integrated Services Office (DPMTSP) of East Java Province, Surabaya.
2. Work discipline does not significantly influence employee loyalty at the East Java Province Investment and Integrated Services Office (DPMTSP), Surabaya.
3. Work motivation significantly influences employee loyalty at the East Java Province Investment and Integrated Services Office (DPMTSP), Surabaya.
4. Organizational commitment does not significantly influence employee loyalty at the East Java Province Investment and Integrated Services Office (DPMTSP), Surabaya.
5. Job satisfaction significantly influences employee loyalty at the East Java Province Investment and Integrated Services Office (DPMTSP), Surabaya.
6. Compensation does not significantly influence employee loyalty through job satisfaction at the East Java Province Investment and Integrated Services Office (DPMTSP), Surabaya.
7. Work discipline significantly influences employee loyalty through job satisfaction at the East Java Province Investment and Integrated Services Office (DPMTSP), Surabaya.
8. Work motivation significantly influences employee loyalty through job satisfaction at the East Java Province Investment and Integrated Services Office (DPMTSP). Surabaya
9. Organizational commitment significantly influences employee loyalty through job satisfaction at the East Java Province Investment and Integrated Services Agency (DPMTSP) in Surabaya.

### Suggestion

For the East Java Province Investment and Integrated Services Agency (DPMTSP), the results of this study can be a reference for maintaining and increasing employee loyalty by paying attention to factors that influence employee loyalty such as paying attention to providing good and

fair compensation, including for example providing salaries in accordance with company regulations, motivating employees through incentives, providing bonuses based on performance targets, matching wages with work and giving gifts by the company. providing work discipline that meets the needs and comfort of employees including for example aspects of lighting, work space, air circulation, the absence of unpleasant odors and the presence of security guards that make them feel safe, open discussions with leaders that make them feel appreciated and listened to.

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