



Organizational Commitment and Compensation Effects on Employee Performance through Work Motivation at PT Karsavicta Satya

Ni Putu Muriyantini^{1*}, Suke²

Dr. Soetomo University, Surabaya, Indonesia^{1,2}

*Corresponding author: ni.putu.muri@gmail.com |

Received: 26 February 2026 | Revised: 30 March 2026 | Published: 30 April 2026

Abstract

Purpose: This study examines the effects of work commitment and compensation on employee performance, with work motivation as an intervening variable at PT Karsavicta Satya.

Research Methodology: A quantitative cross-sectional design was employed. The study involved all 112 employees of PT Karsavicta Satya using a census sampling technique. Data were collected through questionnaires and analyzed using Structural Equation Modeling (SEM) with AMOS to examine the direct and indirect relationships among work commitment, compensation, work motivation, and employee performance.

Results: The findings reveal that work commitment and compensation positively and significantly affect employee performance. Work motivation also has a positive and significant effect on employee performance. In addition, work commitment and compensation significantly enhance work motivation. Mediation analysis confirms that work motivation significantly mediates the relationships between work commitment and employee performance, as well as between compensation and employee performance.

Conclusion: Employee performance can be improved by strengthening work commitment, providing appropriate compensation, and enhancing work motivation, which serves as a key mechanism linking organizational practices to performance outcomes.

Limitations: The study is limited to a single organization, which may reduce the generalizability of the findings. Future studies should include broader samples and additional variables such as leadership style, organizational culture, and work environment.

Contributions: This study enriches the human resource management literature by providing empirical evidence on the mediating role of work motivation in the relationships between work commitment, compensation, and employee performance.

Keywords: Motivation, Performance, Work Commitment, Work Compensation

How to Cite: Muriyantini, N. P., & Suke². (2026). Organizational Commitment and Compensation Effects on Employee Performance through Work Motivation at PT Karsavicta Satya. *Journal of People, Culture, and Organizational Growth (JPCOG)*, 1(2), 125-137.

1. Introduction

Human resources represent one of the most important assets within an organization because organizational success depends largely on employees' ability, commitment, and performance. In an increasingly competitive business environment, organizations cannot rely solely on technological advancement, financial resources, or operational systems without effective human resource

management. Employees play a strategic role in transforming organizational plans into actual performance outcomes through their knowledge, skills, commitment, and work behavior ([Agustian, Pohan, Zen, Wiwin, & Malik, 2023](#); [Memon, Khahro, Memon, Memon, & Mustafa, 2023](#)).

Employee performance reflects the extent to which employees successfully complete their responsibilities based on organizational standards and expectations. High-performing employees contribute to organizational productivity, effectiveness, and sustainability, while poor performance may hinder organizational growth and reduce competitiveness ([Kumar & Vasudevan, 2024](#)). Therefore, organizations continuously seek strategies to improve employee performance by identifying factors that influence employees' attitudes, motivation, and behavior. From the perspective of human resource management, employee performance is influenced by various organizational and individual factors, including work commitment, compensation, and motivation. Work commitment represents employees' psychological attachment and willingness to contribute to organizational objectives. Employees with strong commitment tend to demonstrate loyalty, responsibility, and greater willingness to dedicate their efforts toward achieving organizational success. A high level of commitment encourages employees to maintain positive work attitudes and actively participate in organizational activities ([Maryani, Nurhadi, & Adnan, 2022](#); [Nabhan, & Munajat, 2023](#)).

Another important factor affecting employee performance is compensation. Compensation represents the rewards provided by organizations in exchange for employee contributions, including both financial and non-financial rewards. Financial compensation may include salary, incentives, bonuses, and benefits, while non-financial compensation may involve recognition, career development opportunities, and organizational support. An effective compensation system plays an important role in shaping employees' perceptions of fairness, appreciation, and organizational value ([Pranitasari, 2020](#); [Sadaf, Mukhtar, Nemati, Yousaf, & Javed, 2022](#)). When employees perceive that the rewards they receive are appropriate and proportional to their contributions, they are more likely to develop positive attitudes toward their work and organization. Fair compensation can increase employees' perceptions that their efforts are recognized and valued, which encourages stronger motivation, commitment, and willingness to improve performance. From the perspective of human resource management, compensation is not only a tool for meeting employees' economic needs but also a strategic mechanism for influencing work behavior and achieving organizational goals ([Tumi, Hasan, & Khalid, 2022](#)). Employees who receive appropriate compensation tend to demonstrate greater enthusiasm, responsibility, and persistence in completing their tasks. Conversely, inadequate or unfair compensation may reduce employee motivation, decrease job satisfaction, and negatively influence productivity and overall performance ([Kumar & Vasudevan, 2024](#)).

Work motivation also plays an essential role in determining employee performance. Motivation represents the internal and external forces that encourage employees to direct their efforts toward achieving organizational goals. It reflects employees' willingness, enthusiasm, persistence, and commitment in completing their responsibilities effectively. Employees with high levels of motivation tend to demonstrate greater effort, creativity, and responsibility because they possess a strong desire to achieve positive work outcomes. Conversely, employees with low motivation may experience reduced involvement, decreased productivity, and limited willingness to contribute beyond their basic responsibilities ([Haiedar, & Kholifah, 2025](#); [Anand, Doll, & Ray, 2024](#); [Haque, Fernando, & Caputi, 2021](#)).

PT Karsavicta Satya faces the challenge of maintaining optimal employee performance amid increasing organizational demands. Employee performance cannot be achieved only through organizational resources but requires effective management of employee commitment, compensation systems, and motivational factors ([Reza & Gupron, 2020](#)). Therefore, understanding the relationship between these variables becomes important for developing effective human resource strategies.

Although previous studies have examined the relationship between work commitment, compensation, motivation, and employee performance, further research is needed to understand the mechanism

through which organizational factors influence performance through motivational processes. Therefore, this study aims to analyze the influence of work commitment and compensation on employee performance with work motivation as an intervening variable at PT Karsavicta Satya.

2. Literature Review and Hypothesis/es Development

2.1 Employee Performance

Employee performance represents the level of achievement obtained by employees in completing their responsibilities according to organizational standards and expectations. Performance reflects the quality, quantity, effectiveness, and efficiency of work results produced by employees. In human resource management, employee performance is considered a fundamental indicator because organizational success depends heavily on employees' ability to execute tasks effectively and contribute to achieving organizational objectives ([Widodo, 2025](#)). From the perspective of organizational behavior, employee performance is influenced by various individual and organizational factors, including commitment, compensation, motivation, leadership, and organizational support. Employees who possess positive work attitudes and strong psychological attachment tend to demonstrate higher productivity, responsibility, and willingness to contribute. Therefore, understanding the factors that encourage employee performance is essential for organizations seeking sustainable growth and competitiveness ([Syailendra, 2023](#); [Karim et al., 2025](#)).

In a competitive business environment, organizations must develop effective human resource strategies to maintain employee performance. Providing appropriate rewards, strengthening employee commitment, and increasing motivation are important approaches because they influence employees' willingness to improve their work outcomes. Therefore, employee performance becomes an important dependent variable for examining how organizational factors influence employee behavior.

2.2 Work Commitment and Employee Performance

Work commitment refers to employees' psychological attachment, loyalty, and willingness to contribute to organizational goals. Employees with strong work commitment generally demonstrate a desire to remain part of the organization, accept organizational values, and dedicate their efforts to achieving organizational success ([Estigoy, Sulasula, & Guodu, 2020](#)). Commitment reflects employees' emotional connection with their workplace and their willingness to perform responsibilities beyond minimum expectations. From the perspective of organizational behavior, employees with high commitment tend to demonstrate stronger responsibility, persistence, and involvement in organizational activities. A committed employee views organizational success as an important personal achievement, which encourages greater effort and consistency in completing assigned tasks. Conversely, employees with low commitment may demonstrate reduced involvement, lower motivation, and limited willingness to contribute ([Pranitasari, 2020](#)).

In the context of PT Karsavicta Satya, employees with strong work commitment are expected to demonstrate better performance because they possess greater willingness to support organizational objectives. Strong commitment encourages employees to maintain productivity, improve work quality, and contribute positively to organizational achievement. Previous studies have demonstrated that work commitment positively influences employee performance, indicating that employees with stronger commitment tend to achieve higher performance outcomes. Based on these arguments, the following hypothesis is proposed:

H₁: Work commitment has a positive and significant effect on employee performance.

2.3 Compensation and Employee Performance

Compensation represents the rewards provided by organizations in exchange for employees' contributions. Compensation includes financial rewards, such as salary, incentives, and bonuses, as

well as non-financial rewards, such as recognition, career opportunities, and organizational support. Effective compensation systems are important because they influence employees' perceptions of fairness, appreciation, and organizational value. Compensation is not only a mechanism for fulfilling employees' economic needs but also serves as a form of organizational recognition that reflects how much the organization values employees' efforts and contributions ([Wydianto & Yandi, 2020](#)). Compensation plays a strategic role in attracting, retaining, and motivating employees to achieve organizational objectives. When employees perceive that the compensation they receive is fair and aligned with their responsibilities and performance, they are more likely to develop positive attitudes toward their work and organization. Fair compensation can increase employee satisfaction, strengthen organizational commitment, and encourage employees to demonstrate greater effort in completing their tasks. Conversely, compensation systems that are perceived as inadequate or unfair may reduce employee motivation, create dissatisfaction, and negatively affect work outcomes ([Reddy, 2020](#)).

According to equity theory, employees evaluate whether the rewards they receive are proportional to their contributions. When employees perceive compensation as fair and appropriate, they are more likely to develop positive attitudes toward their organization and increase their willingness to perform better. Conversely, inadequate compensation may reduce satisfaction, weaken motivation, and negatively influence employee productivity.

In organizational practice, compensation functions not only as a financial reward but also as a mechanism for encouraging desirable employee behavior. Appropriate compensation can strengthen employees' commitment and encourage them to achieve higher performance standards ([Fulmer, Gerhart, & Kim, 2023](#)). At PT Karsavicta Satya, effective compensation practices are expected to motivate employees to improve their contribution and achieve organizational targets. Previous research has shown that compensation has a positive and significant relationship with employee performance. Therefore, the following hypothesis is proposed:

H₂: Compensation has a positive and significant effect on employee performance.

2.4 Work Motivation and Employee Performance

Work motivation refers to the internal and external factors that encourage employees to direct their efforts toward achieving organizational goals. Motivation determines employees' willingness, persistence, and enthusiasm in completing their responsibilities ([Meilani, Tan, Murwani, Bernarto, & Sudibjo, 2021](#)). Employees with high motivation tend to demonstrate greater effort, creativity, and commitment in performing their duties. Motivation represents an important psychological process that influences how employees initiate, maintain, and direct their work behavior toward achieving desired outcomes. Employees who possess strong motivation are more likely to show initiative, actively seek solutions to workplace challenges, and consistently strive to improve the quality of their performance ([Udodiugwu, Nwosu, Obiakor, & Nwumeh, 2024](#)).

From the perspective of human resource management, motivation acts as a driving force that transforms employees' abilities into actual performance outcomes. Employees may possess adequate skills and resources, but without sufficient motivation, their performance potential may not be fully realized. Therefore, organizations need to create conditions that encourage employees to maintain high motivation ([Hairul, Wibisono, & Catrayasa, 2024](#)).

Motivated employees are more likely to demonstrate positive work behaviors, including responsibility, persistence, and willingness to overcome workplace challenges. In PT Karsavicta Satya, employees with strong motivation are expected to achieve better performance because they possess greater enthusiasm and commitment to completing organizational tasks. Previous studies have confirmed that work motivation significantly influences employee performance. Based on these arguments, the following hypothesis is proposed:

H₃: Work motivation has a positive and significant effect on employee performance.

2.5 Work Commitment and Work Motivation

Work commitment is closely related to employee motivation because committed employees tend to possess stronger internal encouragement to contribute to organizational success ([Hermawan, Purnomo, Kusumastuti, Fitriana, Octaleny, Ie, & Sudadi, 2024](#)). Employees who identify with organizational values and objectives are more likely to demonstrate enthusiasm and willingness to invest effort in their work. Work commitment reflects employees' psychological attachment, loyalty, and sense of responsibility toward the organization, which encourages them to maintain consistent performance and actively participate in achieving organizational goals ([Syafriзал et al., 2024](#); [Vuong et al., 2023](#)).

From a psychological perspective, commitment creates a sense of belonging and responsibility toward the organization. This emotional attachment encourages employees to develop stronger motivation because they perceive their work as meaningful and valuable. Employees with high commitment are more likely to maintain persistence and actively seek ways to improve their contribution ([Konjala & Wulansari, 2025](#)). Therefore, work commitment is expected to strengthen employee motivation. Employees who feel connected to their organization are more likely to develop positive motivation and demonstrate greater willingness to achieve organizational objectives. Based on these arguments, the following hypothesis is proposed:

H₄: Work commitment has a positive and significant effect on work motivation.

2.6 Compensation and Work Motivation

Compensation plays an important role in shaping employee motivation because rewards represent organizational recognition of employee contributions. When employees receive fair compensation, they are more likely to perceive that their efforts are appreciated, which encourages stronger motivation to perform effectively ([Asaari, Desa, & Subramaniam, 2019](#)). Compensation does not only fulfill employees' financial needs but also provides psychological value by creating a sense of appreciation, fairness, and organizational support. Employees who perceive that the organization provides appropriate rewards for their contributions tend to develop more positive attitudes toward their work and demonstrate greater willingness to achieve organizational objectives ([Akuffo-Aduamah, 2025](#)).

From the perspective of motivation theory, appropriate rewards can stimulate employees to increase their effort and maintain positive work behavior. Compensation provides both economic benefits and psychological recognition, which influence employees' willingness to achieve organizational targets. At PT Karsavicta Satya, compensation policies are expected to encourage employees to improve their motivation because employees perceive that their contributions are rewarded appropriately. Therefore, effective compensation management becomes an important strategy for strengthening employee motivation. Based on these arguments, the following hypothesis is proposed:

H₅: Compensation has a positive and significant effect on work motivation.

2.7 The Mediating Role of Work Motivation between Work Commitment, Compensation, and Employee Performance

Work motivation may function as an important mechanism explaining how work commitment and compensation influence employee performance. Although work commitment and compensation can directly affect performance, their influence may become stronger when employees possess high motivation to implement their responsibilities effectively. Employees with strong work commitment are more likely to develop higher motivation because they feel emotionally connected to organizational goals. This motivation encourages employees to demonstrate greater effort, persistence, and responsibility, which ultimately improves performance. Similarly, fair compensation can increase motivation by creating a perception that employee contributions are recognized and valued by the organization ([Tumi et al., 2022](#); [Sadaf et al., 2022](#)).

Therefore, work motivation acts as a bridge that transforms organizational factors into improved performance outcomes. Employees who receive appropriate compensation and possess strong commitment are more likely to demonstrate higher motivation, resulting in better performance achievement. Based on these arguments, the following hypotheses are proposed:

H₆: Work motivation mediates the relationship between work commitment and employee performance.

H₇: Work motivation mediates the relationship between compensation and employee performance.

3. Research Methodology

This study used a quantitative research design. This research was an observational study conducted on several objects according to their actual conditions, without any interval from the researcher. This study used a cross-sectional design. a population of 112 individuals. The census sampling technique means that all populations were used as samples in the study.

4. Results and Discussion

4.1 Results

4.1.1 Respondent Characteristics

Based on the research results, it was found:

Table 1. Respondent Characteristics

Age (Year)	Amount Respondents	Presentation (%)
21-30	24	21
31-40	38	34
41-50	30	27
51-55	20	18
Total	112	100%

Based on Table 1, the largest proportion of respondents was in the age group of 31–40 years, accounting for 38 respondents (34%), followed by 41–50 years (27%), 21–30 years (21%), and 51–55 years (18%). This distribution indicates that most respondents were employees in the productive age range, which may contribute to their experience and understanding of organizational practices related to commitment, compensation, motivation, and performance.

4.1.2 Respondent Gender

Table 2. Respondent Gender

Type Sex	Amount Respondents	Presentation (%)
Man	98	87%
Woman	14	13%
Total	112	100%

Based on Table 2, the majority of respondents were male employees, with 98 respondents (87%), while female respondents consisted of 14 respondents (13%). This indicates that male employees dominated the respondent composition, reflecting the gender distribution among employees at PT Karsavicta Satya.

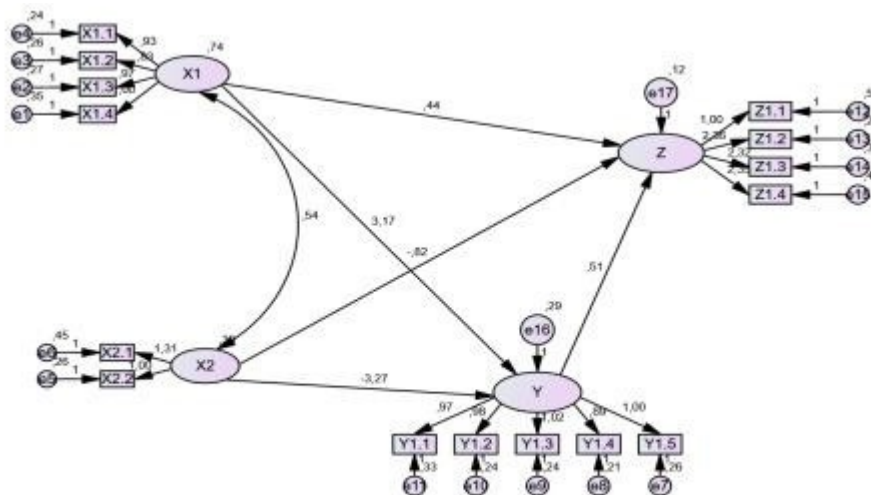


Figure 1. Structural Model

Figure 1 presents the structural model of the study, illustrating the relationships between work commitment, compensation, work motivation, and employee performance. The model demonstrates the proposed direct and indirect effects, with work motivation positioned as an intervening variable in explaining how work commitment and compensation influence employee performance.

Table 3. Hypothesis Testing Results

	Estimate	SE	CR	P	Label
$Y \leftarrow X_1$	3,1661055	6,6305764	4,4775008	,0030056	
$Y \leftarrow X_2$	3.2716815	9,1174293	5,3588382	,0030162	
$Z \leftarrow X_1$	,4371333	,7617299	10,5738692	***	
$Z \leftarrow X_2$	,8162905	1,3612835	9,5996476	***	
$Z \leftarrow Y$	,5141461	,3509680	3,4649374	,0029380	
$X_{1.4} \leftarrow X_1$	1,0000000				
$X_{1.3} \leftarrow X_1$	,9710930	,0905239	10,7274769	***	
$X_{1.2} \leftarrow X_1$	,8333088	,0826990	10,0764067	***	
$X_{1.1} \leftarrow X_1$	,9338123	,0862010	10,8329640	***	
$X_{2.2} \leftarrow X_2$	1,0000000				
$X_{2.1} \leftarrow X_2$	1,3094426	,1458279	8,9793707	***	
$Y_{1.5} \leftarrow Y$	1,0000000				
$Y_{1.4} \leftarrow Y$	,8910838	,0816158	10,9180245	***	
$Y_{1.3} \leftarrow Y$	1,0204238	,0906514	11,2565746	***	
$Y_{1.2} \leftarrow Y$	,9792800	,0889904	11,0043327	***	
$Y_{1.1} \leftarrow Y$	,9698481	,0963532	10,0655499	***	
$Z_{1.1} \leftarrow Z$	1,0000000				
$Z_{1.2} \leftarrow Z$	2.3612545	,4613695	5,1179255	***	
$Z_{1.3} \leftarrow Z$	2.3213866	,4559325	5,0915132	***	
$Z_{1.4} \leftarrow Z$	2.3480832	,4693432	5,0029136	***	

Table 3 presents the results of hypothesis testing using SEM analysis. The findings indicate that all proposed relationships are statistically significant, with CR values exceeding the critical value and p-values below 0.05. These results confirm that work commitment, compensation, and work motivation

significantly influence employee performance, while work motivation also serves as an important mechanism explaining the relationship between organizational factors and performance outcomes.

4.2 Discussion

4.2.1 The Effect of Work Commitment on Employee Performance

The results of hypothesis testing indicate that work commitment has a positive and significant effect on employee performance. Based on the SEM analysis, the relationship between work commitment and employee performance shows a critical ratio (CR) value of 10.57386 with a significance value of 0.000 (<0.05). Therefore, H1 is accepted, indicating that employees with stronger work commitment tend to demonstrate better performance outcomes. This finding confirms that work commitment is an important factor in encouraging employees to contribute effectively toward organizational objectives.

Work commitment reflects employees' psychological attachment, loyalty, and willingness to remain involved in achieving organizational goals. Employees who possess strong commitment generally demonstrate greater responsibility, higher involvement, and stronger willingness to complete their tasks effectively ([Uddin, Mahmood, & Fan, 2019](#)). In the context of PT Karsavicta Satya, employees with high commitment are more likely to perceive organizational success as part of their personal achievement, encouraging them to maintain productivity and improve their work results.

This finding is consistent with organizational behavior theory, which explains that committed employees tend to exhibit positive attitudes and behaviors because they have stronger identification with organizational values. Strong commitment encourages employees to invest greater effort and maintain consistency in their performance. Therefore, organizations need to strengthen employee commitment through effective communication, recognition, supportive leadership, and opportunities for employee involvement.

4.2.2 The Effect of Compensation on Employee Performance

The hypothesis testing results demonstrate that compensation has a positive and significant effect on employee performance. The SEM analysis shows a CR value of 9.599647 with a significance value of 0.000 (<0.05), indicating that H_2 is accepted. This finding suggests that appropriate compensation encourages employees to improve their performance and contribute more effectively to organizational achievement. Compensation represents organizational appreciation for employee contributions through financial and non-financial rewards. Employees who perceive compensation as fair and proportional to their efforts are more likely to develop positive attitudes toward their work. Fair compensation creates a sense of recognition and encourages employees to maintain higher levels of productivity and responsibility ([Konjala, & Wulansari, 2025](#); [Udodiugwu, Nwosu, Obiakor, & Nwumeh, 2024](#)).

From the perspective of equity theory, employees evaluate whether the rewards received are appropriate compared with their contributions. When employees perceive compensation fairness, they tend to respond through increased effort and improved performance. Therefore, PT Karsavicta Satya should maintain effective compensation policies that not only fulfill employees' financial needs but also provide recognition and motivation to achieve organizational targets.

4.2.3 The Effect of Work Motivation on Employee Performance

The results indicate that work motivation has a positive and significant effect on employee performance. The SEM analysis shows a CR value of 3.464937 with a significance value of 0.002 (<0.05). Thus, H3 is accepted, confirming that motivated employees tend to achieve better performance outcomes. Work motivation functions as an internal and external driving force that encourages employees to direct their efforts toward organizational goals. Employees with high motivation tend to demonstrate greater enthusiasm, persistence, and willingness to overcome challenges in completing their responsibilities. Motivation enables employees to transform their abilities

and resources into actual performance outcomes ([Chen, Kewou, Atingabili, Sogbo, & Tcheudjeu, 2024](#)).

These findings support human resource management perspectives that emphasize motivation as a key determinant of employee behavior. Employees who are motivated are more likely to show initiative, maintain work quality, and contribute actively to organizational success. Therefore, organizations should continuously develop motivational strategies through appreciation, career development opportunities, and supportive workplace conditions.

4.2.4 The Effect of Work Commitment on Work Motivation

The results show that work commitment has a positive and significant effect on work motivation. The SEM analysis indicates a CR value of 4.4775008 with a significance value of 0.003 (<0.05), meaning that H4 is accepted. This finding demonstrates that employees with stronger commitment tend to possess higher motivation in performing their duties. Employees who feel emotionally connected to their organization are more likely to develop internal motivation because they perceive their work as meaningful and valuable. Commitment creates a sense of responsibility and belonging, encouraging employees to contribute beyond basic job requirements. In this condition, employees are not only motivated by external rewards but also by their desire to support organizational success ([Jordan, Ferris, Hochwarter, & Wright, 2019](#)).

Therefore, strengthening work commitment can become an effective approach for increasing employee motivation. Organizations should create a supportive culture, communicate organizational values clearly, and involve employees in organizational processes to strengthen their psychological attachment.

4.2.5 The Effect of Compensation on Work Motivation

The analysis confirms that compensation has a positive and significant effect on work motivation. The SEM results show a CR value of 5.358838 with a significance value of 0.003 (<0.05). Therefore, H5 is accepted, indicating that appropriate compensation contributes to increasing employee motivation. Compensation provides employees with both economic benefits and psychological recognition. When employees perceive that their contributions are valued through appropriate rewards, they are more likely to develop stronger motivation to achieve organizational goals. Compensation can encourage employees to increase effort, maintain performance consistency, and demonstrate greater commitment toward their responsibilities ([Tumi, Hasan, & Khalid, 2022](#)).

These findings emphasize that compensation management should not only focus on salary but also include recognition, incentives, and opportunities for development. Effective compensation systems can create positive employee perceptions and strengthen motivation within the organization.

4.2.6 The Mediating Effect of Work Motivation on the Relationship between Work Commitment and Employee Performance

The results confirm that work motivation mediates the relationship between work commitment and employee performance. The mediation analysis indicates that work commitment influences employee performance through work motivation, with a significant relationship at $p < 0.05$. Therefore, H₆ is accepted. This finding indicates that work commitment does not only directly influence performance but also operates through employees' motivational processes. Employees who possess strong commitment are more likely to develop higher motivation because they identify with organizational goals and perceive their contribution as meaningful. This motivation subsequently encourages employees to improve their effort, persistence, and performance ([Eladira, Lubis, & Sakti, 2024](#)).

The mediating role of motivation demonstrates that organizational commitment becomes more effective when supported by strong psychological encouragement. Therefore, organizations should not only focus on developing employee

commitment but also create conditions that maintain employee motivation to maximize performance outcomes.

4.2.7 The Mediating Effect of Work Motivation on the Relationship between Compensation and Employee Performance

The results demonstrate that work motivation mediates the relationship between compensation and employee performance. The SEM analysis confirms that compensation influences employee performance through increased motivation, indicating that H7 is accepted. This finding explains that compensation contributes to performance improvement because it strengthens employees' motivation to work effectively. Fair compensation creates a perception of appreciation, which encourages employees to increase their effort and commitment. Therefore, compensation does not merely function as a reward mechanism but also serves as a motivational tool that influences employee behavior ([Konjala & Wulansari, 2025](#)).

In the context of PT Karsavicta Satya, effective compensation policies combined with motivational strategies can improve employee performance sustainably. Organizations should ensure that compensation systems are transparent, fair, and aligned with employee contributions to encourage motivation and achieve higher performance levels.

5. Conclusions

This study concludes that work commitment, compensation, and work motivation are important factors influencing employee performance at PT Karsavicta Satya. The findings demonstrate that work commitment has a positive and significant effect on employee performance, indicating that employees with stronger psychological attachment, loyalty, and willingness to contribute tend to achieve better performance outcomes. Furthermore, compensation also has a significant positive effect on employee performance, showing that fair and appropriate rewards encourage employees to improve their contribution and productivity.

The results also confirm that work motivation plays an important role in improving employee performance. Employees with higher motivation demonstrate greater enthusiasm, persistence, and responsibility in completing their tasks. In addition, work commitment and compensation significantly influence work motivation, indicating that employees who feel connected to the organization and receive appropriate rewards are more likely to develop stronger motivation. Furthermore, work motivation acts as an intervening variable that strengthens the relationship between work commitment, compensation, and employee performance. Therefore, organizations should develop integrated human resource management strategies by strengthening employee commitment, implementing fair compensation systems, and maintaining motivational factors to achieve sustainable performance improvement.

Acknowledgement

The authors would like to express their sincere gratitude to PT Karsavicta Satya for providing support and access during the research process. The authors also appreciate all employees who participated as respondents and contributed valuable information for this study. Furthermore, the authors acknowledge the support and constructive input from colleagues and academic institutions that contributed to the completion and improvement of this research.

Author Contributions

TPM conceptualized the study, developed the research methodology, collected and analyzed the data, and prepared the original draft of the manuscript. S contributed to the validation process, reviewed and edited the manuscript, and provided supervision

throughout the research process. Both authors have read and agreed to the published version of the manuscript.

Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of this article. The research was conducted independently, and all processes related to data collection, analysis, interpretation, and manuscript preparation were carried out objectively and transparently.

References

- Agustian, K., Pohan, A., Zen, A., Wiwin, W., & Malik, A. J. (2023). Human resource management strategies in achieving competitive advantage in business administration. *Journal of Contemporary Administration and Management (ADMAN)*, 1(2), 108-117. <https://doi.org/10.61100/adman.v1i2.53>
- Akuffo-Aduamah, C. C. N. (2025). The impact of compensation on employees performance in organizations. *International Journal of Multidisciplinary Studies and Innovative Research*, 13(1), 57-69. <https://doi.org/10.53075/Ijmsirq/098736342>
- Anand, A., Doll, J., & Ray, P. (2024). Drowning in silence: a scale development and validation of quiet quitting and quiet firing. *International Journal of Organizational Analysis*, 32(4), 721-743. <https://doi.org/10.1108/IJOA-01-2023-3600>
- Asaari, M. H. A. H., Desa, N. M., & Subramaniam, L. (2019). Influence of salary, promotion, and recognition toward work motivation among government trade agency employees. *International Journal of Business and Management*, 14(4), 48-59. <https://doi.org/10.5539/ijbm.v14n4p48>
- Chen, H., Kewou, N. Y. N., Atingabili, S., Sogbo, A. D. Z., & Tcheudjeu, A. T. (2024). The impact of psychological capital on nurses' job performance: a chain mediation analysis of problem-focused coping and job engagement. *BMC nursing*, 23(1), 149. <https://doi.org/10.1186/s12912-024-01802-6>
- Eladira, E., Lubis, Y., & Sakti, I. (2024). The effect of e-assessment on performance, competency, worklife balance, and motivation on civil servant performance. *International Journal of Financial, Accounting, and Management*, 6(2), 165-181. <https://doi.org/10.35912/ijfam.v6i2.1825>
- Estigoy, E., Sulasula, J., & Guodu, X. A. (2020). Factors affecting employee commitment in the workplace: An analysis. *Journal of Education and Practice*, 11(27), 160-171. <https://doi.org/10.7176/JEP/11-27-19>
- Fulmer, I. S., Gerhart, B., & Kim, J. H. (2023). Compensation and performance: A review and recommendations for the future. *Personnel Psychology*, 76(2), 687-718. <https://doi.org/10.1111/peps.12583>
- Haiedar, M. H., & Kholifah, S. (2025). The impact of occupational safety, workload, and compensation on employee job satisfaction in the mining industry: a case study of PT BCKA. *Journal of Management and Informatics*, 4(1), 587-598. <https://doi.org/10.51903/jmi.v4i1.53>
- Hairul, H., Wibisono, C., & Catrayasa, I. W. (2024). *The influence of the e-performance appraisal system, education and competence on employee performance through spiritual motivation in the regional office of the Ministry of Religion Riau Islands Province* (Report No. 2).
- Haque, A., Fernando, M., & Caputi, P. (2021). Responsible leadership and employee outcomes: a systematic literature review, integration and propositions. *Asia-Pacific Journal of Business Administration*, 13(3), 383-408. <https://doi.org/10.1108/APJBA-11-2019-0243>

- Hermawan, F., Purnomo, H., Kusumastuti, D., Fitriana, R., Octaleny, E., Ie, M., & Sudadi, S. (2024). The role of transformational leadership, job satisfaction and organizational commitment on organizational citizenship behavior (OCB) of SMEs employees in the digital era. *Journal of Infrastructure, Policy and Development*, 8(7), 5194. <https://doi.org/10.24294/jipd.v8i7.5194>
- Jordan, S. L., Ferris, G. R., Hochwarter, W. A., & Wright, T. A. (2019). Toward a work motivation conceptualization of grit in organizations. *Group & Organization Management*, 44(2), 320-360. <https://doi.org/10.1177/1059601119834093>
- Karim, L., Morin, H., & Binur, R. E. (2025). Motivation, discipline, and competence: Improving employee performance at the Jayapura Regency Office. *Annals of Human Resource Management Research*, 5(4), 61-76. <https://doi.org/10.35912/ahrmr.v5i4.3307>
- Konjala, W. Q., & Wulansari, P. (2025). The influence of compensation and motivation on the performance of civil servants at The Population and Civil Registry Office of Bandung District. *Journal of Multidisciplinary Academic Business Studies*, 2(2), 97-112. <https://doi.org/10.35912/jomabs.v2i2.2671>
- Kumar, D., & Vasudevan, H. (2024). The mediating effect of job satisfaction in the relationship between wages, appreciation, recognition, and promotion on employee performance. *International Journal of Human Capital in Urban Management*, 9(4), 697-714. <https://doi.org/10.22034/IJHCU M.2024.04.1>
- Maryani, M., Nurhadi, N., & Adnan, M. A. B. (2022). Implementation of job commitment and job motivation toward optimization of job satisfaction through employee performance. *Jurnal Aplikasi Manajemen*, 20(2), 254-262. <https://doi.org/10.21776/ub.jam.2022.020.02.04>
- Meilani, Y. F. C. P., Tan, J. D., Murwani, F. D., Bernarto, I., & Sudibjo, N. (2021). Motivating and retaining generation z faculty members in private universities. *Journal of Educational and Social Research*, 11(1), 245-255. <https://doi.org/10.36941/jesr-2021-0022>
- Memon, A. H., Khahro, S. H., Memon, N. A., Memon, Z. A., & Mustafa, A. (2023). Relationship between job satisfaction and employee performance in the construction industry of Pakistan. *Sustainability*, 15(11), 8699. <https://doi.org/10.3390/su15118699>
- Nabhan, F., & Munajat, M. (2023). The role of work engagement and organizational commitment in improving job performance. *Cogent Business & Management*, 10(2), 2235819. <https://doi.org/10.1080/23311975.2023.2235819>
- Pranitasari, D. (2020). The influence of effective leadership and organizational trust to teacher's work motivation and organizational commitment. *Media ekonomi dan manajemen*, 35(1), 75-91. <https://doi.org/10.24856/mem>
- Reddy, V. S. (2020). Impact of compensation on employee performance. *IOSR Journal of Humanities And Social Science*, 25(9), 17-22. <https://doi.org/10.9790/0837-2509011722>
- Reza Putra, M., & Gupron, G. (2020). Employee performance models: Competence, compensation and motivation (Human resources literature review study). *Dinasti International Journal of Education Management And Social Science*, 2(1), 185-198. <https://doi.org/10.31933/dijemss.v2i1.629>
- Sadaf, M., Mukhtar, U., Nemati, A. R., Yousaf, R., & Javed, W. (2022). Impact of organizational value system, perceived organizational support, and job satisfaction on organizational commitment. *Journal of Entrepreneurship, Management, and Innovation*, 4(1), 71-99. <https://doi.org/10.52633/jemi.v4i1.151>

- Syafrizal, S., Wibisono, C., & Nurhatisyah, N. (2024). Work effectiveness of regional inspectorate employees of Riau Islands Province with the determination of digital transformation, self-efficacy and innovative behaviour through work motivation. *Journal of Multidisciplinary Academic and Practice Studies*, 1(3), 153-177. <https://doi.org/10.35912/jomaps.v1i3.2394>
- Syailendra, S. (2023). Determination of motivation and performance: Analysis of job satisfaction, employee engagement and leadership. *International Journal of Business and Applied Economics*. Retrieved from <https://10.0.218.119/ijbae.v2i2.2135>
- Tumi, N. S., Hasan, A. N., & Khalid, J. (2022). Impact of compensation, job enrichment and enlargement, and training on employee motivation. *Business Perspectives and Research*, 10(1), 121-139. <https://doi.org/10.1177/2278533721995353>
- Uddin, M. A., Mahmood, M., & Fan, L. (2019). Why individual employee engagement matters for team performance? Mediating effects of employee commitment and organizational citizenship behaviour. *Team Performance Management: An International Journal*, 25(1-2), 47-68. <https://doi.org/10.1108/TPM-12-2017-0078>
- Udodiugwu, M. I., Nwosu, C. C., Obiakor, U. J., & Nwumeh, U. J. (2024). Motivation through indirect compensation: Evaluating employee performance in Enugu State Civil Service Commission. *Annals of Human Resource Management Research*, 4(2), 79-96. <https://doi.org/10.35912/ahrmr.v4i2.2320>
- Vuong, B. N., Tushar, H., & Hossain, S. F. A. (2023). The effect of social support on job performance through organizational commitment and innovative work behavior: does innovative climate matter?. *Asia-Pacific Journal of Business Administration*, 15(5), 832-854. <https://doi.org/10.1108/APJBA-06-2021-0256>
- Widodo, D. S. (2025). Analysis of management support and self-efficacy on business sustainability through employee performance in micro and small businesses in Greater Jakarta. *Annals of Human Resource Management Research*, 5(4), 155-170. <https://doi.org/10.35912/ahrmr.v5i4.3206>
- Wydyanto, W., & Yandi, A. (2020). Factors affecting organizational commitment (A human resource management literature study). *Dinasti International Journal of Management Science*, 2(2), 320-335. <https://doi.org/10.31933/dijms.v2i4>