

Analysis of Organizational Commitment, Compensation and Job Satisfaction on Official Performance at the Nganjuk Regency Cooperatives and Micro Enterprises Office

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Abstract

Research aim : The purpose of this study isto test whether Organizational Commitment, Compensation and Job Satisfation on Official Peformance at the Nganjuk Regency Coperatives and Micro Enterprires Office

Design/Method/Approach: The method i this study is quantitative-based. Samples were taken using the samplin technique The sampling technique used by the researcher was saturated sampling technique and a sampleof 44 respondents was obtained from the results of filling out a questionnaire to Officials of the Nganjuk Regency Cooperatives and Micro Enterprises Office Analysis and data processing using SPSS 25 software

Research Finding : The variables of Organizational Commitment, Compensation andJob Satisfactionpartially and imultaneously have a significant effect on Official performancs at the Nganjuk Regency Cooperatives and Micro Enterprises Office

Theoretical contribution/Originality : The researcher hopes that the results of this study can Nganjuk Regency Cooperatives and Micro Enterprises Office develop knowledge Nganjuk Regency Cooperatives and Micro Enterprises Office and the basis of thinking to help make a solution to overcome the phenomenon that occurs in this research. In addition, it can also be a study material for future research development, especially in the field of coaching and Official performance development

Practitionel/Policy implication : The hope is for future researchers to furthe develop fromthe limitation of this study, such as data obtained is only sourced fromquestionnaires and limited sampleis and more relevant examiner variables.

Research limitation : The limitations of this study are that the variables used are less than optimal to represent and the research object is limited to Officials of the Nganjuk Regency Cooperatives and Micro Enterprises Office

Keywords : Organizational Commitment, Compensation, Job Satisfactin, Official Performance

1. Introduction.

The Nganjuk Regency Cooperatives and Micro Enterprise Office is one of the institutions under the Nganjuk Regency government which is tasked with coaching and assisting the cooperative and small business sectors in the Nganjuk Regency area. The focus of this Office is to provide services to the community related to registration assistance to business financing for prospective entrepreneurs. In order to achieve the existing duties and responsibilities, the participation of all elements in the Cooperatives and Micro Enterprises Office must synergize with each other to provide the best service for the community. However, there are internal problems that cause the Nganjuk Regency Cooperatives and Micro Enterprise Office to lack massiveness in running the program, namely Official performance. The factor that causes Official performance problems is the declining motivation which is due to some Officials who are dissatisfied with the compensation given. For example, the provision of facilities, incentives and so on that cause Officials to be less motivated at work. On the other hand, Official commitment to the organization is still considered low with a lack of proposals and inputs for the development of official programs.

In this study, there are several factors taken by the researcher that affect the performance of Officials of the Nganjuk Regency Cooperatives and Micro Enterprise Office, namely Organizational-Commitment, Compensation and Job-Satisfaction. Organizational commitment determines the success of organizational management in achieving goals. Moral and system support in responding to Official proposals that are less optimistic makes Officials not feel cared for, this is due to concerns from Officials that they will be sanctioned if they submit their complaints. The results of other studies state that the stronger the organization's commitment, of course, will improve the performance of Officials in carrying out their daily duties[1] However, there is a study that states that organizational commitment is only a form of favoring a certain organization and its goals, goals, and desire to maintain membership in the organization so that it does not make Official performance better[2]

Compensation is one of the ways that companies can provide rewards to Officials. Compensation can improve or decrease Official performance[3]. In reality, employees of the Nganjuk Regency Cooperatives and Micro Enterprises Office were found to be less satisfied with the provision of compensation which was considered smaller than the loyalty given. The demands of their dynamic work without material support make employees work less than optimally. With the introduction of compensation, employees are more eager to do the work and responsibilities given by the leadership in the company[4]. So that compensation affects employee performance. However, there is research that states that compensation has no effect on employee performance[5].

Job satisfaction is a set of Officials' feelings towards their work, whether happy or unhappy as a result of Official interaction and assessment of their work and work environment[4]. Employees of the Nganjuk Regency Cooperatives and Micro Enterprises Office feel underrepresented in terms of their job satisfaction because the work demands

given are not proportional to the compensation given, low moral support so that it affects how employees feel safe and comfortable working with satisfaction. Job satisfaction is very important to be able to support Official performance, for that it is necessary to maintain what is already good and must continue to evaluate and improve job satisfaction such as salary in accordance with responsibilities, a good work environment and job placement in accordance with their respective skills in order to be able to improve Official performance[6] However, there is research that states that job satisfaction is a person's individual trait so that they have different levels of satisfaction according to the value system that applies to them so that they do not have a major impact on performance[7]

Based on several descriptions of the phenomenon that occurred, it was found that there were inconsistencies in previous research. Therefore, the researcher wanted to delve further into the factors that affect Official performance with a series of tests on variables. Through this study entitled "Analysis of Organizational Commitment, Compensation and Job Satisfaction on Official Performance at the Nganjuk Regency Cooperatives and Micro Enterprises Office"

1.1. Statement of Problem

Base several descriptions of the phenomena that occurred, this problem statement obtained is as follows:

- a. Whether Organizational Commitment has asignificant affect on Officialsperformance at the Nganjuk Regency Coperatives and Micro Enterprise Office (H_1)
- b. Whether Compensation affect Officialperformance at the Nganjuk Regency Coperatives and Micro Enterprise Office (H_2)
- c. Whether Job Satisfaction affect Officialperformance at the Nganjuk Regency Coperatives and Micro Enterprise Office (H_3)
- d. Whether Organizational-Commitment, Compensation and Job Satisfaction together affect Officialperformance at the Nganjuk Regency Coperatives and Micro Enterprise Office (H_4)

1.2. Research Objectives

Based the description of the problem abbove, the porpuse of this research is as follows:

- a. To analyze whethers Organizational-Commitment has a signiificant affect on Official Peformance atthe Coperatives and Micro Enterprise Office on Nganjuk Regency
- b. To analyze whether Compensation affects Official Peformance at the Nganjuk Regency Coperatives and Miicro Enterprise Officees
- c. To analyze whether Job Satisfation affects Official Peformance at the Nganjuk Regency Coperatives and Micro Enterprise Office
- d. To analyze whether Organizational Commitment, Compensation and Job Satisfaction together affect Official Performance atthe Coperatives and Miicro Enterprise Office of Nganjuk Regency

2. Method

The metho inthis studys is quantitative approach, the data used is type of primary data in the form of numbers/statistics procesed using SPSS software. Data was obtain from the results of the submission of questionnaires with the population in this study, namely all

Officials of the Nganjuk Regency Cooperatives and Micro Enterprise Office, totaling 44 people. The sampling technique used by the researcher is the saturated sampling technique (census), which is a sampling technique used if all members of the population are sampled [8]. This study used all the population as sample because the matched characteristic which is all the officials of Nganjuk Regency Cooperatives and Micro Enterprise Office to ensure good representation resulting in more accurate data. This study uses multiple linear regression analysis with the formula $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$. Data testing uses several tests, namely the classical assumption test which includes the normality test, the multicollinearity test, the multicollinearity test and the heteroscedasticity test. Hypothesis tests are partial tests (t-test), simultaneous tests (f) and determinant coefficients.

This study uses two types of variables, namely independent variables and dependent variables. There are three independent variables, namely Organizational Commitment, Compensation and Job Satisfaction. The dependent variable is Official Performance

Table 1 . Operational Definition of Variables

Nama Variabel	Definisi	Indikator
Organizational Commitment (X1)	A measure of the willingness to work to stay in the company in the future[9]	1. Affective commitment 2. Continuous commitment 3. Normative commitment[10]
Compensation (X2)	All forms of remuneration, both financial and non-financial, such as wages, salaries, allowances, bonuses, meals, overtime pay, health insurance, and incentives given to Officials as rewards or remuneration for performing organizational tasks[5]	1. Fixed wage/salary received 2. Other financial income (bonuses, overtime pay, prizes) 3. Provision of health insurance 4. Special awards.[5]
Job Satisfaction (X3)	A set of Officials' feelings towards their work, whether happy or unhappy as a result of Official interaction and assessment of their work and work environment[4]	1. Salary, 2. The work itself, 3. Co-workers, i.e. friends to whom 4. Superiors, 5. Promotion, 6. A work environment, namely the physical and psychological environment.[6]
Official Performance (Y)	Systematic assessments to determine the results of Official work and organizational performance	1. Work results, 2. Job knowledge, 3. Initiative, 4. Attitude is work spirit and positive attitude in carrying out work duties 5. Discipline of time and attendance, namely punctuality and level of attendance[6]

Source : 2024 Data Processing Results

Validity Test

Validity testing is needed to provide results that are valid or not from the data collected in each item used by the researcher. In this study, a two-sided test was used using a significance rate of 0.05 with the criteria of $r \text{ calculation} \geq r \text{ table}$. The following are the results of data processing

Table 2 : Validity Test

Variable Name	Question Items	Calculate r value	Table r values	Information
Organizational Commitment (X1)	1	0,799	0,349	Valid
	2	0,695	0,349	Valid
	3	0,749	0,349	Valid
	4	0,778	0,349	Valid
	5	0,810	0,349	Valid
	6	0,641	0,349	Valid
	7	0,834	0,349	Valid
	8	0,825	0,349	Valid
Compensation (X2)	9	0,760	0,349	Valid
	10	0,779	0,349	Valid
	11	0,773	0,349	Valid
	12	0,636	0,349	Valid
	13	0,741	0,349	Valid
	14	0,449	0,349	Valid
	15	0,756	0,349	Valid
	16	0,600	0,349	Valid
Job Satisfaction (X3)	17	0,683	0,349	Valid
	18	0,483	0,349	Valid
	19	0,697	0,349	Valid
	20	0,616	0,349	Valid
	21	0,796	0,349	Valid
	22	0,767	0,349	Valid
	23	0,707	0,349	Valid
	24	0,757	0,349	Valid
Official Performance (Y)	25	0,695	0,349	Valid
	26	0,720	0,349	Valid
	27	0,617	0,349	Valid
	28	0,622	0,349	Valid
	29	0,629	0,349	Valid
	30	0,701	0,349	Valid
	31	0,560	0,349	Valid
	32	0,728	0,349	Valid

Source : SPSS 2024 Data Processing Results

Reliability Test

Reliability tests are related to the consistency and stability of data. To see the reliability of each instrument, you can use the Cornbach alpha (α) coefficient. It can be said to be reliable if the cornbach alpha (α) ≥ 0.70 .

Table 3 . Reliability Test

Variable	Cornbach Alpha (a)	Border	Information
Organizational Commitment (X1)	0,837	0,700	Reliable
Compensation (X2)	0,864	0,700	Reliable
Job Satisfaction (X3)	0,843	0,700	Reliable
Official Performance (Y)	0,843	0,700	Reliable

Source : SPSS 2024 Data Processing Results

3. Results and Discussion

Classic Assumption Test

The purpose of the classical assumption test is to find out whether the results of the multiple linear regression analysis applied in the study are not affected by deviations. In this research, the classical assumption tests applied are normality, multicollinearity and heteroskedasticity test.

Table 4: Results of the Normality Test

One Sample Kolmogorov Smirnov		
		Unstandardized Residual
N		44
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1,77707051
Most Extreme Differences	Absolute	.119
	Positive	.087
	Negative	-.119
Test Statistic		.119
Asymp. Sig. (2-tailed)		.131 ^c
a. Test distribution is Normal		
b. Calculated from data		
c. Lilliefors Significance Correction.		

Source : SPSS 2024 Data Processing Results

In the study, a normality test was carried out to detect whether the distribution of variables was normal or not. The condition for data is said to be normal if the significance value > 0.05 and vice versa if the significance value < 0.05 . Based on table 4, it can be concluded that the *Asymp* value is available. The *Sig (2-tailed)* value is 0.131 greater than the significance requirement of 0.05, so the variable data has been distributed normally.

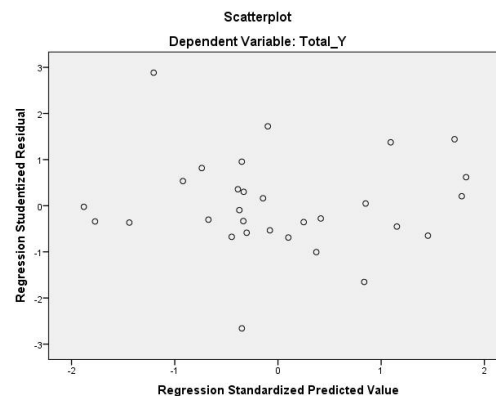
Table 5: Multicollinearity Test Results

Model	Coefficients ^a	
	Tolerance	Collinearity Statistics VIF
1	(Constant)	
	Total_X1	,527 1,898
	Total_X2	,489 2,046
	Total_X3	,760 1,316

a. Dependent Variable: Total_Y

Source : SPSS 2024 Data Processing Results

The multicollinearity test is carried out to detect the relationship between independent variables which is said to be good if no relationship is found between the variables. In measurement, the multicollinearity test can be measured by VIF and Tolerance. It can be said that there is no multicollinearity if the VIF value is ≤ 10 and the tolerance ≥ 0.10 . The results of the tests that have been carried out show all tolerance values of independent variables > 0.10 and VIF values < 10 . Therefore, it can be concluded that there are no symptoms of multicollinearity in all variables in this study.



Source : SPSS 2024 Data Processing Results

Figure 2 . Scatterplot Test Results

The Heteroscedasticity test aims to test whether in the regression model there is a variance inequality from residual one observation to another [5]. To check whether there is heteroscedasticity in the scatterplot can be detected by looking at the special pattern in the scatterplot graph between SRESID and ZPRED and looking at the spread of points above and below the number 0 on the Y axis. Therefore, it can be concluded there is no heteroscedasticity in this regression model.

Multiple Linear Regression Analysis

The multiple linear regression test aims to calculate the magnitude of the influence of two or more independent variables on the dependent variable [8]. The multiple linear

regression analysis aims to determine whether there is an effect of two or more independent variables on the dependent variable

Table 6 : Multiple Regression Test Results
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,686	2,822		,243	,809
	Total_X1	,592	,118	,477	5,015	,000
	Total_X2	,429	,098	,420	4,367	,000
	Total_X3	,103	,050	,169	2,069	,045

a. Dependent Variable: Y1

Source : SPSS 2024 Data Processing Results

From the coefficient table above, it can be seen that the regression equations formed are:

$$Y = 0.686 + 0.592X1 + 0.429X2 + 0.103X3$$

Where: Y: Official performance

X1 : Organizational Commitment

X2 : Compensation

X3 : Job Satisfaction

0.686 is a constant value in the regression of the independent variables above, meaning that if the independent variables (Organizational Commitment, Compensation and Job Satisfaction) are considered constant, then Financial Performance changes 0.686. Every additional value of 1 to the Organizational Commitment can increase Financial Performance by 0.592. Then if values are added by 1 to the Compensation, it can result in an increase in Financial Performance by 0.429. Finally, if there is an addition of 1 value to Job Satisfaction, it can result in an increase in Financial Performance by 0.103.

Table 7 : Determination Coefficient Test Results

Model Summary^a

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,878 ^a	,770	,753	1,84251

a. Predictors: (Constant), Total_X3, Total_X1, Total_X2

b. Dependent Variable: Y1

Source : SPSS 2024 Data Processing Results

Based on the results of the determination coefficient test with an *Adjusted R Square* value of 0.753 (75.3%), it can be interpreted that the variables of Organizational Commitment, Compensation and Job Satisfaction can explain the variability of Financial Performance by 75.3%. Meanwhile, there are around 24.7% influenced by other variables that are not explained in this study.

Hypothesis Test Results (Partial and Simultaneous)

Table 8 : Partial Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.686	2.822		.243	.809		
Total_X1	.592	.118	.477	5.015	.000	.636	1.573
Total_X2	.429	.098	.422	4.367	.000	.622	1.607
Total_X3	.103	.050	.169	2.069	.045	.859	1.164

a. Dependent Variable: Y1

Source : SPSS 2024 Data Processing Results

H1 : The Effect of Organizational Commitment on Official Performance at the Cooperatives and Micro Enterprises Office of Nganjuk Regency

From the results of the tests that have been carried out, it can be concluded the Organizational Commitment variable has significance value 0.000, this value lower than the significance level of 0.05 and the calculated t-value is 5,015, meaning the Organizational Commitment variable has a partially significant influence on the Official Performance variable. This shows that if the commitment is high, an Official will carry out his duties or work in an orderly and smooth manner so that his work results (performance) will increase and will also have an impact on the company's goals that can be achieved optimally[9]. In addition, organizational commitment refers to the identification of Official goals with organizational goals, the willingness to exert all efforts in the interests of the organization and the attachment to remain part of the organization[1]. Because every company wants to have Officials who have good performance in order to advance the company[11]

H2 : The Effect of Compensation on Official Performance at the Cooperatives and Micro Enterprises Office of Nganjuk Regency

From the results of the tests that have been carried out, it can be concluded that the Compensation variable has a significance value of 0.000, this value is lower than the significance level of 0.05 and the calculated t-value is 4,367, meaning that the intermediate accounting learning variable has a partially significant influence on the Official Performance variable. This shows that when it is compensated, Officials are more eager to do the work and responsibilities given by the leadership in the company[4]. For companies that provide appropriate compensation to their Officials and Officials also comply with all regulations given by the company, it will have a good impact on improving Official performance[12]

H3 : The Effect of Job Satisfaction on Official Performance at the Cooperatives and Micro Enterprises Office of Nganjuk Regency

From the results of the tests that have been carried out, it can be concluded that the Job Satisfaction variable has a significance value of 0.045, this value is lower than the significance level of 0.05 and the calculated t-value is 2.069, meaning that the Job Satisfaction variable has a partially significant influence on the Official Performance variable. This shows that job satisfaction is very important to be able to support Official performance,

for that it is necessary to maintain a good one and must continue to evaluate and improve job satisfaction such as salary in accordance with responsibilities, a good work environment and job placement in accordance with their respective skills in order to be able to improve Official performance[6]

Table 9. Simultaneous Test Result

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	454,630	3	151,543	44,639	,000 ^b
Residual	135,793	40	3,395		
Total	590,423	43			

a. Dependent Variable

b. Predictors: (Constant), Total_X3, Total_Total_X1X1, Total X2

Source: SPSS 2024 Data Processing Results

H4: The Effect of Organizational Commitment, Compensation and Job Satisfaction on Official Performance at the Cooperatives and Micro Enterprises Office of Nganjuk Regency

From the results of the tests that have been carried out, it can be concluded that the Organizational Commitment variable has a significance-value 0.000, this value is lower than the significance level of 0.05 and the calculated t-values is 44,639, meaning that Organizational-Commitment, Compensation and Job-Satisfaction have a together affect on Officials Performance

4. Conclusion

Based on the results of the test of the above research, it can be that the variables of Organizational-Commitment, Compensation and Job-Satisfaction partially and simultaneously have a significant affect on Officials performance at the Nganjuk Regency Cooperatives and Micro Enterprises Office.

The researcher hopes that the results of this study can develop knowledge and the basis of thinking to help make a solution to overcome the phenomenon that occurs in this research. In addition, it can also be a study material for future research development, especially in the field of coaching and Official performance development.

The hope is for future researcher to further develop on the limitations of this study, such as data obtained is only sourced from questionnaires and limited samples and more relevant examiner variables. Later, the next researcher is expected to further develop the topic by adding other variables such as skills, Official proficiency and others, as well as expand the scope of the research.

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