

Analysis of Employee Organizational Commitment: Using Four Independent Variables

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ABSTRACT

This research focuses on exploring effective efficiency in employee treatment by examining organizational commitment influenced by organizational culture and compensation, with performance and satisfaction serving as mediators. The research location was conducted at an accommodation service in Lampung with a population of 80 employees. Data collection used a saturated sampling technique for 77 employees who wanted to contribute to filling in statements related to this research. SEM-PLS is employed to uncover direct and indirect effects, yielding the following findings: Performance is directly impacted by organizational culture and compensation. Organizational commitment, however, is not directly affected by either organizational culture or compensation. On the other hand, job satisfaction is directly influenced by organizational culture and compensation. Furthermore, organizational commitment is directly influenced by performance rather than job satisfaction. Regarding indirect influence, performance variables and job satisfaction have no significant effect, so the two exogenous variables, namely organizational culture and compensation, can directly influence organizational commitment without going through performance or job satisfaction variables.



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1. Introduction

The world is experiencing various rapid socio-economic changes due to the development of technology, which impacts organizational life. The work and business environment is so dynamic that adaptive capacity can be described as the ability of organizational members to adapt to all environmental changes (Tan & Antonio, 2022). An efficient organization with a level of employee work effectiveness, accompanied by positive performance, is a common thing that organizations want in running their business. However, in its operations, organizations face complex developments such as technology, pandemics, and intense competition, which are challenges of the times. This rapid environmental change means organizations must manage employees effectively (Hassan, 2022). Human contribution to organizational activities and operations is significant. Employees in an organization are an investment that can ensure the organization achieves its goals. However, quite a few organizations can only operate sometimes from a technical and operational perspective like before the pandemic. Companies need to take action in various ways so that their condition can be as it was before the crisis (Budiono, 2022). Organizations paying attention to conditions like this must detect early changes in employee behavior and play an essential role in directing their performance so that company operations do not decline (Sumiati, 2021). The Aston Lampung Hotel also experiences this situation as an accommodation services company. Organizations must always detect new norms and trends by planning where energy should be directed toward the changes that occur (Alkadash & Alamarin, 2021). It indicates the organization's role in organizational culture, compensation, performance, and job satisfaction so that employees can adapt and commit to their organization.

Changes in the corporate environment can influence employee behavior, including organizational commitment, job satisfaction, and performance. Variables that have the potential to influence organizational commitment have yet to be analyzed adequately, which can be an additional reference in human resource management (Nauman et al., 2021). A literature review of research shows that the relationship between commitment and performance is more robust in newly joined employees and weaker in employees who have had more extended experience. Interestingly, the research results also show that employees who feel that their superiors' promises are not kept tend to have low levels of commitment. This reduction in commitment can harm the level of creative performance. Research evidence in line with work engagement shows a negative relationship between organizational commitment, absenteeism, and employee turnover (Robbins & Judge, 2013). Job satisfaction positively correlates with organizational commitment, where job satisfaction acts as an indicator to assess employees' emotional responses, ultimately influencing organizational commitment. Employee commitment to the company can be formed when the company meets the job satisfaction expectations desired by employees (Winarsih & Fariz, 2021). A worker may leave a company hoping to find an environment with a culture that suits their values and preferences better. Culture also impacts the behavior, thinking, and even appearance of groups of people (Budiono, 2023). It is the same with compensation, where compensation is one variable that determines whether the organization's employees will be committed.

1.1. Organizational Commitment

Members demonstrate commitment to the organization through an attitude of acceptance, a strong belief in the values and goals of the organization, and a solid drive to maintain their membership. Organizational commitment reflects behavior that shows loyalty to the organization and is an ongoing process in which concern for success and well-being is continuously expressed (Luthans, 2011). Membership in an organization will be reflected in an attitude of loyalty, which is demonstrated through contributions such as ideas and efforts. Increasing member performance can positively strengthen the organization's efforts to achieve its goals (Indradewa & Randi, 2021). The contribution of employee commitment within the

organization has a positive impact on the company. It is one of the critical factors underlying a company's ability to face rapid environmental changes by obtaining benefits and higher employee performance (Hendri, 2019). Circumstances that reflect the desire, need, and responsibility to remain part of the organization can be indicated through three aspects: affective commitment, continuous commitment, and normative commitment (Meyer & Allen, 1991).

Many literatures also use similar indicators in measuring organizational commitment, including affective, sustainable, and normative aspects (Eliyana et al., 2019; Nurjanah et al., 2020; Pradhan et al., 2019; Seema et al., 2021):

H₁₁: Organizational commitment is influenced by performance

H₁₂: Organizational commitment is influenced by job satisfaction

H₃: Organizational commitment is influenced by organizational culture

H₄: Organizational commitment is influenced by compensation

H₅: Organizational commitment is influenced by organizational culture through employee performance

H₆: Organizational commitment is influenced by organizational culture through job satisfaction

H₇: Organizational commitment is influenced by Compensation through Employee Performance

H₈: Organizational commitment is influenced by compensation through job satisfaction

1.2. Organizational Culture

When we are in an unfamiliar situation, the responses shown by individuals vary. Some people may be working harder, while others may have lost their jobs, worked from home, or even had to adapt their working methods to survive this pandemic (Kooij, 2020). A strong and positive organizational culture fosters an environment where employees feel valued, recognized, and supported. This can increase employee commitment to the organization because it aligns with its values and goals. Organizational culture includes a set of shared values held by members of an organization to differentiate it from other organizations. This culture involves the interaction of various characteristics of habits that influence individuals in that environment (Pawirosumarto et al., 2017). Every action taken by the company, including planning, implementation, and empowering human resources through increasing competency, employee performance, and relationships between employees and superiors, reflects organizational culture (Silitonga & Budiono, 2020). Organizational culture refers to an agreement on shared meaning that is believed by members of an organization and gives a unique identity to an organization. There are seven cultural dimensions: innovation and courage to take risks, attention to detail, results-oriented, people-oriented, team-oriented, aggressive attitude, and stability (Robbins & Judge, 2013). Shared values agreed upon by employees in the work environment can shape and build organizational culture, acting as a driver of motivation for employees (Lolowang et al., 2019).

1.3. Compensation

Compensation can strengthen values in the organization and become the basis for achieving organizational goals. It becomes the basis for employee job satisfaction and has the potential to improve their performance, both in terms of quantity and quality. While important, remember that compensation should be considered a tool and not the ultimate goal (Rosalia et al., 2020). Providing compensation can also positively impact balance and improve quality of life and can be a determining factor in predicting better adaptability (Segura-Camacho et al., 2018). One factor that influences employee performance and job satisfaction, especially in the sales team, is compensation (Wolor et al., 2019). Compensation can be defined as the rewards workers receive in exchange for the contribution of services they provide to the company

(Laras et al., 2021). Compensation is based on employee performance meeting company expectations, which ultimately contributes to their satisfaction. Compensation consists of direct components such as wages, salaries, commissions, and bonuses, as well as indirect components such as allowances and other facilities (Simamora, 2004).

1.4. Performance

Competition in business encourages organizations to operate with the best strategies to maintain and improve employee performance. The contribution of human resources is considered a benchmark for organizational success (Mahmood et al., 2021). Employees who achieve high performance tend to be more committed to their organization. This can be caused by a sense of personal achievement and satisfaction felt when achieving or exceeding performance targets, as well as a sense of attachment to the organization that provides opportunities for development and success. However, there is a tendency for employees with high performance to seek higher offers from other organizations. Workforce performance is considered a key factor in efforts to improve organizational performance, with employees expected to continue to improve their performance by work standards and the company's vision and mission. Individual work environment management achievements are assessed based on organizational standards, including achievement, speed, cooperation, initiative, and goal priority (Kuswati, 2020). Performance is measured through quality, quantity, and time set by the organization. In a certain period, the organization has determined that individual work behavior is considered total value (Ramadhany et al., 2020). The three factors used as performance measurement tools are work results, work behavior, which includes the absence of delays or leaving work for tomorrow, and personal traits, which reflect individual characteristics from birth as well as life and work experiences that influence stability in making decisions and readiness to face risks (Wirawan, 2015).

H₁: Performance is influenced by Organizational Culture

H₂: Performance is influenced by Compensation

1.5. Job Satisfaction

Emotional attitudes, encompassing satisfaction, performance, and even organizational commitment are tangible outcomes stemming from the diverse endeavors undertaken by employees. Performance can be influenced by the level of satisfaction obtained from the activities carried out by employees. Employees' dissatisfaction can impact employee motivation not to put maximum effort into their work (Nurdiansyah et al., 2020). Lower satisfaction levels can arise when employees face negative experiences, psychological stress, and harmful situations (Dessler, 2013). Theoretically, job satisfaction relates to work performance, and organizations with satisfied employees tend to be more effective and productive (Hassan, 2022). Performance reflects the level of self-efficacy expressed by the workforce, and performance that meets expectations can trigger increased job satisfaction, forming a cycle that results in higher performance (Ridha et al., 2020). Employee satisfaction affects work performance, especially if some rewards and achievements are expected. Positive feelings towards work can increase satisfaction, and vice versa. Factors influencing job satisfaction include the job itself, salary/wages, promotions, supervision, and co-worker relationships (Robbins & Judge, 2013).

H₉: Job satisfaction is influenced by organizational culture

H₁₀: Job satisfaction is influenced by compensation

Figure 1 shows the framework of thinking:

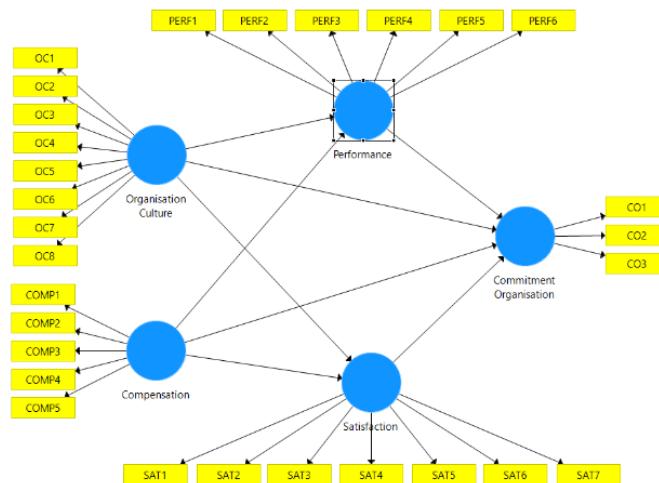


Figure 1 Framework for thinking

2. Methods

A research approach is needed to test hypotheses; in this context, research will use quantitative methods. The author will use the survey method to collect research data.

2.1. Population and Sample

Research data was collected at Hotel Aston Lampung for one week at the beginning of February 2024. The company has 80 employees. Data collection used a saturated sampling technique, with 77 employees willing to fill out statements related to this research.

2.2. Research Instrument

We used a Likert scale with 32 statements as the instrument. We conducted validity and reliability testing procedures on five instruments: Organizational Commitment, Performance, Job Satisfaction, Organizational Culture, and Compensation (Table 1).

Table 1 Measurement

Variable	Indicator	Statement
Commitment Organisation	Affective commitment	The company encourages its employees to innovate at work
	Ongoing commitment	Always try to give the best by implementing the habits that apply in the organization/company.
	Normative commitment	Employees feel comfortable with the situations and conditions within the company because what exists is considered good enough.
Satisfaction	Interesting Assignments.	The task assigned to me is very interesting.
	Opportunity to Learn	I used the new assignment as an opportunity to learn new things.
	Opportunity to Accept Responsibility	I often get the opportunity to accept responsibility.
	Progress For Employees	My job allows me to prepare for my future advancement.
	Feasibility	My salary is commensurate with my skill level.

	Opportunities to Develop	The company always supports efforts to increase intellectual abilities and improve careers.
	Opportunity to Expand Skills	A new, challenging job to broaden my skills.
	Technical Support to Employees	My boss is willing to take the time to help if I have difficulty completing work tasks.
	Support in Decision Making	Superiors always provide opportunities for conveying ideas or input useful in decision-making.
	Cooperative Co-workers	All employees support each other if one of the employees has difficulty completing their duties.
Performance	Quantity	Plan and prepare quality work results
	Quality	Maintain and improve work quality.
	Personal Behavior	My co-workers like my behavior at work
	Work Behavior	I will not go home before my work is completed according to the daily target.
	Dare to make a decision.	Dare to make decisions in emergency conditions.
	Ready to Accept Risk	Ready to take risks in every decision made
Organizational culture	Innovation	The company encourages its employees to innovate at work
	risk-taking	Dare to take risks in solving work problems.
	Attention to detail	The company expects employees to pay attention to each job in detail.
	Outcome orientation	Management focuses attention on results rather than attention to techniques and processes.
	People orientation	Company policies/decisions always consider employee conditions.
	Team orientation	Our success is a team success and not an individual one.
	Aggressiveness	Always try to give the best by implementing the habits that apply in the organization/company.
	Stability	The company encourages its employees to innovate at work
Compensation	Wages	The salary that Aston Hotel Bandar Lampung Indonesia gave me was based on the promises made by the company.
	Bonus	The bonus given by the Aston Hotel Bandar Lampung Indonesia is based on my achievements.
	Commission	The commission I get is from the income of the Aston Hotel Bandar Lampung Indonesia.
	Allowance	My health is guaranteed by the company.
	Facility	I am happy with the facilities provided by the company to me.

2.3. Data Analysis

Path Analysis is used to answer the hypothesis in this research. It estimates various multiple linear regression models simultaneously, both direct and indirect effects (Riadi, 2018). The Smart PLS application is used for testing validity, reliability, Outer Model, R-square, Goodness of fit (Q2 and SRMR), and direct and indirect influence.

3. Results and Discussion

3.1. Outer Model

Table 2. Measurement Model Results (outer model)

Variable	Indicator	Outer Loading	Composite Reliability	Cronbach's Alpha	Average Variance Extracted (AVE)
Commitment Organisation	Affective commitment	0.857	0.862	0.760	0.677
	Ongoing commitment	0.768			
	Normative commitment	0.839			
Satisfaction	Interesting Assignments.	0.731	0.951	0.942	0.659
	Opportunity to Learn	0.826			
	Opportunity to Accept Responsibility	0.830			
	Progress For Employees	0.838			
	Feasibility	0.813			
	Opportunities to Develop	0.817			
	Opportunity to Expand Skills	0.745			
	Technical Support to Employees	0.853			
	Support in Decision Making	0.818			
	Cooperative Co-workers	0.840			
Performance	Quantity	0.802	0.922	0.899	0.664
	Quality	0.782			
	Personal Behavior	0.847			
	Work Behavior	0.767			
	Dare to make a decision	0.842			
	Ready to Accept Risk	0.846			
Organizational culture	Innovation	0.792	0.920	0.901	0.592
	risk-taking	0.775			
	Attention to detail	0.853			
	Outcome orientation	0.705			
	People orientation	0.741			
	Team orientation	0.758			
	Aggressiveness	0.811			
Stability	0.711				
Compensation	Wages	0.871	0.918	0.888	0.693
	Bonus	0.752			
	Commission	0.840			
	Allowance	0.799			
	Facility	0.893			

Source: Author

The outer model testing stage is the measurement model testing stage, which aims to prove the validity and estimate the reliability of indicators and constructs. Based on Table 1, the outer loading value achieved is based on the recommended value above 0.70, so each indicator in this research is valid. Reliability testing (CR) and Cronbach's alpha (CA) values were used to evaluate the reliability of the data collection tool. Table 1 states that all latent variable values have CR and CA values above 0.70, and the Average Variance Extracted (AVE) value is greater than 0.5, so the construct has good reliability or reliable and consistent data.

3.1.1. R^2 (R-Square)

Table 3 R-Square

	R Square	R Square Adjusted
Commitment Organisation	0.889	0.883
Performance	0.885	0.882
Satisfaction	0.877	0.874

Source: Author

Based on Table 2, the overall R-square value of each variable is more than 0.50: the Commitment Organization variable is 0.889, the Performance variable is 0.885, and the Satisfaction variable is 0.887. This shows that the model has strong power (Hair et al., 2011).

3.1.2. Goodness of fit (Q^2 and SRMR)

Table 4 Q^2 and SRMR Result

	Q^2 (=1-SSE/SSO) CCC	Q^2 (=1-SSE/SSO) CCR	Saturated Model	Estimated Model
Commitment Organisation	0.269	0.484		
Compensation	0.363			
Organizational Culture	0.361			
Performance	0.308	0.335		
Satisfaction	0.447	0.431		
SRMR			0.089	0.091

CCC=Construct Cross-validated Commuality, CCR=Construct Cross-validated Redundancy

Source: Author

Q^2 is the adjusted coefficient of determination, indicating how well the statistical model can predict the data. If $Q^2 > 0$, the model has predictive relevance; if $Q^2 < 0$, the prediction is less relevant (Chin, 1998). In Table 3, both the Construct Cross-validated Commuality and Construct Cross-validated Redundancy values have passed the threshold above 0, so Q^2 has predictive relevance. Model Fit is used to assess the fit between the model and data in testing the influence of variables. One of the conditions is that the SRMR (Standardized Root Mean Square Residual) value must be less than 0.10 (Muhson, 2022). In Table 3, the SRMR is 0.089 less than 0.10, so the model suitability has been fulfilled.

3.1.3. Hypothesis test

Table 5 Hypothesis test results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
Compensation -> Commitment Organisation	-0.039	-0.034	0.120	0.322	0.747	Rejected
Compensation -> Performance	0.511	0.459	0.193	2.651	0.008	Accepted
Compensation -> Satisfaction	0.391	0.344	0.199	1.968	0.050	Accepted
Organisation Culture -> Commitment Organisation	-0.014	0.017	0.143	0.095	0.924	Rejected
Organizational Culture -> Performance	0.466	0.497	0.190	2.449	0.015	Accepted
Organizational Culture -> Satisfaction	0.580	0.616	0.185	3.130	0.002	Accepted

Performance -> Commitment Organisation	0.525	0.556	0.210	2.507	0.012	Accepted
Satisfaction -> Commitment Organisation	0.473	0.401	0.252	1.876	0.061	Rejected
Compensation -> Performance -> Commitment Organisation	0.269	0.260	0.159	1.686	0.092	Rejected
Organizational Culture -> Performance -> Commitment Organisation	0.245	0.273	0.150	1.630	0.104	Rejected
Compensation -> Satisfaction -> Commitment Organisation	0.185	0.144	0.135	1.371	0.171	Rejected
Organizational Culture -> Satisfaction -> Commitment Organisation	0.274	0.243	0.178	1.540	0.124	Rejected

Source: Author

3.1.4. Direct Influence

The results of Table 4 on the influence of organizational culture on performance with t-count 2.449= t-count>1.96 with a significance level of 0.015<0.05 shows that H₁ is accepted, which means performance is influenced by organizational culture. On the effect of compensation on performance with t-count 2.651= t-count>1.96 with a significance level of 0.008<0.05, this shows that H₂ is accepted, which means performance is influenced by compensation. On the influence of organizational culture on organizational commitment with t-count 0.095= t-count<1.96 with a significance level of 0.924>0.05, this shows that H₃ is rejected, which means organizational commitment is not influenced by organizational culture. Regarding the influence of organizational culture on organizational commitment with t-count 0.322= t-count<1.96 with a significance level of 0.747>0.05, this shows that H₄ is rejected, which means organizational commitment is not influenced by compensation. On the influence of organizational culture on job satisfaction with t-count 3.130= t-count>1.96 with a significance level of 0.002<0.05, this shows that H₉ is accepted, which means job satisfaction is influenced by organizational culture.

On the effect of compensation on job satisfaction with t-count 1.968= t-count>1.96 with a significance level of 0.050=0.05, this shows that H₁₀ is accepted, which means job satisfaction is influenced by compensation. Regarding the influence of performance on organizational commitment with t-count 2.507= t-count>1.96 with a significance level of 0.012<0.05, this shows that H₁₁ is accepted, which means organizational commitment is influenced by performance. On the influence of job satisfaction on organizational commitment with t-count 1.876= t-count<1.96 with a significance level of 0.061>0.05, this shows that H₁₂ is rejected, which means organizational commitment is not influenced by job satisfaction.

3.1.5. Indirect Influence

The results of Table 4 on the influence of job satisfaction on organizational commitment with t-count 1.630= t-count<1.96 with a significance level of 0.104>0.05 shows that H₅ is rejected, which means organizational commitment is not influenced by organizational culture through performance. Regarding the influence of job satisfaction on organizational commitment with a t-count of 1.540= t-count<1.96 with a significance level of 0.124>0.05, this shows that H₆ is rejected, which means that organizational commitment is not influenced by organizational culture through job satisfaction.

Regarding the influence of job satisfaction on organizational commitment with a t-count of 1.686= t-count<1.96 with a significance level of 0.092>0.05, this shows that H₇ is rejected, which means that organizational commitment is not influenced by compensation through performance. Regarding the influence of job satisfaction on organizational commitment with

a t-count of $1.371 = t\text{-count} < 1.96$ with a significance level of $0.171 > 0.05$, this shows that H_8 is rejected, which means that organizational commitment is not influenced by compensation through job satisfaction.

3.2. Discussion

The results of the influence of performance influenced by organizational culture are by research reports (Korda & Rachmawati, 2022; Soomro & Shah, 2019). The primary role of organizational culture in determining a company's performance is not only limited to the values, beliefs, and norms held by members of the organization but also includes its implementation in daily activities. A strong culture that is in line with the company's vision tends to improve performance because it creates an environment where employees feel encouraged to be innovative, dare to take risks, pay attention to details, focus on results, have a people orientation, work as a team, and maintain organizational stability.

The results of the influence of performance influenced by compensation are by research reports (Indripriarko & Aima, 2022; Laras et al., 2021). Compensation has a significant role in influencing a company's employee performance. Strong employee incentives can lead to better results when compensation systems are implemented fairly and adequately. Employees who feel valued through compensation that aligns with their contributions tend to be more motivated and committed and demonstrate higher performance.

The results of the influence of organizational commitment, which Organizational Culture influences, are based on research reports (Pamungkas et al., 2023). Although organizational culture significantly impacts various aspects of the company, organizational commitment is not always entirely influenced by this culture. However, it is essential not to ignore the potential dysfunction of cultural aspects, especially if the culture is robust within the organization (Robbins et al., 2016). Individual factors such as the relationship between management and employees, perceptions of career opportunities, fairness in organizational policies, and balance between work and personal life often influence employee commitment to the organization. Although organizational culture provides an essential framework, an individual's commitment to the organization is often influenced by complex and diverse factors.

The results of the influence of organizational commitment, which is influenced by compensation, are contrary to research reports (Fahmy & Priyono, 2023; Hilimi et al., 2020; Tahar & Sofyani, 2020). The generally accepted theory states that employee compensation can influence organizational commitment. In theory, the higher the compensation given, the greater the commitment employees have to the organization where they work. However, research findings often contradict this theory. Although several studies show a relationship between compensation and organizational commitment, some findings show that this relationship sometimes works in different directions. Other factors such as organizational justice, job satisfaction, company culture, and employee personal factors can also play an essential role in determining the level of commitment to the organization. This shows that the relationship between compensation and organizational commitment is complex and needs to be understood in more depth through further research.

The study results on job satisfaction influenced by organizational culture are based on research reports (Korda & Rachmawati, 2022; Paais & Pattiruhu, 2020). In a corporate environment, job satisfaction is generally influenced by its organizational culture. Organizational culture includes company members' values, norms, and attitudes. Employees tend to feel more satisfied with their jobs if an organizational culture creates a positive, inclusive, and motivating work atmosphere. Therefore, a good organizational culture is crucial in creating a satisfying work atmosphere, ultimately increasing productivity, retaining employees, and supporting the company's long-term success.

The results of the influence of job satisfaction on compensation are based on research reports (Budiono, 2022; Indripriarko & Aima, 2022). The compensation elements received by employees often influence job satisfaction. Apart from salary, compensation also includes allowances, bonuses, and other incentives. Employees who feel that they are receiving rewards commensurate with their contribution and performance will feel satisfied with their work. Fair and competitive compensation can motivate employees to work harder and commit, as they feel recognized and appreciated for their efforts.

The results of organizational commitment, which is influenced by performance, are based on research reports (Andriansyah et al., 2023; Budiono, 2024). Individual achievements within it can influence employee commitment to an organization. If employees feel successful in their duties and contribute significantly to the company's vision, they will usually feel more engaged and determined to support the organization. Satisfactory performance often generates a sense of pride and a strong identity with the company, increases employee loyalty, and strengthens the bond between the individual and the organization.

The results of organizational commitment, influenced by job satisfaction, are contrary to research reports (Cherif, 2020; Eliyana et al., 2019; Setiawan et al., 2023). In theory, there is an expectation that job satisfaction will impact commitment to the organization, but often, research needs to show a stronger relationship. It can be due to differences in how the research is conducted and factors such as the culture within the organization and the level of fairness within it that influence the research results. Due to the complexity of the relationship between job satisfaction and organizational commitment, more in-depth research is needed to understand all the factors involved.

The indirect influence of organizational culture and compensation variables on organizational commitment, both through performance and job satisfaction variables, has no significant effect. Therefore, the two exogenous variables, organizational culture, and compensation, can directly influence organizational commitment without having to go through performance or job satisfaction variables.

4. Conclusion

From the results of statistical data processing and discussions that have been carried out, performance is directly impacted by organizational culture and compensation. Organizational commitment, however, is not directly affected by either organizational culture or compensation. On the other hand, job satisfaction is directly influenced by organizational culture and compensation. Furthermore, organizational commitment is directly influenced by performance rather than job satisfaction. Organizations need to focus on developing a positive organizational culture and adequate compensation systems, as both directly impact employee job satisfaction. In addition, it is essential to recognize that job satisfaction is a significant factor influencing employee commitment to the organization. Effective management of employee performance is also needed because good performance is closely related to high commitment. Further evaluation of the factors that influence job performance and satisfaction is also needed so that organizations can ensure that all relevant aspects have been considered to strengthen employee commitment and improve overall performance.

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