



Effect of Compensation, Work Discipline, Motivation, and Organizational Commitment on Employee Performance via Satisfaction

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Abstract

Purpose: 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.

Research Methodology: The study population comprised all employees at the Investment and Integrated Services Agency of East Java Province, totaling 70 people. The research samples were taken based on the saturated sampling technique, so that all populations were used as research samples. Data analysis techniques used linear regression, t-test, and Sobel test.

Results: Work motivation and job satisfaction significantly influence employee loyalty, while compensation, work discipline, and organizational commitment have limited or indirect effects through job satisfaction.

Conclusions: This study concludes that work motivation and job satisfaction significantly influence employee loyalty at the East Java Province Investment and Integrated Services Office, Surabaya. Compensation, work discipline, and organizational commitment do not have a significant direct effect on employee loyalty but can indirectly influence loyalty through job satisfaction.

Limitations: This study is limited to employees of the East Java Province Investment and Integrated Services Office in Surabaya, which may restrict the generalizability of the findings to other organizations or regions.

Contributions: The research provides empirical evidence on the role of motivation, satisfaction, and organizational factors in shaping employee loyalty. It offers practical guidance for human resource management in public sector institutions to improve loyalty through targeted motivational programs, employee engagement strategies, and satisfaction-enhancing initiatives.

Keywords: *Compensation, Employee Performance, Job Satisfaction, Organizational Commitment, Work Discipline, Work Motivation*

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1. Introduction

Performance referring to the results of an employee's work, a management process, or the organization as a whole. These results must be demonstrated with concrete and measurable evidence (Winarko2023 ; Sedarmayanti, 2017). Employee performance reflects not only individual effort but also the effectiveness of organizational systems, policies, and leadership. High performance is crucial because it directly im-

pacts organizational productivity, service quality, and the achievement of strategic objectives. Conversely, low performance can result in operational inefficiencies, unmet targets, and decreased organizational competitiveness (Abenoja et al., 2025; Alfian et al., 2024).

Job satisfaction is a feeling of pleasure or displeasure regarding work based on expectations and the rewards provided by the agency. Employees with high job satisfaction are more likely to be engaged, committed, and motivated, contributing positively to organizational outcomes. Research by Indrasari et al. (2018) has found that job satisfaction, along with compensation, work discipline, work motivation, and organizational commitment, has a positive and significant impact on employee performance. This indicates that human resource management practices that address these factors are critical for enhancing both individual and organizational success.

Compensation serves as an award or reward for employees who have contributed and demonstrated their abilities in achieving organizational goals through their work (Kertiyasa & Irbayuni, 2022; Mukmin & Prasetyo, 2021). Proper compensation structures not only recognize employee contributions but also incentivize continued performance and loyalty (Siswanto & Baehaki, 2021). Work discipline reflects a mindset of preparation and a determined desire to comply with and adhere to applicable rules and guidelines, ensuring that employees carry out their responsibilities consistently and effectively (Udodi-ugwu et al., 2024). Similarly, motivation acts as a driving force that encourages individuals to achieve specific goals, influencing the direction, intensity, and persistence of employee effort. Organizational commitment represents the extent to which employees believe in and accept the organization's goals, demonstrating a willingness to remain and work with dedication rather than seeking to leave (Mathis & Jackson, 2018).

Recent observations at the East Java Provincial Investment and Integrated Services Agency over the past five months indicate a high percentage of employee tardiness. This trend is accompanied by a noticeable decline in overall employee performance. Factors such as inconsistent work discipline, insufficient motivation, unclear compensation policies, and low organizational commitment may contribute to these issues. Understanding and addressing these factors is essential for improving employee performance, enhancing job satisfaction, and achieving organizational goals. Therefore, this study aims to explore the influence of compensation, work discipline, work motivation, and organizational commitment on employee performance, with job satisfaction acting as an intervening variable to provide a comprehensive understanding of employee behavior in the agency.

2. Literature Review

2.1 Compensation

Compensation is all income in the form of money and goods, directly or indirectly, received by employees as compensation for services provided to the company. Compensation plays a crucial role in motivating employees and maintaining their commitment to organizational goals. Adequate compensation not only rewards employee performance but also serves as a signal of the organization's recognition of employee contributions (Ichdan, 2024; Nugraheni et al., 2025).

In this study, compensation is measured using indicators according to (Hasibuan, 2017), namely salary, incentives, bonuses, wages, and premiums. These components reflect both fixed and variable rewards, which together influence employee satisfaction and performance. By systematically managing compensation, organizations can align employee behavior with strategic objectives and encourage higher productivity. Moreover, compensation is not only a financial mechanism but also impacts psychological factors such as motivation, loyalty, and organizational commitment. Employees who perceive their compensation as fair and adequate are more likely to demonstrate proactive behavior, reduce absenteeism, and

remain in the organization long-term. This highlights the strategic importance of designing compensation systems that balance organizational capacity with employee expectations.

2.2 Work Discipline

Work discipline refers to an orderly condition in which organizational members behave appropriately and comply with established rules and norms (Adil et al., 2025). It ensures that employees follow procedures, meet deadlines, and maintain a professional approach to their tasks. High work discipline minimizes errors, enhances efficiency, and promotes a structured work environment conducive to achieving organizational goals.

In this study, work discipline is measured using indicators according to (Sanjaya et al., 2024), including clear work procedures, written regulations, prohibition signs, warnings, suspensions, and dismissals. These indicators capture both preventive and corrective measures that ensure employees adhere to organizational expectations. Discipline also supports consistency in performance and accountability across teams (Fernando & Surjandari, 2022).

Additionally, work discipline contributes to employee development by fostering habits of punctuality, responsibility, and adherence to ethical standards (Kurbani et al., 2023). Employees who are disciplined are more likely to demonstrate resilience, handle stress effectively, and collaborate well with peers (Ichdan, 2024). As such, organizational policies aimed at strengthening discipline are critical for sustaining high performance and employee satisfaction.

2.3 Work Motivation

Work motivation is the internal drive that influences the initiation, direction, intensity, and persistence of employee behavior in achieving organizational objectives (Eladira et al., 2024). Based on Maslow's hierarchy of needs, employees first satisfy lower-level needs such as physiological and safety requirements before focusing on higher-level needs like esteem and self-actualization. Motivation is thus essential in guiding employees to fully apply their skills and potential at work (Dunan & Gunawan, 2023).

In this study, work motivation is measured using indicators such as physiological needs, safety needs, social needs, esteem needs, and self-actualization needs (Hairul et al., 2024). These indicators ensure a comprehensive assessment of both intrinsic and extrinsic motivational factors. Organizations can use this information to design programs that address employee needs holistically, boosting performance and satisfaction.

Moreover, work motivation directly affects employee engagement, commitment, and innovation. Employees who are motivated are more likely to take initiative, persist through challenges, and contribute to team success. Leaders and HR managers must therefore understand the underlying drivers of motivation to implement strategies that enhance both individual and organizational outcomes (Syafri et al., 2024).

2.4 Organizational Commitment

Organizational commitment is the psychological attachment and loyalty of employees to the organization, reflected in their willingness to remain, accept organizational values, and exert effort toward achieving goals (Priyono et al., 2021). High commitment strengthens workforce stability, reduces turnover, and fosters a culture of cooperation and shared responsibility.

In this study, organizational commitment is measured using affective commitment, continuity commitment, and normative commitment (Suyanto et al., 2021). Affective commitment reflects emotional attachment, continuity commitment emphasizes the perceived cost of leaving, and normative commitment indicates a sense of obligation to stay. These dimensions collectively capture the depth of employees' organizational engagement (Rizkita et al., 2023).

Furthermore, committed employees are more likely to align personal goals with organizational objectives, demonstrating proactivity, reliability, and ethical behavior. Developing strategies to enhance commitment—such as recognition programs, professional growth opportunities, and transparent communication—can improve both performance and satisfaction, reinforcing the organization's long-term success (Tahir, 2023).

2.5 Job Satisfaction

Job satisfaction is a general attitude resulting from specific attitudes toward work factors, personal adjustment, and social relationships outside work (Kuswanti & Purnomo, 2023; Purnamasari & Riyadi, 2023). Satisfied employees are more productive, motivated, and less likely to experience burnout, making job satisfaction a key determinant of organizational success.

This study measures job satisfaction using indicators from (Akhirudin & Purnomo, 2023), including job content, supervision, organization and management, opportunities for advancement, salary or incentives, co-workers, and working conditions. These indicators capture multiple aspects of the employee experience, ensuring a holistic assessment of satisfaction levels (Solihin, 2021).

In addition, job satisfaction influences employee loyalty, commitment, and overall performance. Organizations that create supportive environments, provide fair compensation, and foster professional development tend to see higher levels of engagement and reduced turnover. Understanding and managing job satisfaction is therefore critical for sustaining organizational efficiency and long-term competitiveness (Sinta & Purnomo, 2023; Wijayanto & Purnomo, 2023).

2.6 Employee Performance

Employee performance refers to the quality and quantity of work achieved by an employee in carrying out assigned responsibilities (Rachman et al., 2025). Performance reflects both individual capabilities and the effectiveness of organizational systems in supporting task completion (Bantilan et al., 2024).

In this study, employee performance is measured using indicators such as work quality, work quantity, task implementation, and responsibility for work (Fahrizal et al., 2025; Hendrarso et al., 2025). These indicators provide a comprehensive evaluation of how employees fulfill their roles, including adherence to standards and accountability for results (Nugraheni et al., 2025).

High employee performance is closely linked to motivation, discipline, commitment, and satisfaction. Employees who receive adequate support, recognition, and guidance are more likely to excel, contributing to organizational objectives and service quality (Bantilan et al., 2024). Therefore, monitoring and improving performance is critical for both individual and organizational development (Abenoja et al., 2025).

3. Methodology

3.1 Population and Sample

The population in this study consisted of 70 employees at the East Java Province Investment and Integrated Services Agency. The sampling technique used was either saturated or census sampling. Saturated or census sampling is a sampling technique in which all members of the population are used as samples. Therefore, the sample of this study comprised all 70 employees at the East Java Province Investment and Integrated Services Agency (Sugiyono, 2020).

3.2 Analysis Method

The data analysis method used was Partial Least Squares (PLS). PLS is a new analytical technique pioneered by Herman Wold and is commonly referred to as US 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 to test the validity and reliability of measuring instruments, and structural models are used to test causal relationships. PSL path modeling was developed as an alternative to Structural Equation Modeling (SEM) with a weak theoretical basis.

4. Results and Discussion

4.1 R-Square Results

Table 1. R-Square and Adjusted R-Square Values

Dependent Variable	R Square	Adjusted R Square
Employee Loyalty	0.734	0.713
Job Satisfaction	0.596	0.571

Based on Table 1, R-squared value indicates the extent to which the independent variables can explain the variance of the dependent variable. Based on Table 1.5, the R-square value of 0.734 means that Compensation (X1), Work Discipline (X2), Work Motivation (X3), Work Commitment (X4), and Job Satisfaction (Z) can explain 73.4% of the variance in Employee Loyalty (Y). Meanwhile, the Job Satisfaction (Z) variable can explain 59.6% of the variance in Compensation (X1), Work Discipline (X2), Work Motivation (X3), and Work Commitment (X4).

4.2 Hypothesis Test Results (Path Coefficients)

Table 2. Path Coefficients and Hypothesis Test Results

Path	Original Sample	T-Statistic	P-Value	Result
Compensation (X1) → Employee Loyalty (Y)	0.068	0.609	0.542	Rejected
Work Discipline (X2) → Employee Loyalty (Y)	-0.011	0.100	0.921	Rejected
Work Motivation (X3) → Employee Loyalty (Y)	0.254	2.437	0.015	Accepted
Work Commitment (X4) → Employee Loyalty (Y)	0.247	1.857	0.064	Rejected
Job Satisfaction (Z) → Employee Loyalty (Y)	0.449	2.818	0.005	Accepted
Compensation (X1) → Satisfaction Work (Z) → Employee Loyalty (Y)	-0.094	1.184	0.237	Rejected
Work Discipline (X2) → Satisfaction Work (Z) → Employee Loyalty (Y)	0.172	2.105	0.036	Accepted
Work Motivation (X3) → Satisfaction Work (Z) → Employee Loyalty (Y)	0.125	1.985	0.048	Accepted
Work Commitment (X4) → Satisfaction Work (Z) → Employee Loyalty (Y)	0.228	2.220	0.027	Accepted

4.3 Hypothesis Test Results

Based on table 2, the path coefficients (β) and p-values for each hypothesis are as follows:

1. The path coefficient ($\beta = 0.068$) of Compensation X5 on Employee Loyalty (Y) is positive, with $t = 0.609 < 1.92$ and $p = 0.542 > 0.05$. Therefore, Compensation X5 does not significantly influence Employee Loyalty (Y) (hypothesis rejected).
2. The path coefficient ($\beta = -0.011$) of Work Discipline X5 on Employee Loyalty (Y) is negative, with $t = 0.100 < 1.92$ and $p = 0.921 > 0.05$. It is concluded that Work Discipline X5 does not significantly affect Employee Loyalty (Y) (hypothesis rejected).
3. The path coefficient ($\beta = 0.254$) of Work Motivation X5 on Employee Loyalty (Y) is positive, with $t = 2.437 > 1.92$ and $p = 0.015 < 0.05$. It is concluded that Work Motivation X5 has a significant effect on Employee Loyalty (Y) (hypothesis accepted).
4. The path coefficient ($\beta = 0.247$) of Work Commitment X5 on Employee Loyalty (Y) is positive, with $t = 1.857 < 1.92$ and $p = 0.064 < 0.05$. It is concluded that Work Commitment X5 does not have a significant effect on Employee Loyalty (Y) (hypothesis rejected).

5. The path coefficient ($\beta = 0.449$) of Job Satisfaction (Z) on Employee Loyalty (Y) is positive, with $t = 2.818 > 1.92$ and $p = 0.005 < 0.05$. It is concluded that Job Satisfaction (Z) has a significant effect on Employee Loyalty (Y) (hypothesis accepted).
6. The path coefficient ($\beta = -0.094$) of Compensation X5 on Employee Loyalty (Y) through Job Satisfaction (Z) is negative, with $t = 1.184 < 1.92$ and $p = 0.237 > 0.05$. It is concluded that Compensation X5 does not significantly affect Employee Loyalty (Y) through Job Satisfaction (Z) (hypothesis rejected).
7. The path coefficient ($\beta = 0.172$) of Work Discipline X5 on Employee Loyalty (Y) through Job Satisfaction (Z) is positive, with $t = 2.105 > 1.92$ and $p = 0.036 < 0.05$. It is concluded that Work Discipline X5 significantly affects Employee Loyalty (Y) through Job Satisfaction (Z) (hypothesis accepted).
8. The path coefficient ($\beta = 0.125$) of Work Motivation X5 on Employee Loyalty (Y) through Job Satisfaction (Z) is positive, with $t = 1.985 > 1.92$ and $p = 0.048 < 0.05$. It is concluded that Work Motivation X5 significantly affects Employee Loyalty (Y) through Job Satisfaction (Z) (hypothesis accepted).
9. The path coefficient ($\beta = 0.228$) of Work Commitment X5 on Employee Loyalty (Y) through Job Satisfaction (Z) is positive, with $t = 2.220 > 1.92$ and $p = 0.027 < 0.05$. It is concluded that Work Commitment X5 significantly affects Employee Loyalty (Y) through Job Satisfaction (Z) (hypothesis accepted).

5. Conclusions

Work motivation and job satisfaction significantly influence employee loyalty at the East Java Province Investment and Integrated Services Office, Surabaya. These factors directly encourage employees to engage more actively with their work, fostering commitment and positive attitudes that enhance overall organizational performance. In contrast, compensation, work discipline, and organizational commitment do not have a significant direct effect on employee loyalty. However, some of these factors, particularly work discipline and organizational commitment, can influence loyalty indirectly through job satisfaction, highlighting the mediating role of satisfaction in improving employee performance and engagement.

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Author Contributions

MA conceptualized the study, supervised data collection, and drafted the manuscript. AA performed data analysis, prepared tables and figures, and contributed to manuscript editing. Both authors reviewed and approved the final manuscript.

Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results or interpretation of the findings.

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