

Optimizing Employee Job Satisfaction through Organizational Commitment

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Abstract

This study aims to analyze the effect of compensation and work environment on employee job satisfaction with organizational commitment as an intervening variable at the Representative Office of Bank Indonesia Pematangsiantar. The research uses a quantitative approach with Structural Equation Modeling (SEM) analysis based on SmartPLS 3.0. The research sample consists of all employees at the Representative Office of Bank Indonesia Pematangsiantar, selected using purposive sampling. The results show that organizational commitment has a positive and significant effect on job satisfaction, while compensation does not have a direct significant effect on employee job satisfaction. In addition, compensation and work environment have a positive and significant effect on organizational commitment. The work environment also has a positive and significant effect on job satisfaction. However, organizational commitment does not significantly mediate the effect of compensation or work environment on job satisfaction. This study suggests that management should focus on enhancing organizational commitment and creating a supportive work environment to improve employee job satisfaction, while still providing fair compensation to strengthen employee attachment to the organization.

Keywords: Compensation, Work Environment, Organizational Commitment, Job Satisfaction

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Introduction

One of the determining factors for an organization's success in achieving its strategic goals is competent, dedicated human resources with high job satisfaction, which is an important, irreplaceable asset in supporting organizational performance, both in the public and private sectors. Therefore, organizations need to understand and manage various factors that influence employee work attitudes and behaviors effectively and sustainably. Job satisfaction is an important psychological aspect that reflects the extent to which employees feel happy, comfortable, and their work needs are fulfilled. High job satisfaction will contribute to increased work morale, loyalty, productivity, as well as reduce absenteeism and employee turnover. Conversely, job dissatisfaction can trigger various organizational problems such as conflict, work stress, and low performance. Compensation reflects the form of reward given by the organization for employee contributions. According to Milkovich & Newman (2016), compensation includes all rewards in both financial and non-financial forms. Fair, competitive, and workload-balanced compensation will increase the feeling of being valued and employee satisfaction. The work environment, both physical and social, also greatly determines employee comfort in working. The physical work environment includes office facilities, lighting, ventilation, security, and workspace ergonomics. Meanwhile, the social environment relates to interpersonal relationships among employees, communication, organizational structure, and work culture. According to Sedarmayanti (2018), a conducive work environment will increase work concentration, create a harmonious atmosphere, and encourage higher job satisfaction. One relevant key variable is organizational commitment. Organizational commitment is defined as the extent to which an employee feels emotionally, normatively, and calculatively attached to the organization (Meyer & Allen, 1997). Employees with high commitment tend to be more loyal, responsible, and show greater job satisfaction. Fair compensation and a supportive work environment can strengthen these dimensions of commitment. Real conditions in the field, especially at the Bank Indonesia Pematangsiantar Representative Office, show the importance of this issue. As a representative institution of the central bank in the region, this office holds a strategic role in the implementation of monetary policy, payment system supervision, and regional economic data management. Organizations can increase the work effectiveness of employees while realizing long-term goals sustainably.

Problem Formulation

1. Does Compensation have a positive and significant effect on Job Satisfaction at the Bank Indonesia Pematangsiantar Representative Office?
2. Does Work Environment have a positive and significant effect on Job Satisfaction at the Bank Indonesia Pematangsiantar Representative Office?
3. Does Compensation have a positive and significant effect on Organizational Commitment at the Bank Indonesia Pematangsiantar Representative Office?
4. Does Work Environment have a positive and significant effect on Organizational Commitment at the Bank Indonesia Pematangsiantar Representative Office?
5. Does Organizational Commitment have a positive and significant effect on Job Satisfaction at the Bank Indonesia Pematangsiantar Representative Office?
6. Does Compensation have a positive and significant effect on employee Job Satisfaction through Organizational Commitment at the Bank Indonesia Pematangsiantar Representative Office?
7. Does Work Environment have a positive and significant effect on employee Job Satisfaction through Organizational Commitment at the Bank Indonesia Pematangsiantar Representative Office?

Research Objectives

1. To test and analyze the effect of Compensation on Job Satisfaction at the Bank Indonesia Pematangsiantar Representative Office.
2. To test and analyze the effect of Work Environment on Job Satisfaction at the Bank Indonesia Pematangsiantar Representative Office.
3. To test and analyze the effect of Compensation on Organizational Commitment at the Bank Indonesia Pematangsiantar Representative Office.
4. To test and analyze the effect of Work Environment on Organizational Commitment at the Bank Indonesia Pematangsiantar Representative Office.
5. To test and analyze the effect of Organizational Commitment on Job Satisfaction at the Bank Indonesia Pematangsiantar Representative Office.
6. To test and analyze the effect of Compensation on employee Job Satisfaction through Organizational Commitment at the Bank Indonesia Pematangsiantar Representative Office.
7. To test and analyze the effect of Work Environment on employee Job Satisfaction through Organizational Commitment at the Bank Indonesia Pematangsiantar Representative Office.

Job Satisfaction Definition of Job Satisfaction

According to Hasibuan (2023), job satisfaction is an emotional attitude that is pleasant and reflects an employee's feelings of pleasure or displeasure with their job, working conditions, and work environment. According to Priansa (2021), job satisfaction is a form of emotional reaction or response to a job that reflects how a person feels about their work as a whole.

Indicators of Job Satisfaction

According to Hasibuan (2023), indicators of job satisfaction are as follows:

1. Salary
2. Job Security
3. Working Conditions
4. Relationships Among Coworkers
5. Leadership

Compensation

According to Mangkunegara (2022), Compensation is the provision of rewards received by employees for carrying out tasks or work in an organization, which can affect motivation and job satisfaction. According to Handoko (2020), Compensation is everything received by employees in return for their work, which can be in the form of direct financial compensation, indirect, or non-financial.

Indicators of Compensation

Compensation according to Mangkunegara (2022) is as follows:

1. Salary and Wages
2. Bonuses and Incentives
3. Work Facilities
4. Non-Financial Recognition

Work Environment

According to Sedarmayanti (2018), the work environment is all tools, materials, situations, and atmosphere where a person works that can influence the smoothness and comfort in carrying out work. A good work environment will support increased productivity, efficiency, and employee job satisfaction. According to Nitisemito (2018), the work environment is everything that exists around workers and can influence them in carrying out assigned tasks.

This includes both physical and non-physical conditions such as relationships among employees and work atmosphere.

Indicators of Work Environment

According to Sedarmayanti (2018), work environment indicators are divided into two main aspects: physical work environment and non-physical work environment, with indicators as follows:

1. Sufficient lighting so employees can work optimally without eye strain.
2. Air Circulation: Good air quality and ventilation for comfort and health.
3. Cleanliness and Tidiness Clean and tidy workplace conditions to create a comfortable work atmosphere.
4. Noise Level A work environment that is not noisy so work concentration remains maintained.
5. Noise Level A work environment that is not noisy so work concentration remains maintained.
6. Sense of Safety and Comfort Employees feel safe from physical risks and comfortable psychologically in carrying out their duties.

Organizational Commitment

According to Robbins & Judge (2016), organizational commitment is the extent to which an employee identifies with a particular organization and its goals, and wishes to maintain membership in that organization. According to Simamora (2018), organizational commitment is the level of an individual's willingness to side with and be involved in the organization, and the desire to remain part of that organization in the long term.

Indicators of Organizational Commitment

According to Robbins & Judge (2016), indicators of organizational commitment are as follows:

1. Desire to remain in the organization
2. Involvement in the job
3. Belief in the organization's values

Conceptual Framework

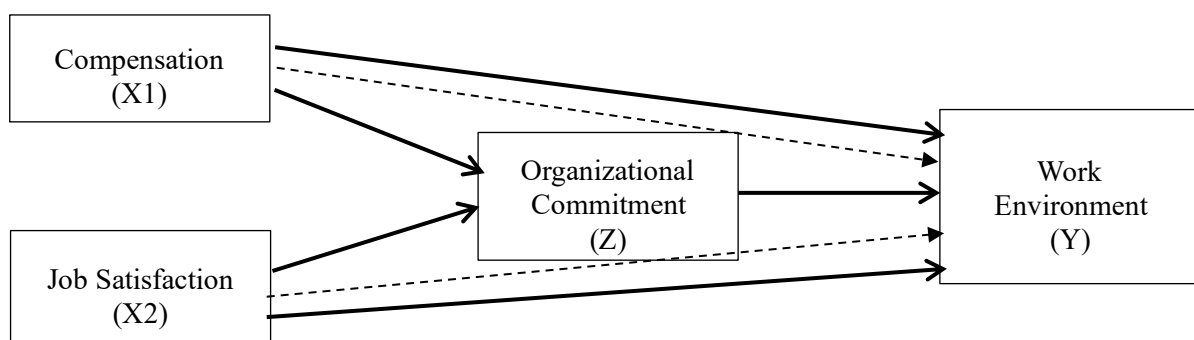


Figure 1. Conceptual Framework

Hypothesis

1. Compensation has a positive and significant effect on Job Satisfaction at the Bank Indonesia Pematangsiantar Representative Office
2. Work Environment has a positive and significant effect on Job Satisfaction at the Bank Indonesia Pematangsiantar Representative Office
3. Organizational commitment has a positive and significant effect on Organizational Commitment at the Bank Indonesia Pematangsiantar Representative Office
4. Compensation has a positive and significant effect on Organizational Commitment at the Bank Indonesia Pematangsiantar Representative Office

5. Work Environment has a positive and significant effect on employee Job Satisfaction at the Bank Indonesia Pematangsiantar Representative Office
6. Organizational commitment has a positive and significant effect on employee Job Satisfaction through Organizational Commitment at the Bank Indonesia Pematangsiantar Representative Office
7. Work Environment has a positive and significant effect on employee Job Satisfaction through Organizational Commitment at the Bank Indonesia Pematangsiantar Representative Office

Research Type

According to Sugiyono (2020), the quantitative research method is a research method based on the philosophy of positivism, used to examine a specific population or sample and collect data using research instruments, analyzing quantitative or statistical data with the aim of testing predetermined hypotheses.

Population and Sample Population

The population of this study is 38 employees of the Bank Indonesia Pematangsiantar Representative Office. Population is a general area consisting of objects or subjects that have specific quantities and characteristics determined by the researcher to be studied and then conclusions are drawn (Sugiyono, 2020).

Sample

The sample in this study is all the existing population at the Bank Indonesia Pematangsiantar Representative Office, totaling 38 employees, and the research technique used is saturated sampling technique. According to Sugiyono (2020), a sample is part of the number and characteristics possessed by the population.

Research Time and Location

This research was conducted in November 2025. This research was conducted at the location of the Bank Indonesia Pematangsiantar Representative Office, Jl. H. Adam Malik No. 1 Pematangsiantar.

Data Sources

The data source for this research uses primary data sources from the Bank Indonesia Pematangsiantar Representative Office. According to Sugiyono (2020), primary data is data obtained from first-hand sources or the location of the object carried out directly by the researcher without intermediaries.

Data Collection Technique

The data collection technique used is a questionnaire. This questionnaire was distributed to the sample, to the respondents to fill out. A questionnaire is a data collection technique carried out by providing written questions or statements submitted to respondents (Sugiyono, 2020).

Structural Equation Modeling - Partial Least Square Analysis

Structural Equation Modeling-Partial Least Square (SEM-PLS) is one classification of the Structural Equation Modeling (SEM) method. According to Abdillah and Hartono (2016), Partial Least Square (PLS) analysis is a multivariate statistical approach that can analyze many dependent variables and several independent variables from small samples.

The following are the steps for using PLS for data processing in this research:
Evaluation of the measurement model (outer model)

Evaluation of the measurement model or outer model is an evaluation test of the relationship between construct variables (indicators) and their latent variables. Evaluation of the measurement model is conducted using validity and reliability testing approaches. a. Validity Test

- 1) Convergent validity
- 2) Discriminant validity
- 3) Reliability test

Evaluation of the structural model (inner model)

The inner model is the structural model, based on path coefficient values, looking at how much influence there is between latent variables with bootstrapping calculation. Evaluation is done by looking at the R-Square value criteria and significance value (Hamid & Anwar, 2019). There are several item components that become criteria in assessing the structural model (inner model), namely: a. R-Square

- b. F-Square
- c. Collinearity
- d. Direct effect

Direct effect analysis is useful for testing hypotheses of the direct influence of an influencing variable (exogenous) on the influenced variable (endogenous). According to Juliandi (2018), there are criteria in Direct Effect analysis, namely:

- 1) Path Coefficient:
- 2) Probability/Significance Value (P-Value): e. Indirect Effect

Results

Assessing the Outer Model or Measurement Model To determine the level of accuracy of indicators in explaining the developing exogenous construct as indicated by the loading factor. For questions in the initial development stage, reflective steps are said to be related if above 0.6, with the measured development considered adequate (Ghozali 2016). Figure 2 shows the structural figure:

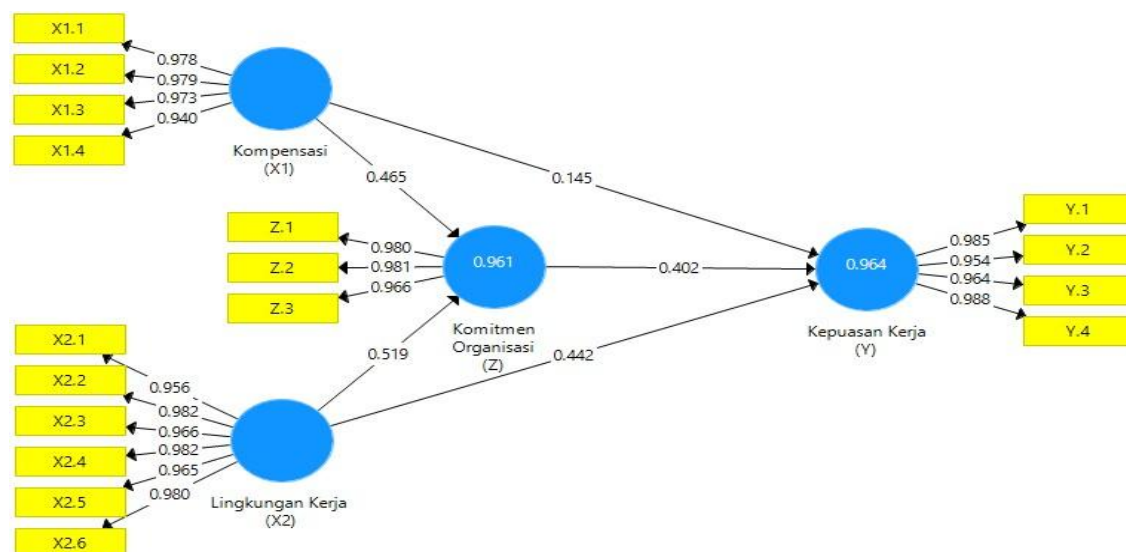


Figure 2. Outer Model

Source : Smart PLS 3.3.3

Smart PLS output for loading factor provides results in the following table: Outer Loadings In this research there is an equation and the equation consists of two substructures for substructure 1

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0,465 + 0,519 + e$$

for substructure 2

$$Y = b_2X_1 + b_3X_2 + b_4Z + e_2$$

$$Y = 0,145 + 0,442 + 0,402$$

Table 1. Outer Loadings

	Job Satisfaction_(Y)	Organizational Commitment_(Z)	Compensation_(X1)	Work Environment_(X2)
X1.1			0,978	
X1.2			0,979	
X1.3			0,973	
X1.4			0,940	
X2.1				0,956
X2.2				0,982
X2.3				0,966
X2.4				0,982
X2.5				0,965
X2.6				0,980
Y.1	0,985			
Y.2	0,954			
Y.3	0,964			
Y.4	0,988			
Z.1		0,980		
Z.2		0,981		
Z.3		0,966		

Source : Smart PLS 3.3.3

The outer loadings results show that all indicators for the variables Compensation, Work Environment, Job Satisfaction, and Organizational Commitment have high values, i.e., above 0.94. This indicates that each indicator is valid and able to accurately represent its variable. In other words, all indicators have a strong contribution to their respective latent variables. Therefore, all variables are suitable for further analysis as they meet convergent validity criteria, so the measurement model can be considered reliable and valid.

Discriminant Validity

The measurement model of reflective indicators assessed by cross-loadings and compared to the square root of AVE is the source of discriminant validity. The model is said to have good discriminant validity if the AVE value of each construct is higher than the correlation value between constructs. To use this discriminant validity evaluation method, the score must be at least above 0.7. The following table displays the findings of the discriminant validity cross-loading analysis:

Table 2. Discriminant Validity

	Job Satisfaction_(Y)	Organizational Commitment_(Z)	Compensation_(X1)	Work Environment_(X2)
X1.1	0,944	0,945	0,978	0,976
X1.2	0,978	0,979	0,979	0,979
X1.3	0,955	0,957	0,973	0,960
X1.4	0,886	0,897	0,940	0,903
X2.1	0,936	0,944	0,950	0,956
X2.2	0,957	0,949	0,973	0,982
X2.3	0,936	0,950	0,954	0,966
X2.4	0,958	0,950	0,960	0,982
X2.5	0,946	0,941	0,950	0,965
X2.6	0,966	0,966	0,971	0,980
Y.1	0,985	0,951	0,947	0,947
Y.2	0,954	0,933	0,933	0,938
Y.3	0,964	0,950	0,956	0,967
Y.4	0,988	0,959	0,952	0,951
Z.1	0,953	0,980	0,950	0,956
Z.2	0,954	0,981	0,953	0,948
Z.3	0,947	0,966	0,957	0,958

Source : Smart PLS 3.3.3

Based on the Discriminant Validity table, each indicator shows the highest loading value on its own variable compared to other variables. This indicates that the indicator is able to clearly distinguish latent variables, so that each variable (Compensation, Work Environment, Job Satisfaction, and Organizational Commitment) has good discriminant validity and is suitable for further analysis.

Composite Reliability

According to Haryono's book (2017), a construct is said to be reliable if the limit value is ≥ 0.7 then it is acceptable, and if ≥ 0.8 then it is very satisfactory. The findings of the composite reliability analysis are shown in the table below.

Table 3. Composite Reliability

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction_(Y)	0,981	0,986	0,947
Organizational Commitment_(Z)	0,975	0,984	0,952
Compensation_(X1)	0,977	0,983	0,936
Work Environment_(X2)	0,988	0,990	0,944

Source : Smart PLS 3.3.3

The Discriminant Validity results show that each indicator has the highest value on its own variable compared to other variables. This indicates that each variable can be clearly distinguished from one another, thus showing good discriminant validity and ensuring all variables are suitable for further analysis.

Inner Model Analysis

To ensure the resulting fundamental model is accurate and robust, the structural model (inner model) is evaluated. The stage of examining the main model assessment is seen through a number of indicators, including:

Coefficient of Determination (R²)

Based on R², a model can be classified as strong (≤ 0.70), moderate (≤ 0.45) and weak (≤ 0.25). The following are the R² value results:

Table 4. R Square Results

	R Square	Adjusted R Square
Job Satisfaction_(Y)	0,964	0,961
Organizational Commitment_(Z)	0,961	0,959

Source : Smart PLS 3.3.3

Based on table 5, R Square, the Job Satisfaction (Y) variable has an R² value of 0.964 and Adjusted R² 0.961, while Organizational Commitment (Z) has R² 0.961 and Adjusted R² 0.959. This shows that the model is able to explain about 96% of the variation in Job Satisfaction and Organizational Commitment, so the model's prediction is classified as very good.

Hypothesis Testing

There must be a significant value in predicting the path coefficient between constructs. Jackknifing or bootstrapping techniques can be used to determine the importance of relationships. The calculated t-value is the final result, and is compared to the t-table. The estimated path coefficient value is said to be significant if at the five percent significance level the calculated t-value is greater than the t-table (1.96). There are three hypotheses that can be tested in this research. Below are the results of each test:

Table 5. Path Coefficients (Direct Effect)

	Original Sample (O)	T Statistik (O/STDEV)	P Values	Results
Organizational Commitment_(Z) -> Job Satisfaction_(Y)	0,402	2,047	0,021	Accepted
Compensation_(X1) -> Job Satisfaction_(Y)	0,145	0,725	0,234	Rejected
Compensation_(X1) -> Organizational Commitment_(Z)	0,465	1,970	0,025	Accepted
Work Environment_(X2) -> Job Satisfaction_(Y)	0,442	1,753	0,040	Accepted
Work Environment_(X2) -> Organizational Commitment_(Z)	0,519	2,199	0,014	Accepted

Source : Smart PLS 3.3.3

Based on the Path Coefficients table, the narrative for each hypothesis is as follows:

1. Organizational Commitment (Z) on Job Satisfaction (Y)
Path coefficient of 0.402 with p-value 0.021 (<0.05) shows a positive and significant effect. This hypothesis is accepted, meaning the higher the organizational commitment, the higher the employee job satisfaction.
2. Compensation (X1) on Job Satisfaction (Y)
Path coefficient of 0.145 with p-value 0.234 (>0.05) shows an insignificant effect. This hypothesis is rejected, meaning compensation does not have a direct effect on job satisfaction in this study.
3. Compensation (X1) on Organizational Commitment (Z)
Path coefficient of 0.465 with p-value 0.025 (<0.05) shows a positive and significant effect. This hypothesis is accepted, meaning better compensation can increase employee organizational commitment.
4. Work Environment (X2) on Job Satisfaction (Y)
Path coefficient of 0.442 with p-value 0.040 (<0.05) shows a positive and significant effect. This hypothesis is accepted, meaning a conducive work environment increases employee job satisfaction.
5. Work Environment (X2) on Organizational Commitment (Z)
Path coefficient of 0.519 with p-value 0.014 (<0.05) shows a positive and significant effect. This hypothesis is accepted, meaning a good work environment increases employee organizational commitment.

Table 6. Path Coefficients (Indirect Effect)

	Original Sample (O)	T Statistik (O/STDEV)	P Values	Results
Compensation_(X1) -> Organizational Commitment_(Z) -> Job Satisfaction_(Y)	0,187	1,390	0,083	Ditolak
Work Environment_(X2) -> Organizational Commitment_(Z) -> Job Satisfaction_(Y)	0,208	1,451	0,074	Ditolak

Source : Smart PLS 3.3.3

Based on the Path Coefficients (Indirect Effect) table, the narrative for each hypothesis is as follows:

1. Compensation (X1) through Organizational Commitment (Z) on Job Satisfaction (Y)
Results show an insignificant effect with a coefficient of 0.187 and p-value 0.083. This hypothesis is rejected, meaning organizational commitment does not mediate the effect of compensation on employee job satisfaction.
2. Work Environment (X2) through Organizational Commitment (Z) on Job Satisfaction (Y)
Results show an insignificant effect with a coefficient of 0.208 and p-value 0.074. This hypothesis is rejected, meaning organizational commitment does not mediate the effect of work environment on employee job satisfaction.

Conclusion

1. Organizational Commitment on Job Satisfaction

Organizational commitment has a positive and significant effect on job satisfaction. The higher the organizational commitment, the higher the employee job satisfaction.

2. Compensation on Job Satisfaction

Compensation does not have a significant effect on job satisfaction. This indicates that increasing compensation does not directly increase employee job satisfaction in this study.

3. Compensation on Organizational Commitment

Compensation has a positive and significant effect on organizational commitment.

Increasing compensation can increase employee loyalty and attachment to the organization.

4. Work Environment on Job Satisfaction

Work environment has a positive and significant effect on job satisfaction. A conducive work environment can increase employee job satisfaction.

5. Work Environment on Organizational Commitment

Work environment has a positive and significant effect on organizational commitment. Good working conditions can increase employee attachment and commitment to the organization.

6. Compensation through Organizational Commitment on Job Satisfaction

Organizational commitment does not mediate the effect of compensation on job satisfaction, because its effect is not significant.

7. Work Environment through Organizational Commitment on Job Satisfaction

Organizational commitment does not mediate the effect of work environment on job satisfaction, because its effect is not significant.

Suggestions

1. Increase employee organizational commitment through loyalty programs, non-financial recognition, and strengthening organizational culture, because commitment has been proven to increase job satisfaction.
2. Improve the work environment, for example facilities, work atmosphere, and relationships among employees, because a conducive work environment increases job satisfaction and organizational commitment.
3. Although compensation does not directly affect job satisfaction, it still needs to be given fairly and competitively because it has been proven to increase organizational commitment.
4. Focus on development such as training, mentoring, and internal communication, to strengthen employee satisfaction and loyalty.
5. Increase active involvement in the organization and utilize a conducive work environment to increase job satisfaction.
6. The finding that compensation does not directly affect job satisfaction can be used as material for further study to explore other factors that may mediate the relationship between compensation and job satisfaction, for example perceptions of fairness, organizational culture, or intrinsic motivation.
7. The research results support the development of the Structural Equation Modeling (SEM) model in the context of banking organizations, especially for analyzing the complex relationships between compensation, work environment, organizational commitment, and job satisfaction.

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