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The Effect of Compensation on Employee Performance Mediated by Organizational Commitments

Ni Putu Diah Rahmawathi

Student, Department of Management, University of Udayana, Bali, Indonesia

Wayan Gede Supartha

Lecturer, Department of Management, University of Udayana, Bali, Indonesia

Abstract:

The purpose of this research is to find out the effect of compensation on employee performance mediated by organizational commitment at Mahasaraswati Denpasar University with a total of 108 employees. The number of samples was 52 respondents using the Slovin method. Research result that compensation positive effect on performance. Compensation has a positive effect on organizational commitment. Organizational commitment has a positive effect on performance. Organizational commitment mediates the positive influence of compensation on employee performance at Denpasar Mahasaraswati University. Recommendations at Denpasar Mahasaraswati University are expected to maintain and improve the implementation of the compensation system. Implement compensation systems by paying attention to elements of organizational commitment such as affective commitment, ongoing commitment and normative commitment so that employees feel satisfied with the compensation received. Support the implementation of organizational commitment by providing opportunities for employees to actualize themselves, provide jobs that challenge, advance and empower members of the organization and promote it so as to realize good employee performance.

Keywords: Compensation, organizational commitment, employee performance

1. Introduction

Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with the authority and responsibility of each in order to achieve the organizational goals concerned legally, not against the law, and in accordance with moral and ethical (Irvan et al., 2013). The results of the work in accordance with the goals of the company will greatly depend on the results of employee work. Performance is the result of the relationship between effort, ability, and perception of the task that has been charged (Timpe, 2002). Performance can be known and measured if an individual or group of employees has criteria or standards of success benchmarks set by the organization. Therefore, if without the goals and targets set in the measurement, then the performance on someone or organizational performance is impossible to know if there is no benchmark for its success (Koesmono, 2005).

Nurchayani and Adnyani (2016) stated that in improving the performance of their employees the company will do several ways that can encourage employees to work optimally. Some of these activities include providing training, providing compensation, awarding and so on. As Simamora said (2008: 57), a good compensation system is a compensation system that is responsive to situations and systems that can improve employee performance. In this case, the compensation system should pay attention to the needs of employees, ensure fair treatment of them and provide rewards for their performance.

Mahasaraswati University (Unmas) is a private university in Denpasar. Mahasaraswati University is part of the Saraswati People's College, which has 6 Faculties and 1 Postgraduate program. Mahasaraswati University is one of the private universities in Bali that excels in education and teaching, research and community service based on the concept of Tri Hita Karana and plays an active role in improving science and technology, civilization, and is able to produce graduates with global insight and Pancasila morality. As part of educational institutions in Indonesia that want to advance education, the Vision of Unmas Denpasar is to become a superior Private Higher Education Institution capable of organizing the Tri Darma of Higher Education with qualified graduates who are independent in the development of Science, Technology, and Arts (IPTEKS) with Cultural Tourism Year 2025.

According to Maslow's theory in Adnan (2015) about five levels of need, compensation is the basis of the five levels of needs ranging from physiological needs to the level of need, namely self-actualization. Compensation is the main need that is the link between the fulfillment of subsequent needs. Compensation is not only for physical satisfaction, but also is a recognition and a sense of accomplishment. This means that compensation also has a direct relationship to performance which in turn will affect employee organizational commitment (Hueryren and Dachuan, 2012). Handoko (2006:97) revealed that compensation can be used as a way to improve employee performance. According to Siagian (2002:71) employees who are filled with dissatisfaction with the compensation received will have a negative impact on the

organization, and if the dissatisfaction is not resolved, it becomes natural for the organizational members to express their desire to get compensation, which is not only greater in number but fairer.

Another aspect that must be considered in maintaining employee performance is employee organizational commitment (Irvan et al. 2013). Organizational commitment as an attitude that shows employee loyalty to the organization is formed because of the fair compensation. Compensation is important for employees as individuals because the amount of compensation reflects the size of the value of their work among the employees themselves, their families and the community (Handoko, 2006: 117). Buchanan (1974) in Stephen (2007) says that commitment is an attitude and behavior that encourages each other. Workers who commit to their organization will show positive behavior and attitudes towards their organization so that they feel happy and comfortable in their work. Meyer et al. (1998) in Stephen (2007) surfaces there are two basic forms of organizational commitment, namely: Continuance Commitment and Affective Commitment, then the third form of commitment appears, namely: Normative Commitment.

One of the strategies of Mahasaraswati Denpasar University for maintain the existence and success of the company in achieving its goals is highly dependent on the ability of human resources (employees) to increase employee commitment to the organization (Adnan, 2015). Employees who have a high commitment to the organization will encourage organizational success in achieving the goals that have been set. So, reviewing strategies related to commitment is very important to be carried out by an organization (Ana and Djoko, 2015). Organizational commitment according to Meyer et al (1997) in Stephen (2007) not only relates to the level of employee entry and exit, but also relates to the level of employee willingness to sacrifice for the company.

Organizational commitment according to Allen and Meyer (in Harun and Hasrul, 2006) can be interpreted as emotional attachment, identification and involvement of individuals with organizations and the desire to remain an organizational member. The response system provided by the organization sometimes gets less attention from employees to further foster an attitude of loyalty to employees, this is due to a sense of worry from employees who will get sanctions if they submit a complaint. Therefore, the need for high trust and organizational support for employees is an important thing for each organizational member (Windy and Gunasti, 2012). Steers (in Rashid et al., 2013) states that a strong commitment can have a positive impact, including: increased work performance, work motivation, tenure, work productivity, and employees are more diligent in entering work so as to reduce absenteeism and reduce turn over.

Through the explanation of the problems that have been described, supported by scientific work and the theory of purpose of this scientific work that will be achieved 1) Does compensation affect employee performance at Mahasaraswati University Denpasar, 2) Does compensation affect organizational commitment at Mahasaraswati University Denpasar, 3) Is Organizational commitment influences employee performance at Mahasaraswati University Denpasar, 4) Does organizational commitment mediate the effect of compensation on employee performance at Mahasaraswati University Denpasar.

1.1. Performance

Prawirosentono (1999) states "Performance is something that is achieved by a person or group in an organization in accordance with their respective responsibilities in order to achieve organizational goals in a royal manner that is not illegal and in accordance with morals and ethics". Whereas according to Mangkuprawira (2007) performance is the result or overall success rate of a person during a certain period in carrying out a task compared to various possibilities, such as work standards, targets or targets or criteria that have been determined in advance and mutually agreed upon.

1.2. Factors of Performance

Mathis and Jackson (2002) state that there are 3 main factors that influence a person to work. If these three components that employees will have a positive influence to a improved performance. Conversely, performance is reduced if one of these factors is omitted or does not exist. These three factors are (1) the individual ability to do the work, (2) the level of effort devoted and (3) organizational support.

1.3. Performance Assessment System

Performance appraisal system is an organizational process to assess the performance of its employees. The purpose of performance appraisal is generally for provide feedback to employees in an effort to improve their performance and increase organizational productivity, especially those related to employee policies such as promotion goals, salary increases, education and training. At present with a dynamic business environment performance appraisal is something that is very meaningful for the organization. Organizations are required to choose criteria both subjectively and objectively. Objective performance criteria are performance evaluations of specific standards, while subjective measures are how well an employee works as a whole. Assessment of performance (Performance Appraisal) by Mathis and Jackson (2002) is the process of evaluating how well employees work, when compared with a set of standards and then communicating with employees. Performance appraisal is also referred to as employee appraisal, employee evaluation, performance review, performance evaluation and guidance assessment results. Performance appraisal according to Armstrong (1994) is as follows: size is linked to results, results can be controlled by the job owner, objective and observable size, data can be measured, size can be used anywhere.

Performance Standard

Employee performance greatly influences the goals to be achieved by the company. Therefore, each company needs to conduct an evaluation or evaluation of the work of its employees. According to Dharma (1996) to be able to evaluate

employees objectively and accurately it is necessary to measure the level of their work performance. For this reason, a standard is needed in measuring the level of employee achievement.

1.4. Organizational Commitment

Darwish A (2000) Organizational commitment is defined as the feeling of an employee's obligation to stay with the organization, this feeling resulting from the normative internalization pressure given to an individual. According to Mathis and Jackson in Sedarmayanti (2007) provides a definition " Organizational Commitment is what employees believe in accepting organizational goals and desires to remain with the organization" namely organizational commitment is the degree to which employees believe and accept organizational goals and will remain or will not leave the organization.

Organizational Commitment Model

Allen and Meyer (1990) propose three models of organizational commitment and are reflected in three main points, namely: Affective commitment is the desire to work for a company because it agrees to organizational goals and there is a desire to run it. Continuance commitment is the desire to continue working for the company because they do not want to lose something related to their work. Normative commitment is the desire to work for a company because of pressure from other parties.

1.5. Factors Affecting Organizational Commitment

Young et al. in Sopiah (2008) suggests there are 8 factors that positively influence organizational commitment, namely: promotion, job characteristics, communication, leadership, extrinsic exchange, intrinsic exchange, extrinsic rewards, intrinsic rewards.

1.6. Compensation

Compensation policy is an important and strategic policy because it is directly related to the increase in work, performance and motivation of employees in a company. Compensation is all remuneration in the form of money, goods or enjoyment provided by the company to employees for the performance contributed to the company (Gorda, 2006).

1.7. Compensation Types

Compensation is what employees receive in exchange for their contribution to the organization (Simamora, 2008). One way to improve performance, motivation and job satisfaction kary a wan is through compensation. Compensation (compensation) include financial rewards and intangible services and an incentive to received by the employee as part of employment relationships. Compensation components can be indirect compensation (indirect compensation). Financial compensation (direct financial) consists of a fee (pay) obtained by a person in the form of salaries, wages, and commissions. Indirect financial compensation (indirect financial compensation), also known as benefits, includes all financial rewards not covered by direct compensation (Simamora, 2008).

2. Conceptual Framework

The role of human resources in corporate organizations is increasingly important, because human resources are the basic capital in determining whether or not the objectives have been achieved (Hasibuan, 2006: 93). The achievement of the company's objectives, it requires high-performance human resources. The performance indicators used in this study refer to the opinions expressed by Robbins (2006), namely general performance appraisal, skills and performance appraisal based on responsibility. Organizational commitment according to Meyer et al (1997) in Stephen (2007) not only relates to the level of employee entry and exit, but also relates to the level of employee willingness to sacrifice for the company. The indicators used in this study from Allen and Meyer (1990) are: Affective commitment, Continuance commitment and Normative commitment. Muhamad et al. (2014) stated that compensation is something that employees receive as a substitute for the contribution of their services to the company. The indicators used in this study refer to the opinions expressed by Gorda (2006), namely overtime wages based on rest days, wages based on attendance rate, wages based on bed time, wages based on income tax, allowances, amount of basic salary, severance pay, leave money, insurance, old age insurance and basic salary. Based on this description, the research concept framework is illustrated in Figure 1.

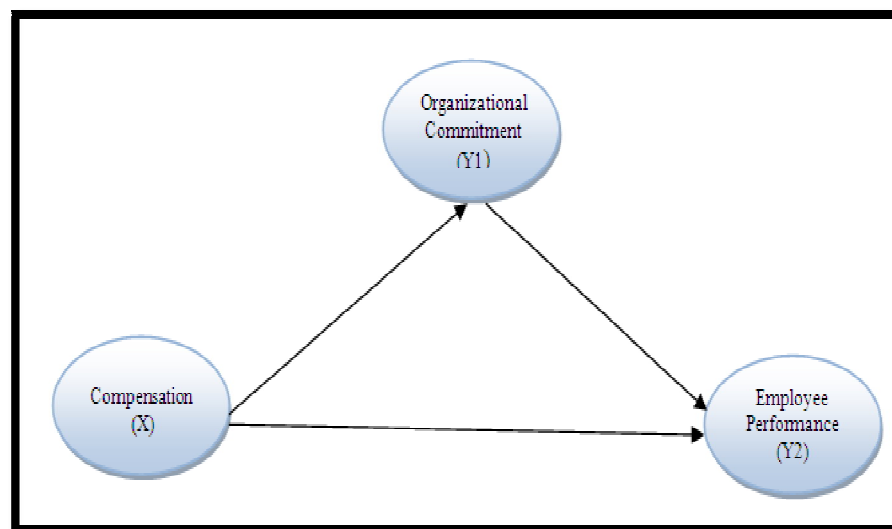


Figure 1: Research Concept Framework

Research by Hueryren and Dachuan (2012) states that compensation has a positive direct relationship to employee performance. The same is evidenced by Ayu et al (2015) compensation has a positive role in employee performance. Nurcahyani and Adnyani (2016) stated that the provision of compensation provides a positive direct influence in improving the performance of its employees. Reinforced by Windy and Gunasti (2012) the role of compensation is significantly positive giving influence in an effort to improve employee performance. Based on the explanation above, this hypothesis is as follows:

- H₁: Compensation has a significant effect on employee performance

Research Babakus et al (1996) showed that a high equity compensation will increase commitment organizational. Djati and Khusaini (2003) shows that employee satisfaction is in material compensation and so social compensation have significantly influenced employee loyalty organizational, willingness to work hard and pride of employees in the organization. Nawab and Bhatti 2011 concluded that compensation and employee job satisfaction have an influence positively significant towards organizational commitment. Based on the explanation above, this hypothesis is as follows:

- H₂: Compensation has a significant effect on organizational commitment

Rashid et al. (2013) in his research proved that strong commitment can have a positive impact, including: improving employee performance. Stephen (2007) proved that the same organizational commitment has a positive impact in improving employee performance in the company. Hueryren and Devi (2009) positively organizational commitment has an influence on improving employee performance. Muhamad et al. (2014) agree that organizational commitment has a positive impact in improving employee performance in the company. Based on the explanation above, this hypothesis is as follows:

- H₃: Organizational commitment has a significant effect on employee performance

Irvan et al. (2013) in his research proved that organizational commitment is able to mediate the positive impact of compensation on employee performance. Adnan (2015) proved that the same organizational commitment is able to mediate the positive influence of compensation in improving employee performance in the company. Hueryren and Dachuan (2012) positively influence the compensation for improving employee performance mediated by organizational commitment. Based on the explanation above, this hypothesis is as follows:

- H₄: Organizational commitment mediates the effect of compensation on employee performance

3. Research Methods

This scientific work uses methods associative which aims to determine the influence or also the relationship between two or more variables (Sugiyono, 2013: 56). This research donesia at Mahasaraswati University (Unmas Denpasar) by measuring the effect of organizational commitment mediating the effect of compensation on employee performance.

The object of research is something or what is of concern and what is being studied (Indonesian dictionary, 2008). As an object in the study is employee performance. The subjects of this study were all employees who worked at Unmas Denpasar. The independent variable is compensation (X), organizational commitment (M) variables and the dependent variable is employee performance (Y).

Types of quantitative and qualitative data are used such as data on the number of employees, respondents' answers to questionnaires and such as company history, organizational structure and company activities. Primary and secondary data sources are used such as observation and giving questionnaires to respondents and the history of the establishment of the company, the organizational structure of the company, and the number of employees.

The number of samples is an employee at the University Mahasaraswati (Unmas) as many as 52 people which is classified by proportionate random sampling method (Riduwan and Sunarto, 2007: 17). Data collected in this study using questionnaires and interviews given to respondents who have been.

3.1. Testing of Research Instruments

Variable	Instrument	Correlation coefficient	Information
Compensation (X ₁)	X1.1	0,840	Valid
	X1.2	0,815	Valid
	X1.3	0,808	Valid
	X1.4	0,766	Valid
	X1.5	0,720	Valid
	X1.6	0,797	Valid
	X1.7	0,630	Valid
	X1.8	0,705	Valid
	X1.9	0,808	Valid
	X1.10	0,684	Valid
	X1.11	0,840	Valid
	X1.12	0,673	Valid
	X1.13	0,762	Valid
	X1.14	0,881	Valid
	X1.15	0,807	Valid
	X1.16	0,801	Valid
	X1.17	0,866	Valid
	X1.18	0,818	Valid
Organizational Commitment (Y) Affective Commitment	Y1.1	0,557	Valid
	Y1.2	0,751	Valid
	Y1.3	0,559	Valid
	Y1.4	0,659	Valid
	Y1.5	0,680	Valid
	Y1.6	0,633	Valid
	Y1.7	0,564	Valid
	Y1.8	0,776	Valid
Continuance Commitment	Y1.9	0,704	Valid
	Y1.10	0,475	Valid
	Y1.11	0,739	Valid
	Y1.12	0,576	Valid
	Y1.13	0,697	Valid
	Y1.14	0,588	Valid
	Y1.15	0,691	Valid
	Y1.16	0,546	Valid
Normative Commitment	Y1.17	0,712	Valid
	Y1.18	0,728	Valid
	Y1.19	0,484	Valid
	Y1.20	0,754	Valid
	Y1.21	0,639	Valid
	Y1.22	0,543	Valid
	Y1.23	0,584	Valid
	Y1.24	0,749	Valid
Employee performance (Y2) General assessment	Y2.1	0,730	Valid
	Y2.2	0,780	Valid
	Y2.3	0,781	Valid
	Y2.4	0,825	Valid
	Y2.5	0,821	Valid
	Y2.6	0,756	Valid
	Y2.7	0,616	Valid
Assessment of skills	Y2.8	0,795	Valid
	Y2.9	0,885	Valid
	Y2.10	0,845	Valid
	Y2.11	0,587	Valid
	Y2.12	0,728	Valid
Responsibility and discipline	Y2.13	0,795	Valid
	Y2.14	0,769	Valid
	Y2.15	0,827	Valid

Table 1: Validity Test Results
Source: Data Processed, 2018

Table 1. It can be explained that each variable indicator has a person correlation value greater than 0.30, so this means that the indicators / questions used are appropriate to measure what should be measured, and can reveal data from the variables that are examined appropriately.

No.	Variable	Cronbach's Alpha	Information
1	Compensation (X ₁)	0,960	Reliable
2	Organizational Commitment (Y1)	0,948	Reliable
3	Employee performance (Y2)	0,919	Reliable

Table 2: Reliability Test Results

Source: Data Processed, 2018

Table 2 above explained that the value of Cronbach's Alpha for each variable > 0.6, this means that the measuring instrument will provide consistent results for examining the same object.

Data analysis techniques applied in this study were carried out quantitatively using Structural Equation Modeling (SEM) with a variance based or component-based approach with Partial Least Square (PLS). Partial Least Square (PLS) is a more appropriate approach for prediction purposes, especially in conditions where an indicator is formative. This is different from Structural Equation Modeling (SEM) whose indicators are reflexive. This means that the change in value of an indicator is very difficult to use to determine the change in value of the latent variable so that the implementation of predictions is difficult.

4. Results and Discussion

4.1. Evaluation of Measurement Model (Outer Model)

The results of empirical research model analysis using Partial Least Square (PLS) analysis tools produce the following.

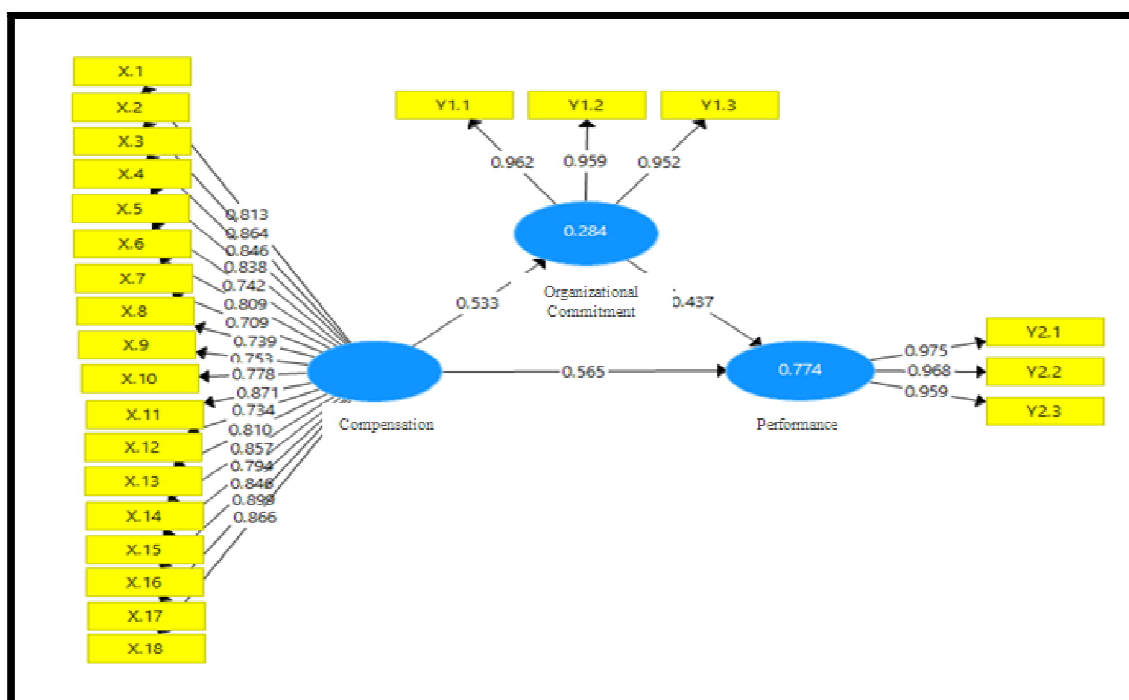


Figure 2: Partial Least Square (PLS) Output Results

4.2. Composite Reliability

Reliability composite testing aims to examine the validity of the instrument in a research model specifically for reflexive indicators presented in Table 3 below.

Variable	Composite Reliability
Compensation	0.972
Organizational commitment	0.971
Performance	0.978

Table 3: Composite Reliability Test Results

Source: Processed Data, 2018

Based on Table 3 shows that the composite reliability values of the three variables that make up the research model are all above 0.70. This means that all reflexive indicators that make up the research model are reliable.

4.3. Convergent Validity

The convergent validity test results are measured based on the value of the loading factor (outer loading) of the indicator construct presented in Table 4 below.

Variable	Indicator	Outer loading	Information
Compensation X	X.1	0.813	Valid
	X.2	0.864	Valid
	X.3	0.846	Valid
	X.4	0.838	Valid
	X.5	0.742	Valid
	X.6	0.809	Valid
	X.7	0.709	Valid
	X.8	0.739	Valid
	X.9	0.753	Valid
	X.10	0.778	Valid
	X.11	0.871	Valid
	X.12	0.734	Valid
	X.13	0.810	Valid
	X.14	0.857	Valid
	X.15	0.794	Valid
	X.16	0.846	Valid
	X.17	0.899	Valid
	X.18	0.866	Valid
Organizational Commitment Y1	Y1.1	0.962	Valid
	Y1.2	0.959	Valid
	Y1.3	0.952	Valid
Performance Y2	Y2.1	0.975	Valid
	Y2.2	0.968	Valid
	Y2.3	0.959	Valid

Table 4: Convergent Validity
Source: Processed Data, 2018

The test results in Table 4 above show that the entire value of the outer loading construct indicator has a value above 0.5. So, it can be concluded that this measurement meets the convergent validity requirements.

4.4. Discriminant Validity

The results of discriminant validity testing are presented in Table 5.

Variable	Coefficient of AVE	Information
Compensation	0.658	Valid
Organizational Commitment	0.917	Valid
Performance	0.936	Valid

Table 5: Discriminant Validity Testing Results
Source: Processed Data, 2018

The test results in Table 5 show that all AVE roots in the research variables have values above 0.5. So, it can be concluded that this measurement meets the discriminant validity requirements.

4.5. Evaluation of the Structural Model (Inner Model)

Structural model evaluation aims to find out how much free latent variables correlate to the bound latent variables. In structural evaluation, it was carried out through several formulas: R-Square (R^2), Q-Square Predictive Relevance (Q^2), Goodness of Fit (GoF)

4.5.1. R-Square (R²)

The criteria for the weak strength of the influence of the free latent variant on the bound latent variables based on the R² coefficient, are shown in Table 6.

Free Latent Variables	Bonded Latent Variable	R ²	Information
Compensation (X)	Organizational Commitment (Y ₁)	0.284	Weak
Organizational commitment (Y ₁)	Performance (Y ₂)	0.774	Strong

Table 6: Effect of Compensation Variables, Organizational Commitments and Performance
Source: processed data, 2018

Based on Table 6, this means that X (compensation) has a weak influence that is equal to 28.4% of organizational commitment (Y₁). While the influence of X₁ and Y₁ (compensation and organizational commitment) on Performance (Y₂) is equal to 0.774 (77.4%), classified as a strong influence.

4.5.2. Q-Square Predictive Relevance (Q²)

The value of Q² starts from 0 to 1, which is closer to the value 1, meaning that the predictive value is better, whereas the opposite is closer to the value 0, meaning that the predictive value is getting weaker. The weak strength of the Q² value is indicated by the formula:

$$Q^2 = 1 - (1 - R_1^2) (1 - R_2^2)$$

$$Q^2 = 1 - (1 - 0,284) (1 - 0,774)$$

$$Q^2 = 1 - (0,716) (0,226)$$

$$Q^2 = 1 - 0.161$$

$$Q^2 = 0.839$$

5. Research Hypothesis Testing Results

The results of data analysis using PLS shows that the loading factor of each indicator variable in model has a value above 0.5 so that no indicators are excluded from the research model. Then all indicators have met the testing criteria which can be seen in Figure 3.

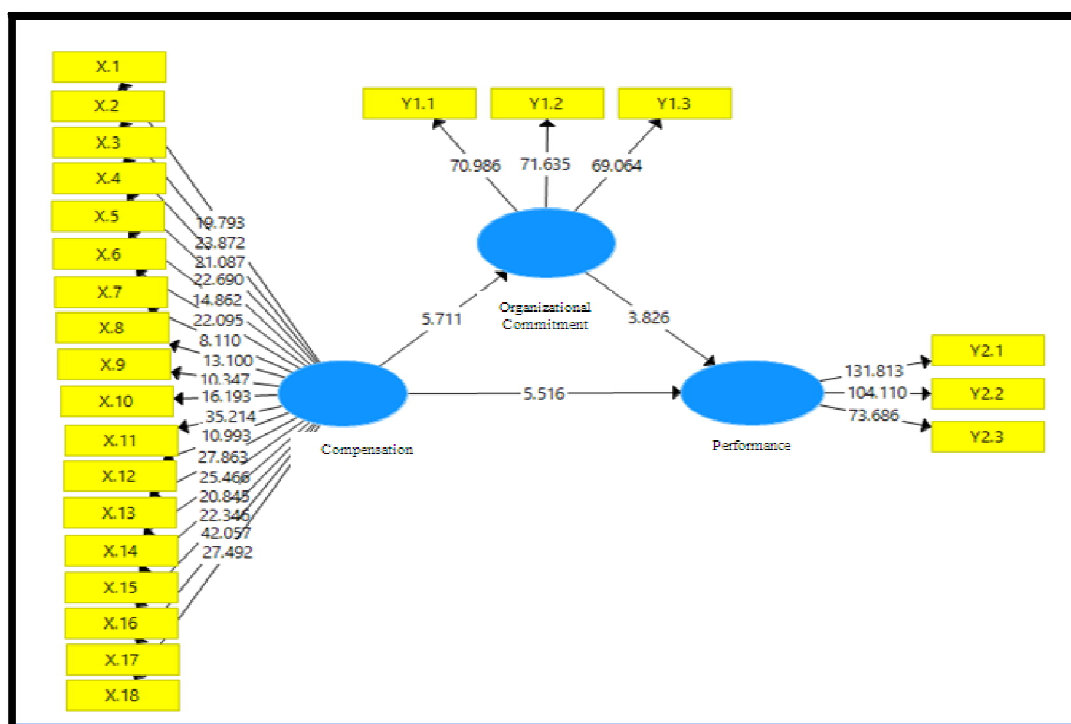


Figure 3: Partial Least Square (PLS) Output Results
Source: Processed Data, 2018

The results of testing hypotheses based on Figure 3 are shown in Table 7 below.

Inter-Variable Relations	Original Sample Estimate	Mean of Subsamples	T-Statistics	Information
Organizational Commitment -> Performance	0.437	0.429	3,826	Significant
Compensation -> Performance	0.798	0800	12,469	Significant
Compensation -> Organizational Commitment	0.533	0.536	5,711	Significant

Table 7: Hypothesis Test Results

Source: Processed Data, 2018

5.1. Effect of Organizational Commitment on Performance

The results of testing hypotheses with the PLS approach produce a range of direct coefficients of organizational influence on performance with a value of 0.437 and t-statistics 3.826. 3.826 t-statistics value greater than 1,896 (alpha 5%), then the effect of organizational itmen kom on performance is significant. Thus, the hypothesis 1 (H1) which states that organizational factors have a significant positive effect on performance received.

Effect of Compensation on Organizational Commitments

The results of hypothesis testing PLS approach produces direct effects path coefficient k inerja compensation to a value of 0.798 and t-statistics 12,469. 12,469 t-statistics value greater than 1,896 (alpha 5%), then the influence of compensation on inerja k is significant. Thus, the hypothesis 2 (H1) states that compensation has a significant positive effect on performance received.

5.2. Effect Of Compensation On Performance

Testing the hypothesis with PLS approach produces direct path coefficient kom pensasi influence on the performance showed a value of 0, 798 t-statistik 12,469, Because t-statistics amounted to 12,469 greater than 1.96 (5% alpha), then the hypothesis 3 (H3) which states that the compensation has a significant positive effect on acceptable performance.

5.3. Organizational Commitment Mediates the Effect of Compensation on Performance

The results of testing hypotheses with the PLS approach produce path coefficients for the role of organizational commitment mediating the effect of compensation on performance with values of 0,233 and t-statistics 3,279. T-statistics 3,279 is greater than 1,896 (alpha 5%), then organizational commitment is able to mediate the effect of compensation on performance significantly. Thus, the hypothesis 4 (H4) states that organizational commitment mediates the positive influence of compensation on performance received.

6. Conclusions and Suggestions

Based on the discussion in the previous chapters, then as for things that can be concluded that compensation has a significant positive effect on performance. This implies that good compensation will improve employee performance. Compensation has a significant positive effect on organizational commitment. Organizational commitment has a significant positive effect on performance. Organizational commitment mediates the positive influence of compensation on performance.

Based on the conclusions, suggestions that can be given to maintaining and improving the implementation of the compensation system which begins with providing compensation for each employee who does not enter work due to illness such as providing compensation or visiting the house concerned so there is a sense of caring from Denpasar Mahasaraswati University for its employees. Mahasaraswati Denpasar University must be able to implement a compensation system by paying attention to elements of organizational commitment such as affective commitment, ongoing commitment and normative commitment so that employees feel satisfied with the compensation received which has a positive impact on the organization. Mahasaraswati Denpasar University must maintain performance by avoiding a bad working relationship with employees as a goal to establish good and effective communication in providing advice, input, criticism to employees.

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