

The Impact of Organizational Commitment, Remuneration, and Work Loyalty on Employee Performance in the Education Office of North Labuhanbatu Regency

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ABSTRACT

The purpose of this study is to examine how employee performance at the North Labuhanbatu Regency Education Office is impacted by organizational commitment, compensation, and job loyalty. Using a quantitative method through a survey of 110 employees, the data was analyzed using multiple linear regression. The results of the study show that organizational commitment, remuneration, and work loyalty significantly affect employee performance. Job loyalty has the strongest influence compared to other variables. The determination coefficient (R^2) of 67.8% shows that these three variables explain most of the variations in employee performance. These findings underscore the importance of increasing job loyalty, a fair remuneration system, and organizational commitment to improving employee performance in the public sector.

INTRODUCTION

In the modern organizational world, employee performance is one of the key factors that determine the success of an agency or company (T. Setiawan, 2018). There is no exception for government agencies, such as the North Labuhanbatu Regency Education Office, which is responsible for providing educational services to the community. The performance of employees in this environment is very important to support educational programs that aim to improve the quality of education in the area (Sriwidodo & Haryanto, 2010). However, employee performance does not only depend on technical abilities and skills, but is also influenced by various other factors, such as organizational commitment, remuneration, and work loyalty.

According to Muis et al. (2018), organizational commitment is one of the characteristics that have the greatest impact on employee performance. This dedication indicates an employee's adherence to the organization's goals, beliefs, and mission. Employees with a high level of commitment are more likely to perform well and make significant contributions. Employees with low dedication, on the other hand, tend to perform poorly and may even cause difficulties in the organization.

In addition to organizational commitment, remuneration or remuneration received by employees also has an important role in determining their performance. Remuneration includes salaries, allowances, incentives, and various other forms of compensation given to employees in return for the work they do. Research shows that adequate remuneration can increase employee job satisfaction and motivation, which in turn will have a positive impact on their performance. Conversely, if remuneration is considered unfair or disproportionate to the workload, employees tend to feel undervalued and may degrade performance.

Work loyalty is also an important variable in employee performance analysis. This loyalty reflects an employee's loyalty to his or her organization, which is manifested in the form of dedication, responsibility, and willingness to work harder for the benefit of the organization (M. B. Setiawan, 2007). Loyal employees are usually more willing to take the initiative, face challenges, and contribute in the long run. This loyalty also plays a role in maintaining organizational stability, especially in the face of changes and dynamics in the external environment.

The relationship between organizational commitment, compensation, work loyalty, and employee performance has been extensively studied in management literature. However, each organization has different characteristics, so empirical research in a particular environment is still necessary. In the context of the North Labuhanbatu Regency Education Office, there have not been many studies that have examined in depth how these three factors affect the performance of employees in this agency. In fact, a good understanding of this can help in designing more effective human resource management policies.

The Education Office of North Labuhanbatu Regency has a strategic role in improving the quality of education in its area. Therefore, the performance of

employees in this service is very crucial to support the achievement of quality education programs. Employees who work in this service face various challenges, ranging from limited resources to demands to provide optimal service to the community. In the face of these challenges, factors such as commitment, remuneration, and job loyalty are becoming increasingly relevant to study.

The purpose of this study is to look at how organizational commitment, compensation, and job loyalty affect employee performance in the North Labuhanbatu Regency Education Office. By analyzing the relationship between these three variables, this study is expected to provide policy recommendations that can improve employee performance in the service.

Furthermore, the study also aims to provide insights into how government organizations can improve the motivation and productivity of their employees through a better approach to human resource management. Given the importance of the role of employees in carrying out public service tasks, the results of this study can also be a reference for other government agencies that face similar challenges.

Theoretically, this study will examine several relevant management theories, such as organizational commitment theory, motivation theory, and work loyalty theory. In addition, this study will also use employee performance models that have been tested in various contexts to see the extent to which these models apply in government agencies, especially the North Labuhanbatu Regency Education Office.

With the background and objectives that have been presented, this research is expected to make a significant contribution both in terms of academics and practicality. From an academic perspective, this research will add to the literature on employee performance in the public sector, especially in the education office. From a practical point of view, the results of this study can be used as a basis for policymakers at the North Labuhanbatu Regency Education Office in designing strategies to improve employee performance.

In the end, with this study, it is hoped that government agencies, especially the North Labuhanbatu Regency Education Office, can better understand the factors that affect the performance of their employees and take appropriate steps to improve organizational effectiveness. Better performance will have an impact on improving educational services, which will ultimately provide great benefits to the community.

THEORETICAL REVIEW

Literature review is an important part of research that aims to examine theoretical concepts and empirical findings relevant to the research topic. The variables examined in this study are organizational commitment, pay, work loyalty, and employee performance. Therefore, this section will discuss the related literature to understand in depth how these four variables are interrelated and affect each other in the context of an organization.

Organizational Commitment

Organizational commitment is one of the important aspects that is widely discussed in the management and human resources literature. (Meyer & Allen, 1991), Organizational commitment can be divided into three main components, namely affective commitment, sustainable commitment, and normative commitment. Affective commitment refers to an employee's emotional attachment to the organization; Employees with high affective commitment tend to feel emotionally attached and want to stay at work because they truly care about the organization. Ongoing commitment is based on rational consideration of the consequences that will be faced if they leave the organization, such as losing a job or certain benefits. Meanwhile, normative commitment is related to the moral or ethical obligation felt by employees to continue working in the organization.

Research shows that employees who have a high level of organizational commitment tend to have better performance. This is due to internal motivation that encourages employees to make an optimal contribution to the success of the organization. Employees who are committed to their organization will be more focused, dedicated, and willing to do additional work outside of their primary duties. In addition, organizational commitment can also affect employee job satisfaction and loyalty, which plays an important role in improving overall performance (Mowday et al., 2013).

Remuneration

Remuneration is a reward given by an organization to employees for their contributions in the form of work and time. Remuneration includes various forms of compensation, both basic salary, allowances, bonuses, and other incentives. Classical management theories, such as the motivation theory of (Maslow, 1943) and the two-factor theory of (Sobaih & Hasanein, 2020), stated that remuneration is one of the most important factors affecting job satisfaction and employee motivation. In the context of motivation theory, remuneration is included in the basic needs that must be met by organizations to motivate employees to work well.

In addition, empirical research has shown that remuneration that is fair and commensurate with employees' contributions can improve their performance. Employees who feel that they are paid according to the effort and skills they provide tend to be more motivated to work harder and deliver better results. However, if remuneration is considered unbalanced, it can reduce motivation, increase attendance rates, and even lead to high turnover (Milkovich, n.d.). Remuneration can also have a direct impact on employee work loyalty. In some studies, it has been found that employees who feel financially valued by their organization tend to have higher loyalty, which ultimately contributes to the improvement of individual and overall organizational performance (Vroom, 1964).

Work Loyalty

Job loyalty refers to an employee's loyalty to his or her organization. This loyalty is often reflected in the dedication and commitment to doing well, as well as the desire to stay with the organization in the long term. According to (Ma'ruf, 2021), Loyalty is a form of emotional and psychological bond that employees build with the organization. Loyal employees tend to show more responsibility, participate in organizational activities, and are willing to work harder for the progress of the organization. Research on job loyalty shows that high loyalty is positively correlated with employee performance. Loyal employees not only stay longer in the organization, but are also more likely to work responsibly and with initiative. In addition, high loyalty can also create a more stable and harmonious work environment, which ultimately has an impact on team productivity and overall organizational performance (Robinson & Rousseau, 1994).

Factors that affect employee loyalty include organizational culture, relationships between employees, leadership, and the remuneration system. Employees who feel valued and treated fairly tend to have higher loyalty. This loyalty, in turn, can improve the performance of employees in carrying out their daily tasks.

Employee Performance

Employee performance is the ability of an employee to complete the tasks for which he or she is responsible in accordance with the standards set by the organization. According to (Nuraeni, 2022), Employee performance is the result of work achieved by an individual in carrying out the tasks assigned to him, which is measured based on certain criteria such as effectiveness, efficiency, quality, and quantity. Employee performance is influenced by various factors, including motivation, work environment, competence, and other variables such as organizational commitment, remuneration, and work loyalty. According to (Judge & Robbins, 2013), Employees who are highly motivated, supported by a conducive work environment, and have good relationships with management and colleagues tend to have better performance.

Organizational behavior theory also explains that employee performance is not only determined by individual internal factors, but also by organizational structure and policies. Effective leadership, good communication, and policies that support employee welfare can improve overall performance (McCloy et al., 1994).

The Relationship Between Organizational Commitment, Remuneration, Work Loyalty, and Employee Performance

Previous research has shown that organizational commitment, remuneration, and work loyalty are interconnected and collectively affect employee performance. Strong organizational commitment can increase employee loyalty, while fair and competitive remuneration can strengthen those relationships. Employees who feel loyal to the organization and are

financially valued tend to have higher performance (Meyer & Allen, 1991). In the context of the North Labuhanbatu Regency Education Office, managing these factors well will be very important to ensure that employees have enough motivation to work optimally. Based on this literature review, this study will examine how organizational commitment, remuneration, and work loyalty can affect employee performance in these government agencies.

METHODOLOGY

Research methods are critical stages in a study that describe how the research will be carried out. They include research design, population and samples, data gathering techniques, and data analysis techniques. This study utilized a quantitative strategy with a survey methodology. This method was chosen to assess the impact of organizational commitment, compensation, and job loyalty on employee performance in the North Labuhanbatu Regency Education Office. Here is a more extensive description of the research procedures employed.

Research Design

This study employs a quantitative research approach to evaluate hypotheses about the link and influence of independent variables (organizational commitment, compensation, and job loyalty) and dependent variables (employee performance) (Sugiyono, 2016). The quantitative technique was chosen because it allows the researcher to objectively assess the relationship between variables and do statistical analysis to determine the relationship's significance. This research is both descriptive and causal. The descriptive approach seeks to identify the properties of the research variables, whereas the causal approach seeks to determine the extent to which organizational commitment, remuneration, and work loyalty influence employee performance.

Population and Sample

The population for this study is all employees at the North Labuhanbatu Regency Education Office. The total population is estimated to be around 150 people, including both permanent and contract employees. The research sample will be taken using a simple random sampling technique, where each member of the population has the same opportunity to be selected as a sample (Retnawati, 2017). The number of samples was determined using the Slovin formula, with an acceptable error rate of 5%. Based on these figures, the number of samples to be taken is roughly 110 responders.

Research Variables

This study involves four main variables, namely:

Independent variables:

- a) Organizational commitment refers to employees' emotional, rational, and normative attachment to their organization.
- b) Remuneration: The remuneration or compensation that employees receive for the work they do, including salaries, benefits, and incentives.

- c) Work loyalty: Employees' loyalty and dedication to the organization, which is reflected in their desire to survive and contribute more to the organization.

Dependent variables:

- a) Employee performance: The ability of employees to complete the tasks for which they are responsible in accordance with the standards set by the organization.

Data Collection Techniques

Primary data for this study will be gathered through the distribution of questionnaires to personnel at the North Labuhanbatu Regency Education Office. The questionnaire will include numerous sections, each assessing a distinct characteristic. The questionnaire employs a 5-point Likert scale, prompting respondents to rate their level of agreement with statements about organizational commitment, salary, work loyalty, and employee performance. The scale used is 1 (strongly disagree) to 5 (strongly agree) (Jogiyanto Hartono, 2018).

In addition to the questionnaire, secondary data will be gathered from the North Labuhanbatu District Education Office via literature reviews, organizational papers, and pertinent annual reports to support the study.

Validity and Reliability Test

Before collecting data as a whole, the questionnaire will be tested first to ensure its validity and reliability. The validity test was carried out to ensure that each item in the questionnaire was able to measure what should be measured, while the reliability test was carried out to determine the consistency of the measurement results of the items in the questionnaire. This test will be carried out using Cronbach's Alpha analysis, where the expected alpha value is >0.7 for the instrument to be considered reliable (Marwan et al., 2023).

Data Analysis Techniques

Once the data is collected, the next step is to conduct data analysis. The data obtained will be analyzed using statistical methods with the help of software such as SPSS (Imam Ghozali, 2018). The analysis techniques used include:

- a) Descriptive analysis: Describe respondents' characteristics and factors (e.g., organizational commitment, pay, work loyalty, and employee performance).
- b) Normality test: To ensure that the data is normally distributed before further analysis.
- c) Multiple linear regression test: To determine the impact of organizational commitment, compensation, and work loyalty on employee performance. Regression analysis is used to determine the extent to which independent variables simultaneously and partially affect dependent variables.

The regression equations used in this study are:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Where :

- Y = Employee performance
- X_1 = Organizational commitment
- X_2 = Remuneration
- X_3 = Job loyalty
- a = Constant
- b_1, b_2, b_3 = Regression coefficients
- e = Error term

Hypothesis test: The significance test used the t-test to assess the partial influence of each independent variable on the dependent variable, as well as the F test to determine the simultaneous influence of the three independent factors on employee performance. The significance level utilized in this investigation is 0.05.

Classic Assumption Testing

Before beginning the regression analysis, traditional assumption testing will be performed to confirm that the regression model utilized meets the BLUE (Best Linear Unbiased Estimator) assumptions. Classic assumption testing includes:

- a) Uji multikolinearitas: Untuk memastikan tidak adanya hubungan linear yang sempurna antarvariabel independen.
- b) Uji heteroskedastisitas: Untuk memastikan tidak adanya variabilitas residual yang tidak konsisten pada model regresi.
- c) Uji autokorelasi: Untuk memastikan tidak adanya korelasi antara residual pada satu observasi dengan observasi lainnya.

Interpretation of Results

The data analysis results will be used to answer research questions and test hypotheses that have been developed. Based on the findings of statistical testing, the researcher will draw conclusions on the impact of organizational commitment, salary, and job loyalty on employee performance at the North Labuhanbatu Regency Education Office.

RESULTS

The purpose of this study is to look at how organizational commitment, compensation, and job loyalty affect employee performance in the North Labuhanbatu Regency Education Office. Following data collection via questionnaires and statistical analysis, the study's findings are detailed as follows:

Characteristics of Respondents

The study involved 110 respondents who were randomly selected from the total employee population at the North Labuhanbatu Regency Education Office. Based on the results of the descriptive analysis, the characteristics of the respondents can be explained as follows:

- a) Gender: 56% of respondents were male and 44% female.
- b) Age: Most respondents are between the ages of 30 and 40 (52%), followed by respondents between the ages of 41 and 50 (32%).
- c) Education level: 65% of respondents have a recent S1 education, while another 35% have a S2 degree.
- d) Employment period: The majority of respondents have worked for between 5 and 10 years (48%), while another 34% have worked for more than 10 years.

Deskripsi Variabel Penelitian

- a) Organizational Commitment: The results of the descriptive analysis show that organizational commitment among employees of the North Labuhanbatu Regency Education Office is in the high category, with an average score of 4.1 out of a scale of 5. This shows that most employees feel emotionally and normatively attached to the organization. They show high involvement in various organizational activities and have a sense of responsibility to stay employed in the agency.
- b) Remuneration: The remuneration received by employees within the Education Office is considered quite adequate, with an average score of 3.8 out of a scale of 5. However, there are some employees who feel that the compensation system still needs to be improved, especially in terms of bonuses and additional incentives of a performance nature.
- c) Job Loyalty: Employee job loyalty shows very positive results, with an average score of 4.3. Employees generally feel loyal to the organization and show a willingness to stay with the agency in the long term. This loyalty is influenced by a good work climate, supportive leadership, and harmonious relationships between employees.
- d) Employee Performance: Overall employee performance is considered quite good, with an average score of 4.0. Employees are able to complete their tasks according to the standards that have been set, although there is still room for improvement in terms of efficiency and productivity.

Validity and Reliability Test

The questionnaire used in this study was evaluated for validity and reliability. The validity test findings demonstrate that all questionnaire items have significant correlation values, indicating that the instrument is valid. Meanwhile, the reliability test yielded Cronbach's Alpha values of 0.85 for the organizational commitment variable, 0.78 for remuneration, 0.83 for work loyalty, and 0.81 for employee performance, all of which exceeded the threshold value of 0.7, indicating that the questionnaire was reliable.

Normality Test

The results of the normality test using the Kolmogorov-Smirnov test showed that the data was normally distributed, with a significance value for all variables more than 0.05. This means that the assumption of normality is met, so that regression analysis can be performed.

Multiple Linear Regression Test

After conducting a classical assumption test, multiple linear regression analysis was carried out to test the influence of organizational commitment, remuneration, and work loyalty on employee performance. The results of the regression analysis are as follows:

Regression equations:

$$Y = 1,230 + 0,321 X_1 + 0,287 X_2 + 0,349 X_3$$

Where:

- Y = Kinerja pegawai
- X₁ = Komitmen organisasi
- X₂ = Remunerasi
- X₃ = Loyalitas kerja

The results of the regression analysis show that all independent variables, namely organizational commitment, remuneration, and work loyalty, have a positive influence on employee performance. A constant value of 1,230 indicates that if there is no increase in commitment, remuneration, and loyalty, employee performance remains at that number.

a. Organizational Commitment (X₁)

The regression coefficient for organizational commitment is 0.321 with a significance value of 0.012 (< 0.05), which means that organizational commitment has a significant and positive effect on employee performance. This means that the higher the employee's commitment to the organization, the better their performance.

b. Remuneration (x₂)

The regression coefficient for remuneration was 0.287 with a significance value of 0.028 (< 0.05), indicating that remuneration also had a significant positive influence on employee performance. Fair and appropriate remuneration can increase employee motivation at work.

c. Job Loyalty (x₃)

The regression coefficient for job loyalty was 0.349 with a significance value of 0.004 (< 0.05), indicating that job loyalty had the strongest influence among other variables on employee performance. Loyal employees tend to work harder and contribute more to the organization.

F Test and t Test

The F test shows a calculated F value of 34.215 with a significance of 0.000 (< 0.05), which means that simultaneously organizational commitment, remuneration, and work loyalty have a significant effect on employee performance.

The t-test showed that the three independent variables (organizational commitment, remuneration, and work loyalty) had a significant effect on employee performance partially.

Coefficient of Determination (R²)

The R^2 value obtained was 0.678, which means that 67.8% of the variation in employee performance could be explained by the variables of organizational commitment, remuneration, and work loyalty. The rest, 32.2%, was explained by other variables that were not studied in this study.

DISCUSSION

The results of this study revealed that organizational commitment, remuneration, and work loyalty significantly affected employee performance at the North Labuhanbatu Regency Education Office. These three independent variables had a positive influence on performance, with job loyalty making the greatest contribution compared to organizational commitment and remuneration. This discussion will relate the research findings with relevant theories and previous research to provide a more in-depth picture of the results obtained.

The Effect of Organizational Commitment on Employee Performance

The results of the study show that organizational commitment has a positive and significant influence on employee performance with a regression coefficient of 0.321. This shows that the stronger the employee's commitment to the organization, the better their performance will be. These findings are in line with the theory of (Meyer & Allen, 1991) Regarding organizational commitment, it is stated that organizational commitment consists of three components: affective commitment (emotional), continuous commitment (rational), and normative commitment (moral). Employees who have high commitment tend to work harder and show strong loyalty to the organization, so their performance tends to be better.

This study supports the results of previous research such as those conducted by (Mowday et al., 1979), which states that organizational commitment is an important predictor of individual performance. Employees who are emotionally attached to the organization will show higher motivation and greater contribution to the achievement of the organization's goals. At the North Labuhanbatu District Education Office, employees with high commitment show active participation in organizational activities and have a strong sense of responsibility in completing their tasks.

However, although organizational commitment has a significant effect, its effect on employee performance is not as strong as work loyalty. This may be due to other factors, such as organizational culture or leadership style, which also affect employee commitment but were not further researched in this study.

The Effect of Remuneration on Employee Performance

The results of the study also show that remuneration has a positive and significant influence on employee performance with a regression coefficient of 0.287. This means that the better the remuneration employees receive, the better their performance. Theory (Sobaih & Hasanein, 2020) About work motivation supports this finding, where remuneration is included in the hygiene factor that affects job satisfaction. Fair and competitive remuneration not only increases job

satisfaction, but also motivates employees to work harder and be more productive.

This study is also consistent with the findings (Sutoro et al., 2020) which confirms that compensation, including salary, benefits, and incentives, is one of the important factors that can affect employee performance. If employees feel that the rewards they receive are worth the effort and contributions they make, they are more likely to perform better. Within the Education Office, adequate remuneration creates greater satisfaction among employees, which in turn encourages improved performance.

However, there are indications that some employees feel that the remuneration system in the agency still needs improvement, especially in terms of performance-based bonuses or incentives. This shows that the existing remuneration has not fully motivated all employees, and improvements in this aspect can have a more significant impact on employee performance.

The Effect of Work Loyalty on Employee Performance

Work loyalty was found to be the variable that had the strongest influence on employee performance with a regression coefficient of 0.349. High job loyalty makes employees committed to staying in the organization and contributing as best as possible to the success of the organization. High loyalty reflects strong job satisfaction, a sense of belonging, and a positive relationship between employees and the organization. This finding is in line with the theory of Organizational Commitment and Employee Loyalty Model from (Oliver, 1990), which states that employee loyalty is a key aspect in maintaining workforce stability and improving long-term performance. Loyal employees tend to have higher resilience to change and are more willing to face challenges in the workplace. Loyalty also encourages employees to work more efficiently and strive to maintain the organization's reputation through good performance.

Previous research by (Fatihudin & Firmansyah, 2019) It also found that work loyalty has a significant influence on employee performance in the public sector. Loyal employees tend to have a strong work ethic and are more motivated to give the best for the organization. At the North Labuhanbatu Regency Education Office, high work loyalty among employees helps improve the overall performance of the agency, especially in terms of public services and the completion of administrative tasks.

Simultaneous Analysis of Organizational Commitment, Remuneration, and Work Loyalty on Employee Performance

The results of the F test show that simultaneously, organizational commitment, remuneration, and work loyalty have a significant influence on employee performance, with an F value of 34.215 and a significance value of 0.000 (<0.05). This shows that these three variables together can explain variations in employee performance. The coefficient of determination (R^2) of 0.678 shows that 67.8% of the variation in employee performance can be explained by organizational commitment, remuneration, and work loyalty. This shows that these three variables have a considerable role in determining how well employees perform within the North Labuhanbatu Regency Education

Office. The rest, 32.2%, was influenced by other variables not examined in this study, such as leadership style, organizational culture, or intrinsic motivation of employees.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research and discussion that has been carried out, it can be concluded that organizational commitment, remuneration, and work loyalty have a significant influence on employee performance within the North Labuhanbatu Regency Education Office. These three variables contribute positively to increasing employee productivity and work effectiveness, with work loyalty having the greatest influence compared to other variables. First, high organizational commitment is proven to provide a positive boost to employee performance. Employees who have a strong emotional attachment and responsibility to the organization tend to make a greater contribution to completing tasks and achieving organizational goals. This commitment shows the importance of organizational strategies in improving employee engagement through various programs that support career development and increase job satisfaction. Second, adequate and fair remuneration plays an important role in motivating employees to work more productively. Employees who feel that the rewards they receive are worth the effort given tend to have better performance. However, the existing remuneration system still needs improvement, especially in terms of providing more transparent and fair performance-based incentives. This will further motivate employees to achieve more optimal work results. Third, work loyalty has proven to be the most powerful factor in influencing employee performance. Employees who are loyal to the organization not only contribute in the short term, but also become the backbone of the organization's future success. High work loyalty is driven by a positive work climate, good relationships between employees, and supportive leadership. Loyal employees tend to work harder and try to maintain the organization's reputation. Simultaneously, these three variables explain most of the variations in employee performance. This shows that the combination of organizational commitment, fair remuneration, and job loyalty is an important element in building a productive and high-performing workforce. Therefore, to improve employee performance, the North Labuhanbatu Regency Education Office needs to strengthen employee commitment, improve the remuneration system, and continue to encourage the development of work loyalty among employees. Overall, this study emphasizes the importance of human resource management that focuses on improving welfare, career development, and creating a supportive work climate, in order to achieve optimal employee performance and quality public services.

FURTHER STUDY

Future research could explore additional factors influencing employee performance, such as leadership styles, workplace culture, and employee engagement. Examining training programs, career advancement opportunities, and technology adoption could also provide valuable insights. Comparative or longitudinal studies may further reveal unique challenges and solutions, contributing to better strategies for enhancing productivity and public service delivery.

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