
**THE EFFECT OF COMPENSATION AND JOB CHARACTERISTICS ON
PERFORMANCE MEDIATED BY ORGANIZATIONAL COMMITMENT (A
STUDY OF PEKALONGAN CITY GOVERNMENT EMPLOYEES)**



Dwi Pardianto¹

Universitas Stikubank Semarang, Semarang, Indonesia
dwipardianto0021@mhs.unisbank.ac.id

Endang Tjahjaningsih²

Universitas Stikubank Semarang, Semarang, Indonesia
naning@edu.unisbank.ac.id

Abstract

This study aims to analyze the direct and indirect effects of compensation and job characteristics on employee performance, with organizational commitment as a mediating variable. The study used a quantitative approach with a survey method. Data were collected through a questionnaire with a Likert scale of 1–7 and analyzed using validity and reliability tests, classical assumption tests, multiple linear regression, and mediation tests (Sobel test). The results showed that compensation had no effect on employee performance, while job characteristics had a positive and significant effect on employee performance. Organizational commitment was shown to partially mediate this relationship. The implication is that improving fair compensation systems and effective job design can strengthen employee commitment and improve public sector performance.

Keywords: Compensation, Job characteristics, Organizational Commitment, Performance

INTRODUCTION

One of the challenges facing the government, particularly local governments, is how to ensure employees perform optimally in carrying out their duties and functions within their respective government organizations. This challenge is justified, given that the public expects employees to be able to provide the best possible service to the public in carrying out their duties and functions as public servants. Gibson (1997) defines performance as the results of work related to organizational goals such as quality and quantity. The quality of work is assessed from the responsibility and initiative that employees have in carrying out their work, completing the task, while the quantity of work can be assessed from the work achievement targets and timeliness in completing the work.

Good organizational commitment is needed because organizational commitment is very important in stabilizing conditions and situations in an organization. Organizational commitment is the commitment of an employee to the organization where he works. Employee commitment to the organization is one of the guarantees of maintaining the continuity of the organization. If an organization is able to meet the expectations of diverse employees with their respective individual characteristics, it will automatically create a sense of comfort and pleasure for employees, so that it can create a sense of satisfaction and comfort to work in the organization. Yuliana (2017). Therefore, commitment within the organization must always be maintained optimally in order to maintain the smooth running of work activities within an organization so that it can carry out its vision and mission effectively and efficiently. Essentially, an employee's performance is highly individualized, as each employee possesses varying levels of ability in carrying out tasks and tasks. A person's performance depends on a combination of their abilities, efforts, and the opportunities they receive. Therefore, individual characteristics are a key factor influencing employee performance. Each employee possesses unique characteristics, which explain why their performance differs. The Pekalongan City Government has diverse employees, driven by their diverse backgrounds, including educational background, family background, environmental background, economic background, and other factors. With these varying individual characteristics, employee performance is often suboptimal, negatively impacting organizational goals.

Among these phenomena are: some employees still don't attend morning roll call, some employees still arrive late to work, and some employees still leave work early. Based on attendance data taken from fingerprint recordings, Only a few employees attended and were absent from the morning roll call. The average number of employees who attended the morning roll call, which was held no later than 07.30, from the target of 95% of employees was only 86% of employees in September, 85 employees in October, 81 employees in November and 80 employees in December. This means that no more than 90 percent of employees attended the morning roll call each month. Meanwhile, attendance was recorded using fingerprints can be implemented from 06.30 to 07.30. Based on the data above, it can be seen that on average per month between September and December, no more than 85 percent of employees who do attendance come in in the morning, in other words, the rest are late to the office. Meanwhile, for the absence to go home that can be implemented between 16.30 to 19.30, only around 80% to 83% of employees, which means the rest go home before the office closing time. For employees who do not come in without explanation, an average

of one employee per week. This phenomenon can of course have an impact on less than optimal work completion.

Job characteristics are also a factor thought to influence organizational commitment and employee performance. Different job characteristics among employees will produce different outcomes. Employees with a heavier workload will naturally have different workloads than those with a lighter workload. A common problem is differences in job characteristics between employees, which can lead to jealousy and negatively impact employee performance. This phenomenon occurred in the Pekalongan City Government. Of course, There is several OPDs whose employees get compensation more However characteristics his job No complicated, but There are employees who do not get compensation more but characteristics his job Enough Complicated. Comparing these tasks is naturally prone to jealousy between OPDs. This can diminish the work characteristics of employees with higher workloads compared to other employees if this occurs continuously.

Furthermore, compensation is also suspected of influencing an employee's commitment and performance within an organization. Compensation is a right that employees must receive after completing their obligations. For an employee, compensation helps determine lifestyle, status, and self-esteem. For an organization, compensation can influence productivity by maintaining existing human resources rather than replacing them. However, inappropriate compensation can degrade the work characteristics and performance of civil servants.

Unfair compensation can create a perception of injustice that lowers the morale of ASN because they feel there is no point in achieving when their work results are valued the same as other ASN with low performance. Compensation can give based on rank, position as well as burden work. Compensation that is generally accepted by the apparatus State Civil Servants (ASN) are salary, benefits, insurance health, inventory, etc. The value of the compensation provided expected capable sufficient needs and expectations capable make characteristics work for the employee for more increase its performance. In reality mark the felt relatively small if compared to with burden work and more tightness regulations in force to ASN.

Table 1
Employee Attendance Targets and Realizations Pekalongan City Government
September – December 2024

No	Month	Employees Who Are Absent (Target)	Realization	% Realization
1.	September	95	86	86
2.	October	95	85	85
3	November	95	81	81
4.	December	95	80	80

Source: Pekalongan City Government Presentation (2025)

Based on the table above, it can be concluded that there has been a decline in performance. employee based on compliance Absenteeism. The decline in employee or organizational performance is the accumulation of group performance, while group performance itself is the accumulation of individual performance. Therefore, there is a link

between the decline in organizational performance and employee performance in the Pekalongan City Government, which in this case is the main basis for choosing the title in compiling the research, where performance is a strong dependent factor.

Apart from the job characteristics of each employee, there's also a related factor, namely compensation. Compensation influences the extent to which an employee performs in relation to their job responsibilities for the company. Compensation is defined as “an individual's sense of purpose and focused energy, evident to others in the display of personal initiative, adaptability, effort, and persistence directed toward organizational goals”. In the definition above, there are important fundamental things in compensation, namely a sense of purpose in work, focused energy, all of which are demonstrated in personal initiative, adaptability, effort, and persistence directed towards achieving organizational goals.

REVIEW OF LITERATURE

Performance

Employee performance (job performance) can be interpreted as the extent to which a person carries out his responsibilities and work duties (Singh et al., 1996). Gomes (1995) said that job performance is a record of the results or output (outcomes) produced from a particular job function or activity within a certain time period. According to Gibson (1997), performance is the result of work related to organizational goals such as quality, quantity, and work efficiency.

Organizational Commitment

Commitment Organizational commitment is a feeling of psychological and physical connection or attachment of employees to the organization where they work or the organization of which they are members (Wirawan, 2013). Luthans (2006) defines organizational commitment as a strong desire to remain a member of an organization, a desire to work hard according to organizational expectations, certain beliefs and acceptance of organizational values and goals. This is not much different from the definition of organizational commitment according to Robbins & Judge (2011) who explain that organizational commitment is a condition in which an employee sides with a particular organization and its goals and desires to maintain membership in the organization. Organizational commitment reflects employee loyalty to the organization and is an ongoing process in which organizational members express their concern for the organization and its continued success and progress.

Characteristics Work

There are several definitions of job characteristics. In an organization, job structure begins with job design, which defines the activities of individual or group employees within the organization (Handoko, 2004). The purpose of this structure is to organize work assignments to meet organizational, technological, and behavioral needs. Therefore, it can be concluded that job characteristics are job descriptions that serve as guidelines for work and, in their implementation, can achieve satisfaction.

Job characteristics are attributes of employee tasks and include a number of responsibilities, various tasks, and the extent to which the job has characteristics that can make employees feel satisfied (Tamalero et al., 2012). Another concept of job characteristics is the variety of skills, task identity, task specificity, autonomy and feedback carried out by workers / employees in carrying out their duties which can affect the level of job satisfaction

(Heriawan & Setyowati, 2014). Another definition of job characteristics is the basic conditions and important elements inherent in every job (Mulyani & Soliha, 2014).

Compensation

The term compensation was first popularized by Kahn (1990), who stated that compensation is the attachment of organizational members to the organization itself, not only physically and cognitively, but also emotionally, in terms of their performance. Although similar concepts already exist, such as organizational. (Meyer & Allen, 1991), job or job satisfaction satisfaction that already exists (Smith et al., 1969).

The term compensation was recently popularized by Gallup, a consultancy, with its various survey results . Although some experts still debate the definition of compensation, it still overlaps with other concepts. However, there is a common thread that is agreed upon: compensation is crucial in organizations and closely linked to performance.

RESEARCH METHOD

In this study, the author uses a quantitative method with a descriptive research approach because there are variables whose relationships will be studied and the aim is to present a picture of the relationship between the variables studied. Quantitative research is a research method based on the philosophy of positivism which is used to research certain populations or samples, data collection using research instruments, quantitative or statistical data analysis with the aim of testing established hypotheses (Sugiyono, 2024).

In this study, the researcher used a census population, namely a sample of Pekalongan City Government employees from representatives of all Regional Apparatus Organizations (OPD) totaling 97 people. The population qualifications were employees with job levels from executive, functional, and structural levels, aged between 20 and 55 years with a work period of ≥ 2 years.

The sampling technique used a prepared questionnaire to explore key points related to job characteristics, compensation, performance, and organizational commitment within the Pekalongan City Government. This allowed for an approach and analysis, leading to conclusions.

RESULTS AND DISCUSSION

Respondent Demographics

From the 100 questionnaires obtained, the data were then processed to obtain demographic information about the respondents who made up the research sample. The demographic data included OPD, gender, age, highest level of education, and length of service.

Table 2
Respondent Demographics

Information	Number of people)	Percentage (%)
Type Sex:		
Man	41	41
Woman	59	59

Age:		
28 - 37 Years	66	66
38 - 47 Years	33	33
> 47 Years	1	1
Last education:		
high school or underneath	2	2
D3	4	4
S1	90	90
Post Bachelor	4	4
Years of service:		
2 - 7 Years	13	13
8 - 13 Years	73	73
14 - 19 Years	14	14

Based on table 1 above, most of the respondents were female with a total of 59 people (59%), while males numbered 41 people (41 %). When viewed from the age group of respondents, the age group 28–37 years is the largest group with a total of 66 people (66 %), then the age group 38–47 years with a total of 33 people (33 %) and the age group >47 years numbered 1 person (1%). From the last level of education, most of the respondents had a Bachelor's degree, numbering 90 people (90 %). Then respondents with a D3 education level numbered 4 people (4%), Postgraduate numbered 4 people (4 %) and high school or below numbered 2 people (2 %).

Based on work period, respondents with a work period of 8 – 13 years amounted to 73 people (73 %). Then respondents with a working period of 14 – 19 years totaling 14 people (14%), while respondents with a working period of 2 - 7 years numbered 13 people (13 %).

Research Instrument Testing

Validity Testing

The initial stage in validity testing is to analyze the adequacy of the research sample. The adequacy of the sample in the study can be seen from the KMO (Kaiser -Meyer- Olkin) and Bartlett's output values. A test showing a value > 0.5 indicates that the sample is sufficient for further testing and is valid. The results of the data validity analysis are as follows:

Table 3
Validity Test Results

No.	Variables	KMO Value	Indicator	Loading Factor	Rule of Thumb	Information
1	Compensation (X1)	0.842	X1.1	0.640	0.55	Valid
			X1.2	0.799	0.55	Valid
			X1.3	0.770	0.55	Valid
			X1.4	0.740	0.55	Valid
			X1.5	0.778	0.55	Valid
			X1.6	0.704	0.55	Valid
			X1.7	0.777	0.55	Valid
			X1.8	0.722	0.55	Valid
			X1.9	0.677	0.55	Valid

			X1.10	0.703	0.55	Valid
			X1.11	0.654	0.55	Valid
			X1.12	0.621	0.55	Valid
2	Characteristics Job (X2)	0.821	X2.2	0.445	0.40	Valid
			X2.3	0.550	0.40	Valid
			X2.4	0.694	0.40	Valid
			X2.5	0.615	0.40	Valid
			X2.6	0.702	0.40	Valid
			X2.7	0.768	0.40	Valid
			X2.8	0.733	0.40	Valid
			X2.9	0.845	0.40	Valid
			X2.10	0.516	0.40	Valid
			X2.11	0.860	0.40	Valid
			X2.12	0.691	0.40	Valid
			X2.13	0.636	0.40	Valid
			X2.14	0.580	0.40	Valid
			X2.15	0.753	0.40	Valid
3	Commitment Organizational (Y1)	0.912	Y1.1	0.502	0.40	Valid
			Y1.2	0.747	0.40	Valid
			Y1.4	0.482	0.40	Valid
			Y1.5	0.544	0.40	Valid
			Y1.7	0.567	0.40	Valid
			Y1.8	0.585	0.40	Valid
			Y1.9	0.481	0.40	Valid
			Y1.10	0.543	0.40	Valid
			Y1.11	0.533	0.40	Valid
4	Performance (Y2)	0.941	Y2.7	0.409	0.40	Valid
			Y2.8	0.566	0.40	Valid
			Y2.9	0.668	0.40	Valid
			Y2.10	0.677	0.40	Valid
			Y2.11	0.739	0.40	Valid
			Y2.12	0.619	0.40	Valid

Table 2 shows the results of the validity test, where each variable has a KMO value of > 0.5 so that it can be stated that the sample adequacy requirements have been met. fulfilled and loading The overall factor is > 0.4 for each indicator so it can be stated that all indicators are valid, therefore they can be analyzed further.

Reliability Testing

The reliability test of a variable can be seen from the results of the Cronbach's statistical test. Alpha (α). If the Cronbach's alpha value is > 0.7, the variable is reliable. The closer the alpha value is to 1, the more reliable the data is. The results of the reliability test can be seen in Table 4, below this:

Table 4
Reliability Test Results

No.	Variables	Cronbach's Alpha	Rule of Thumb	Information
1	Compensation	0.912	0.7	reliable
2	Characteristics Work	0.899	0.7	reliable

3	Commitment Organizational	0.738	0.7	reliable
4	Performance	0.718	0.7	reliable

In table 3 above , the results of the reliability test show that all variables in this study have a Cronbach's value Alpha > 0.7 so that all variables can be declared reliable.

Multiple Regression Analysis

Independent variables, namely compensation and job characteristics, and the dependent variable, performance, can be identified. Regression analysis was used to measure the strength and direction of the relationship between the independent variables and the dependent variable. A summary of the regression analysis results is shown in Table 5.

Table 5
Summary of Regression Analysis of Model I and Model II

Information	Model Testing			Hypothesis Testing			Results
	Adjusted R ²	F	Sig	β	t	Sig	
Model Regression I Compensation and Characteristics Work to Commitment Organizational $Y1 = 0.330 X1 + 0.457 X2$	0.559	63,643	0,000				
Compensation to Commitment Organizational				0.330	2,753	0.007	H1 Accepted
Characteristics Work to Commitment Organizational				0.457	3,812	0,000	H2 Accepted
Model Regression II Compensation, Characteristics Work and Commitment Organizational on Performance $Y2 = 0.226 X1 + 0.365 X2 + 0.240 Y1$	0.571	44,891	0,000				
Compensation on Performance				0.226	1,843	0.068	H3 Rejected
Characteristics Work on Performance				0.365	2,881	0.005	H4 Accepted
Commitment Organizational Performance				0.240	2,395	0.019	H5 Accepted

Results of the Coefficient of Determination (R²) Test

The purpose of the coefficient of determination test is to determine the extent to which the independent variable (X) is able to explain the dependent variable (Y).

1. Regression Model I: Compensation and Characteristics Work to Commitment Organizational

In table 4 the values coefficient Determination (Adjusted R Square) in the Regression Model equation I : $Y1 = 0.330 X1 + 0.457 X2$, has mark coefficient determination of 0.559 or 55.9%, this This show that independent variables (Compensation and Job Characteristics) capable explain variables dependent (Commitment Organizational) of 55.9%, while the rest 44.1 % is explained by the variable others outside the current model researched.

2. Regression Model II: Compensation, Characteristics Work and Commitment Organizational on Performance. Furthermore, based on Table 4, it shows The coefficient of determination (Adjusted R Square) in the Regression Model II equation: $Y2 = 0.226 X1 + 0.365 X2 + 0.240 Y1$, has a coefficient of determination of 0.571 or 57.1 % , this shows that the independent variables (Compensation, Job Characteristics and Organizational Commitment) are able to explain the dependent variable (Performance) by 57.1 % , while the remaining 42.9 % is explained by other variables outside the model being studied.

Simultaneous Significance Test (F Statistic Test)

The simultaneous significance test is used to determine the extent of the simultaneous or joint influence between the independent variables on the mediator variable and the dependent variable.

1. F Test Model I: Influence Compensation and Characteristics Work to Commitment Organizational. In table 4.9 in Model I it has calculated F value amounting to 63,643 and the value significance of $0.000 < 0.05$. This is show that independent variables (Compensation and Job Characteristics) fulfills goodness of fit to variables dependent (Commitment Organizational).
2. F Test Model II: Influence Compensation, Characteristics Work and Commitment Organizational on Performance Based on Table 4 in Model II has calculated F value amounting to 44,891 and the value significance of $0.000 < 0.05$. This is show that independent variables (Compensation, Characteristics) Work and Commitment Organizational) meets goodness of fit to variables dependent (Performance).

Hypothesis Testing (t-Test)

The t-test is a statistical test to determine the extent to which individual independent variables explain variation in the dependent variable. The t-test is conducted using a significance level of 0.05 ($\alpha = 5\%$). The results of the t-test are as follows:

1. Influence Test Compensation to Commitment Organizational

Hypothesis first (H1) in study This is that compensation influential positive to commitment organizational. Based on table 4.9 is known compensation own β value = 0.330 with mark significance $0.007 < 0.05$, this means that themore tall compensation so will influential positive and significant to commitment organizational. This is due to mark significance below standard (<0.05) so that hypothesis First This accepted.

2. Influence Test Characteristics Work to Commitment Organizational

Hypothesis second (H2) in study This is that characteristics work influential positive to commitment organizational. Based on table 4.9 is known characteristics work own β value=0.457 with mark significance $0.000 < 0.05$, this means that the more complex characteristics work so will influential positive and significant to commitment

organizational. This is due to mark significance below standard (<0.05) so that hypothesis second This accepted.

3. Influence Test Compensation on Performance

Hypothesis third (H3) in study This is that compensation influential positive to performance. Based on table 4.10 is known compensation own β value = 0.226 with mark significance $0.068 > 0.05$, this means that high compensation No influential to performance. This is due to mark significance above standard (<0.05) so that hypothesis third This rejected.

4. Influence Test Characteristics Work on Performance

Hypothesis fourth (H4) in study This is that characteristics work influential positive to performance. Based on table 4.9 is known characteristics work own β value = 0.365 with mark significance $0.005 < 0.05$, this means that the more complex characteristics work so will influential positive and significant to performance. This is due to mark significance below standard (<0.05) so that hypothesis fourth This accepted.

5. Influence Test Commitment Organizational on Performance

Hypothesis fifth (H5) in study This is that commitment organizational influential positive to performance. Based on table 4.9 is known commitment organizational own β value = 0.240 with mark significance $0.019 < 0.05$, this means that the bigger commitment organizational so will influential positive and significant to performance. This is due to mark significance below standard (<0.05) so that hypothesis fifth This accepted

Mediation Test (Sobel Test) Test)

Mediation Test (Sobel Test) Test) is a statistical technique used to testing whether a mediating variable (mediator) significantly bridges the relationship between the independent variable (X) and the dependent variable (Y).

1. Mediation Test Influence Compensation on Performance through Commitment Organizational

Table 6
Regression Analysis Results

Variables	Standard Error	Standard beta coefficients
Compensation to Commitment Organizational	0.083 (SEA)	0.330 (A)
Commitment Organizational on Performance	0.038 (SEB)	0.240 (B)

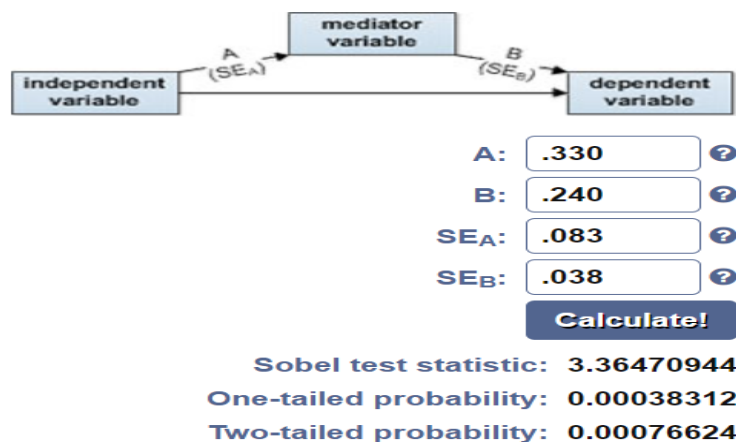


Figure 1. Sobel Calculator Results Test

Based on the image 1 Sobel Calculator Results Test , Sobel score test The statistic is 3. 36470944 indicates a strong mediation effect. The p-value (probability): One- tailed p- value = 0.0 0038312 and Two- tailed p- value = 0.000 76624. Both are <0.05, meaning the results are significant. These results indicate that Y1 mediate influence X1 on Y2 . This means that organizational commitment is a significant mediator. Therefore, it can be concluded that H6, which states that Organizational Commitment mediates the relationship between Compensation and Performance, is accepted.

2. Mediation Test Influence Characteristics Work on Performance through Commitment Organizational

**Table 7
 Regression Analysis Results**

Variables	Standard Error	Standard beta coefficients
Characteristics Work to Commitment Organizational	0.102 (SEA)	0.457 (A)
Commitment Organizational on Performance	0.038 (SEB)	0.240 (B)

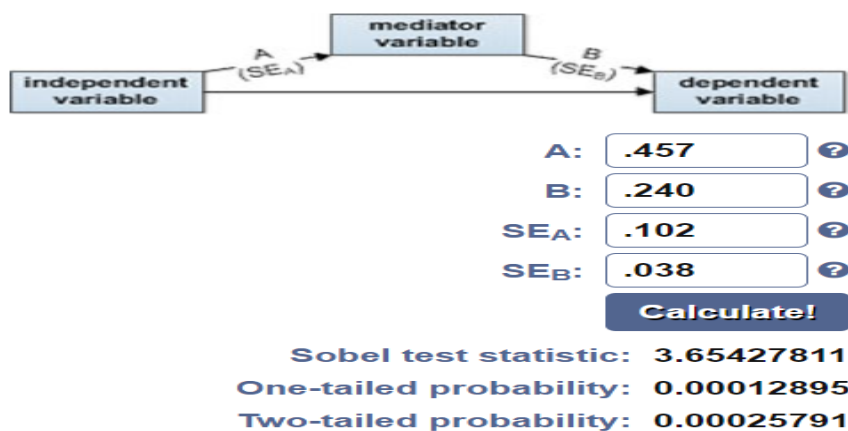


Figure 2. Sobel Calculator Results Test

Based on Figure 2 Sobel Calculator Results Test , Sobel score The test value is 3.654, meaning there is a significant mediation effect. Furthermore, the p-value (probability): One-

tailed $p = 0.000.012.895$ and Two - tailed $p = 0.0002.5791$. Both also show significant results because $p < 0.05$.

These results show that Organizational commitment significantly mediates the effect of job characteristics on performance. This means that some of the influence of job characteristics on performance occurs through increased commitment to the organization. Therefore, it can be concluded that H7, which states that Organizational Commitment mediates the relationship between Job Characteristics and Performance, is accepted.

CONCLUSION

From the data analysis that has been carried out in this study, the following results can be concluded:

- 1) Compensation influential positive to commitment ASN organizational structure in the environment Pekalongan City Government.
- 2) Characteristics Work influential positive to commitment ASN organizational structure in the environment Pekalongan City Government.
- 3) Compensation No influential to ASN performance in the environment Pekalongan City Government.
- 4) Characteristics Work influential positive to ASN performance in the environment Pekalongan City Government.
- 5) Commitment organizational influential positive to ASN performance in the environment Pekalongan City Government.
- 6) Commitment Organizational mediate connection between Compensation on ASN Performance in the environment Pekalongan City Government.
- 7) Commitment Organizational mediate connection between Characteristics Work on ASN Performance in the environment Pekalongan City Government.

REFERENCES

- Abrivianto, P., Swasto, B., & Utami, H. N. (2014). Pengaruh motivasi kerja dan komitmen organisasional terhadap kinerja karyawan (Studi pada karyawan bagian HRD PT. Telekomunikasi Indonesia, Tbk). *Jurnal Administrasi Bisnis (JAB)*, 7(2), 1–8.
- Aan, S. (2018). The effect of job characteristics on job satisfaction and its impact on employee performance. *Advances in Social Sciences Research Journal*, 5(9), 31–37.
- Affandy, R. E. (2016). Pengaruh karakteristik pekerjaan terhadap kinerja pegawai dengan motivasi dan lingkungan kerja sebagai variabel pemoderasi (Studi pada pegawai divisi sarana PT. Kereta Api Indonesia (Persero) DAOP 8 Surabaya). *Journal of Innovation in Business and Economics*, 7(2), 77–86.
- Albdour, A. A., & Altarawneh, I. I. (2014). Employee engagement and organizational commitment: Evidence from Jordan. *International Journal of Business*, 19(2), 192–212.
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1–18.
- Ardansyah, & Pratama, Y. (2021). Pengaruh kompensasi dan karakteristik pekerjaan terhadap komitmen organisasional dan kinerja karyawan. *Jurnal Manajemen dan Bisnis*, 8(2), 123–135.

- Arta, Y. P. D., & Tjahjaningsih, E. (2025). Pengaruh tunjangan tambahan dan remunerasi terhadap kinerja pegawai dengan keterlibatan pegawai sebagai variabel mediasi: Studi pada Pengadilan Tinggi Jawa Tengah. *Educational Journal of History and Humanities*, 8(3).
- Atmojo, M. (2012). The influence of transformational leadership on job satisfaction, organizational commitment, and employee performance. *International Research Journal of Business Studies*, 5(2), 113–128.
- Bernardin, H. J., & Russell, J. E. A. (2000). *Human resource management: An experiential approach* (2nd ed.). Boston, MA: McGraw-Hill.
- Chandra, R. (2018). Pengaruh karakteristik pekerjaan terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel intervening. *Jurnal Manajemen dan Bisnis*, 5(1), 45–54.
- Ekayanti, W., Widjajani, S., & Budiyanto, B. (2019). Pengaruh karakteristik personal dan karakteristik pekerjaan terhadap komitmen organisasional perawat. *Jurnal Maksipreneur: Manajemen, Koperasi, dan Entrepreneurship*, 8(2), 181–192.
- Fu'adi, M. A. (2016). Pengaruh karakteristik pekerjaan dan kompensasi terhadap komitmen organisasional serta kinerja karyawan. *Jurnal Manajemen dan Bisnis*, 10(2), 85–97.
- Ghozali, I. (2013). *Aplikasi analisis multivariate dengan program IBM SPSS*. Badan Penerbit Universitas Diponegoro.
- Gibson, J. L., Ivancevich, J. M., & Donnelly, J. H. (1997). *Organisasi: Perilaku, struktur, proses*. Binarupa Aksara.
- Gibson, J. L., Ivancevich, J. M., & Donnelly, J. H. (1997). *Organizations: Behavior, structure, processes* (9th ed.). Boston, MA: Irwin McGraw-Hill.
- Gomes, F. C. (1995). *Manajemen sumber daya manusia*. Yogyakarta: Andi Offset.
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16(2), 250–279.
- Handoko, T. H. (2004). *Manajemen* (Edisi 2). Yogyakarta: BPFY-Yogyakarta.
- Haryono, S., & Tjahjaningsih, E. (2018). Pengaruh karakteristik pekerjaan dan kompensasi terhadap kinerja karyawan melalui komitmen organisasional. *Jurnal Manajemen dan Kewirausahaan*, 20(1), 45–56.
- Hasibuan, M. S. P. (2007). *Manajemen sumber daya manusia* (Edisi revisi). Jakarta: Bumi Aksara.
- Heriyawan, M. (2018). Pengaruh karakteristik pekerjaan terhadap kinerja pegawai pada Kantor Kecamatan X. *Jurnal Ilmu Manajemen*, 6(2), 112–121.
- Hetharie, J. A., & Rieuwpassa, A. (2023). Pengaruh karakteristik pekerjaan dan kompensasi terhadap komitmen organisasional serta implikasinya terhadap kinerja pegawai. *Jurnal Manajemen dan Bisnis*, 12(1), 45–58.
- Huang, Y., Shum, M., Wu, X., & Xiao, J. Z. (2019). Discovery of bias and strategic behavior in crowdsourced performance assessment. *arXiv*.
- Jones, D. A., & Skarlicki, D. P. (2013). How perceptions of fairness can change: A dynamic model of organizational justice. *Organizational Psychology Review*, 3(2), 138–160.
- Judge, T. A., & Bono, J. E. (2003). Relationship of core self-evaluations traits—self-esteem, generalized self-efficacy, locus of control, and emotional stability—with job satisfaction and job performance: A meta-analysis. *Journal of Applied Psychology*, 88(5), 871–880.

- Jufrizen, J. (2018). Peran motivasi kerja dalam memediasi pengaruh kompensasi terhadap kinerja karyawan. *Jurnal Manajemen dan Bisnis*, 8(1), 1–15.
- Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Republik Indonesia. (2013). *Peraturan Menteri PANRB Nomor 24 Tahun 2013 tentang Kebijakan Pengadaan Calon Pegawai Negeri Sipil*.
- Luthans, F. (2006). *Organizational behavior* (11th ed.). New York, NY: McGraw-Hill.
- Mangkunegara, A. A. A. P. (2017). *Manajemen sumber daya manusia perusahaan*. Remaja Rosdakarya.
- Martono, Z., & Rangkuti, F. (2024). The influence of compensation, job stress, and job satisfaction on employee performance in the outsourcing company PT. Citra Bersama. *Jurnal Ekonomi Perusahaan*, 31(2), 131–148.
- Meyer, J. P., & Allen, N. J. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1–18.
- Mulyani, S., & Soliha, E. (2014). Pengaruh karakteristik pekerjaan dan kepuasan kerja terhadap komitmen organisasional serta dampaknya terhadap kinerja karyawan. *Jurnal Dinamika Manajemen*, 5(2), 124–136.
- Purwanto, B. H., & Soliha, E. (2017). Pengaruh karakteristik pekerjaan dan kompetensi terhadap kinerja melalui komitmen organisasional. *Jurnal Manajemen*, 21(2), 227–240.
- Putra, I. W. G. S., & Utama, I. W. M. (2017). Pengaruh kompensasi terhadap kepuasan kerja dan komitmen organisasional. *E-Jurnal Manajemen Universitas Udayana*, 6(9), 4887–4913.
- Robbins, S. P. (1996). *Perilaku organisasi: Konsep, kontroversi, aplikasi* (Edisi Bahasa Indonesia). Jakarta: PT Prenhallindo.
- Robbins, S. P., & Judge, T. A. (2011). *Organizational behavior* (14th ed.). Upper Saddle River, NJ: Pearson Education.
- Shields, J., Brown, M., Kaine, S., Dolle-Samuel, C., North-Samardzic, A., McLean, P., Johns, R., & O’Leary, P. (2015). *Managing employee performance & reward*. Cambridge University Press.
- Simamora, H. (2004). *Manajemen sumber daya manusia* (Edisi ke-3). Yogyakarta: STIE YKPN.
- Singh, J., Verbeke, W., & Rhoads, G. K. (1996). Do organizational practices matter in role stress processes? A study of direct and moderating effects for marketing-oriented boundary spanners. *Journal of Marketing*, 60(3), 69–86.
- Sugiyono. (2024). *Metode Penelitian Kuantitatif* (Edisi ke-3, Cetakan ke-4). Bandung: Alfabeta.
- Tamalero, Y., Swasto, B., & Hamid, D. (2012). Pengaruh karakteristik pekerjaan dan kepuasan kerja terhadap komitmen organisasional serta dampaknya terhadap kinerja karyawan (Studi pada karyawan PT. Bank Tabungan Negara (Persero) Tbk Cabang Malang). *Jurnal Administrasi Bisnis (JAB)*, 1(1), 1–9.
- Wibowo. (2022). *Manajemen kinerja* (6th ed.). Rajawali Pers.
- Wirawan. (2013). *Kepemimpinan: Teori, psikologi, perilaku organisasi, aplikasi dan penelitian*. Jakarta: Rajawali Pers.

- Yosef, D. A. (2017). Organizational commitment and job performance: A study from the Arab world. *Journal of Management Development*, 36(1), 21–34.
- Yuliana. (2017). Pengaruh kompensasi terhadap kinerja pegawai. *Jurnal Manajemen*, 17(2).
- Yulianti, P., & Wulansari, N. A. (2020). Pengaruh kompensasi terhadap kinerja pegawai melalui komitmen organisasi. *Jurnal Manajemen dan Kewirausahaan*, 22(2), 123–134.
- Yulandri. (2020). Pengaruh karakteristik pekerjaan dan kompensasi terhadap komitmen organisasional dan kinerja karyawan. *Jurnal Manajemen dan Bisnis*, 9(2), 101–112.