

The Effect Of Compensation And Career Development On Organizational Commitment Through Job Satisfaction As Intervening Variable (Study On Employees Of Air Minum Giri Menang Ltd.)

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ABSTRACT

This study examines the Effect of Compensation and Career Development on Organizational Commitment through employees Job Satisfaction of Air Minum Giri Menang Ltd. The sample is 96 employees. The data was collected by a questionnaire. This study uses Structural Equation Model Partial Least Squares (SEM-PLS) to estimate and analyze data. The results showed that Compensation and Career Development positively and significantly impact Job Satisfaction and Employees' Organizational Commitment. In addition, compensation and Career Development have a positive and significant effect on Organizational Commitment through the employees' job satisfaction of Air Minum Giri Menang Ltd.

Keywords: Compensation, Career, Job Satisfaction, Organizational Commitment

INTRODUCTION

Human resource management is a policy that companies can use as a managerial tool to plan, manage, and control to produce competent and capable human resources to help companies achieve their goals (Priyono and Marnis, 2008). In HR management, one of the targets is employees committed to the organization.

Luthans (2015) defines organizational commitment as knowing the company and its goals. Organizational commitment is built by identifying an idea as self-development and employee competence. An employee who commits will stay with his company whether it's good or bad, happy or sad, comes to work regularly, gives his whole day (overworking hours), protects company assets, shares company goals, and others. Strong organizational commitment will encourage someone to become a loyal employee or have high loyalty, work as well as possible for the benefit of the organization (Widjojo, 2012).

Commitment to the organization/company is more than just a formal membership because it includes an attitude of liking the organization and a willingness to put forth a high level of effort to benefit the organization/company in achieving its goals. Organizational commitment is a condition in which an employee participates and strives to achieve organizational goals and the desire to maintain his position in the organization (Imana, 2011).

Employee organizational commitment is shown in an attitude of acceptance, a strong belief in the values and goals of the organization, as well as a solid drive, to maintain and become an essential part of organizational members to achieve organizational goals (Jusuf et al., 2016).

One of the benefits of employee commitment is that it can help the organization/company achieve its goals. With high fidelity, an employee will love his job and work with a complete sense of responsibility and spur employees to work and increase work productivity, and organizational goals can achieve. Therefore, high commitment is essential for achieving the expected goals (Armstrong, 2003).

One of the factors that can affect organizational commitment is compensation. Providing compensation following the workload will increase employee satisfaction and loyalty. Compensation is a form of cost that the company must incur in the hope that the company will receive a reward in employee performance (Solihin & Widyastuti, 2019).

Many previous researchers have studied the relationship/influence of compensation on organizational commitment, including research by Imana (2011) and Rustini (2015) entitled the effect of balance, job satisfaction, and corporate loyalty on employee performance. That compensation has a significant impact on organizational commitment. However, in contrast to Purnami's research (2017), entitled The Effect of Compensation and Perception of Organizational Support on Organizational Commitment and Employee Performance at Baliméd Karangasem Hospital, it found that compensation had a positive but not significant effect on organizational commitment.

Besides being influenced by compensation, the level of organizational commitment can also be affected by career development. Career development is needed to manage HR effectively and efficiently. According to Mathis & Jackson (2011), the career itself is a series of work-related positions that a person occupies throughout his life. From the beginning, an employee enters the organization an employee should be able to plan his career path while in the organization. In comparison, the organization's task (corporation) is only to facilitate employees and provide information on how an employee achieves his career goals, such as determining certain conditions in the organization. Take a particular position.

Previous researchers have carried out studies on the influence of career development on organizational commitment, including research by Solihin, Aima, Widyastuti (2019), which found that career development has a significant effect on organizational commitment. However, the above study results are different from the research conducted by Sari (2010), which found that career development had no significant effect on organizational commitment.

Rahayu's research (2012) shows that apart from being direct, employee perceptions of compensation can also affect organizational commitment through job satisfaction. Likewise, the study conducted by Handoko & Rambe (2018), Khavida, Setyariningsih & Rini (2020) found that Career Development had a significant effect on Organizational Commitment through Job Satisfaction.

Job satisfaction is one of the reasons for increasing organizational commitment. Individuals who are satisfied with their work will commit to the organization, and vice versa if the individual is not happy with their work, it is difficult to achieve to the organization (Shah et al., 2012).

Job satisfaction also reflects the degree to which a person likes his job. Formally defined, job satisfaction is an affective or emotional response to various aspects of one's job.

Individuals who are satisfied with their work will have commitment, participation, and attention to the organization in their work. Job satisfaction results are a constructive approach such as commitment, participation, and organizational engagement in work (Khan et al., 2014).

Robbins & Judge (2008) said that job satisfaction generalizes attitudes towards work. A person's various attitudes toward his job reflect his pleasant and unpleasant experiences at work and his expectations for future occasions. Jobs that are fun to do can be said to satisfy its stakeholders. Therefore, creating employee job satisfaction in the organization is very important. If employees do not achieve job satisfaction, negative attitudes will arise at work, such as a reduced sense of interest in their current position.

In addition to being an intermediary in the relationship between Compensation and Career Development on Organizational Commitment, job satisfaction can also directly affect organizational commitment. Previous researchers, namely Valaei & Rezaei (2016), found that all dimensions of job satisfaction consisting of satisfaction with salary, promotion, supervision, work, and co-workers have a significant relationship with organizational commitment. Likewise, research from Yang (2010), Varona (1996), Testa (2001), Lee & Song (2015) found that job satisfaction has a significant effect on organizational commitment. However, a different finding by Imana (2011) is that job satisfaction has no significant impact on employee commitment.

Studies on organizational commitment associated with job satisfaction, compensation, and career development can conduct at Air Minum Giri Menang Ltd. Researchers note and believe that the dynamics of HR management in companies are closely related to these four things.

Based on the Regional Regulation of West Lombok Regency Number: 4 of 2012, Air Minum Giri Menang Ltd. owns the Government of West Lombok Regency and Mataram City. It aims to complement regional autonomy and is a tool to improve people's welfare because PDAM seeks to develop the economy in regional development, especially national products in general.

In the company's managerial concept, the career definition contained in the draft on the 2021 Employee Career Pattern of Giri Menang states that a career is the development of an individual (employee) in the level of position/rank that can achieve during his service as an employee of PT Airminum Giri Menang. Therefore, while Winning, Career development is an effort to fulfill the needs of Air Minum Giri Menang Ltd. employees qualitatively following the specified job requirements to develop their potential optimally to achieve the highest career in the company.

The job category for each employee of Air Minum Giri Menang Ltd. in the structural career path consists of the Staff position category. A position whose value and complexity are relatively low and introduces the duties and functions of the place he has just occupied. Category of assistant manager position. Situations whose value and complexity are higher than the category of staff positions and add experience to areas and develop their capacities. Manager job category. Situations whose value and complexity are higher than the assistant manager positions add expertise to places and build their capabilities. The description shows only three structural positions that can become employee career opportunities.

Based on the results of observations and brief interviews with several employees, the compensation provisions given to employees, either salary or work facilities, follow the standards set by the government. However, this compensation does not necessarily increase employee satisfaction and commitment. On the contrary, it indicates the presence of employees who work only to fulfill working hours without maximizing their working time by carrying out predetermined work programs—likewise, the pattern of employee career development. The current design uses the traditional method of prioritizing the working

period. Career development has not gone according to what is determined by the Company. Requiring education levels and years of service should open up opportunities for every employee who wants to develop his career.

In 2020, Air Minum Giri Menang Ltd. has conducted an employee satisfaction survey. There are six main aspects of concern: organizational aspects, work aspects, personal development aspects, work environment aspects, and Benefit Aspects (Compensation). The general description of the survey results shows that the organizational, development, and compensation aspects for employees are still rated lower than other aspects by employees of Air Minum Giri Menang Ltd. This dimension focuses on aspects of the Company's pride and general action towards its employees. The substance above indicates a commitment/loyalty that deserves more attention. It means that the aspects of career development and compensation have not directly become a severe concern to its employees. Employees rate. This study aims to examine the Effect of Compensation and Career Development on Organizational Commitment through Job Satisfaction of Air Minum Giri Menang Ltd.

LITERATURE REVIEW

Organizational Commitment

Organizational commitment defines a situation in which an employee sided with a particular organization and its goals and desires to maintain membership. So, high job involvement means siding with an individual's specific job, while high organizational commitment means siding with the organization that recruited the individual (Robbins and Judge, 2008:101).

According to Gibson et al. (2008), commitment to the organization involves three attitudes: (1) identification with organizational goals, (2) feelings of involvement in organizational tasks, and (3) feelings of loyalty to the organization. So it is interpreted that organizational commitment is a form of identification, loyalty, and involvement expressed by employees towards the organization. Employees who have an exemplary commitment mean that the employee has loyalty to the organization where he is currently and will strive to achieve the organization's goals where he works optimally.

According to Azmi & Ansori (2020), organizational commitment is a feeling of identification, involvement, and loyalty expressed by employees towards the organization. Based on this understanding, it can be identified that commitment to the organization involves three attitudes: a sense of identification with the organization's goals, a feeling of being involved in organizational tasks, and a feeling of loyalty to the organization. Research evidence shows that the absence of organizational commitment can reduce organizational effectiveness.

There are three dimensions of the organizational commitment model proposed by Allen and Mayer (Luthan 2005), namely Affective Commitment is the emotional attachment of employees, identification, and involvement in the organization. Continuance Commitment is a commitment based on losses associated with the departure of employees from the organization. For example, it may be due to loss of seniority over promotions or benefits. Finally, normative commitment is an obligation to remain in the organization because it has to be so and that action is the right thing to do.

Several factors influence commitment; according to Mar'at (2000), "An employee's commitment is influenced by several factors such as motivation, compensation, satisfaction, training, leadership functions, the climate of cooperation, morale and conflicts that occur in an office."

Job Satisfaction

Locke in Luthans (2015) defines job satisfaction as the result of employees' perceptions of how well their jobs provide things that are considered necessary. According to Hasibuan (2007), "Job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude reflects work morale, discipline, and performance.

Job satisfaction is related to meeting the needs of employees who feel their needs are being met. They will perceive themselves as employees who are satisfied with their work. On the other hand, dissatisfaction arises when one cannot be met. Job satisfaction is one of the determinants of high and low employee performance (Robbins & Judge 2008)

Handoko (2001) also states, "Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. Job satisfaction reflects a person's feelings towards his job. According to Luthans, several factors influence job satisfaction: the work itself, compensation, co-workers, promotion opportunities, and supervision.

Compensation

Kasmir (2016) compensation is remuneration provided by the company to its employees, both financial and non-financial. It means that the company will provide payment to all employees involved. The income provided is the company's obligation for the hard work given to the company during its career. On the contrary, compensation is the employee's right to the burden and responsibility given to the company. So compensation for the company is an obligation that must be given, while it is a right for employees to receive.

According to Simamora (2008), compensation includes financial rewards and intangible services and benefits received by employees as part of the employment relationship. Compensation is what employees receive in exchange for their contribution to the organization. Hasibuan (2009) compensation is all income in the form of money goods directly or indirectly received by employees in return for services provided to the company.

The measurement of compensation researchers uses indicators developed by Rivai & Sagala (2011), which consists of financial compensation provided including basic salary, bonuses, and allowances, while non-financial compensation paid by the company to each employee includes job satisfaction by giving promotion opportunities, facilities, and a comfortable working environment.

Career Development

Career development is oriented towards organizational/company development in responding to future business challenges. Every organization/company must accept that its future existence depends on human resources (Nawawi, 2006:98). Without having competitive human resources, an organization will experience setbacks and will eventually be excluded due to the inability to face competitors. Such conditions require the organization/company to conduct career development for employees, which must be planned and sustainable.

According to Anoraga (2005: 99), a career in a narrow sense (as an effort to earn a living, develop a profession, and improve position), employment in a broad sense (as a step forward throughout life or carve one's life). Meanwhile, according to Handoko (2011: 58), a career is all job positions handled or held during one's working life. Finally, Samsudin (2006:133) defines career development as an effort to improve employees' technical, theoretical, conceptual, and moral abilities following the needs of the job/position through education and training.

According to Nawawi (2006:99), career development is a series (sequence) of positions or positions a person occupies during a particular lifetime. This definition places the position/position of a worker within an organization/company as part of a series of

positions/positions he occupies during his lifetime. According to Riva'i (2003), career development indicators are supported by superiors in understanding the career needs of employees and fair treatment in their careers.

Based on the study, the research hypothesis is as follows:

- H1: Compensation has a positive and significant effect on Organizational Commitment.
- H2: Career Development has a positive and significant effect on Organizational Commitment.
- H3: Compensation has a positive and significant effect on job satisfaction.
- H4: Career Development has a positive and significant effect on Job Satisfaction.
- H5: Job Satisfaction has a positive and significant effect on Organizational Commitment.
- H6: Compensation has a positive and significant effect on Organizational Commitment through Job Satisfaction.
- H7: Career Development has a positive and significant effect on Organizational Commitment through Job Satisfaction.

RESEARCH METHODS

The approach in this study uses quantitative methods. It includes the type of causal associative research at Air Minum Giri Menang Ltd. Mataram area. The sample is all Air Minum Giri Menang Ltd. Mataram area employees, with as many as 96 people. The data collection tool in this study was a questionnaire. Questionnaires are data collection by providing or distributing a list of questions to respondents hoping that they will respond based on these questions (Sugiyono, 2011:163). Each statement on the questionnaire was measured using a Likert Scale (scoring form). The Likert scale measures attitudes, opinions, and perceptions of a person or group of people about social phenomena (Sugiyono, 2014). This study uses SEM Partial Least Squares (PLS) analysis to estimate and analyze the dependent variable from the independent variables. SEM PLS analysis was used according to the problems studied. The number of samples was not significant and did not require normality requirements and other strict conditions following various parameters statistical approaches.

RESEARCH RESULT

Design Structural Model

The measurement model built based on the reflection indicator is evaluated with convergent validity as seen from the AVE value and composite reliability (Ghozali, 2011: 24). The value can be seen in Table 1.

Table 1. Quality Criteria

Variable	AVE	Composite Reliability	Cronbachs Alpha
Compensation	0.450	0.830	0.755
Career development	0.427	0.855	0.807
Job satisfaction	0.459	0.916	0.899
Organizational Commitment	0.526	0.909	0.887

The AVE value is more than 0.40 (if it is close to the 0.4 value, it is still acceptable). Therefore, the composite reliability and Cronbach's alpha follow the recommended value (> 0.70). Thus, the goodness of fit is fulfilling.

In this study, the indicators of each variable are reflective. Measured using discriminant validity which is assessed based on the AVE value. The explanation is based on the table below,

Table 2. Discriminant Validity

Variable	Job satisfaction	Organizational Commitment	Compensation	Career development
Job satisfaction	0.678			
Organizational Commitment	0.615	0.725		
Compensation	0.494	0.667	0.671	
Career development	0.474	0.652	0.640	0.653

In this test, the condition that must be met is that the square root value of the AVE of each variable must be greater than the correlation value with other variables. The correlation value between these indicators is obtained by rounding the correlation value in the SmartPLS output table, as seen in the Appendix. Thus, the research model has met discriminant validity.

Measurement Model

The goodness of Fit Model was measured using R-square dependent latent variable with the same interpretation as regression; Q-Square predictive relevance for structural models, measuring how well the model and the estimated parameters generate the conservation values. Q-square value > 0 indicates the model has predictive relevance; conversely, if the value of Q-Square 0 indicates the model lacks predictive relevance. Based on the results of the total determination coefficient of 0.716, the diversity of data that this research model can explain is 71.6%.

Results Hypothesis test

The results of the significance level test can see in table 3. summarizes the results of hypothesis testing with the PLS approach. The path coefficient value obtains from the SmartPLS output, seen below.

Table 3. Model Structural Test Results

Effect Between Variables	Coefficient	T Statistics	P value	Description
Compensation -> Organizational Commitment	0.376	4.629	0.000	Significant
Career Development -> Organizational Commitment	0.267	2.644	0.005	Significant
Compensation -> Job Satisfaction	0.323	2.093	0.019	Significant
Career Development -> Job Satisfaction	0.267	2.008	0.024	Significant
Job Satisfaction -> Organizational Commitment	0.302	2.876	0.002	Significant
Compensation -> Job Satisfaction -> Organizational Commitment	0.098	1.843	0.034	Significant

Career Development -> Job Satisfaction -> Organizational Commitment	0.081	1.940	0.028	Significant
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Compensation has a positive and significant influence on Organizational Commitment. Indicated by the path coefficient value of 0.376 with a significance value of 0.000 (lower than an error tolerance of 5%) which means cheerful and significant, the first hypothesis is accepted.

Career development has a positive and significant influence on employees' organizational commitment. It was indicated by the path coefficient value of 0.267 with a significance value of 0.005 (lower than an error tolerance of 5%), meaning positive and significant, so it stated that the hypothesis both are acceptable.

Compensation has a positive and significant effect on Employee Job Satisfaction. It was indicated by the path coefficient value of 0.323 with a significance value of 0.019 (more effective than an error tolerance of 5% (0.05) which means cheerful and significant, so it stated that the third hypothesis is accepted.

Career development has a positive and significant influence on Job Satisfaction. It was indicated by the path coefficient value of 0.267 with a significance value of 0.024 (lower than an error tolerance of 5%) which means cheerful and significant, so it stated that the fourth hypothesis is accepted.

Job Satisfaction has a positive and significant influence on Organizational Commitment. It was indicated by the path coefficient value of 0.302 with a significance value of 0.002 (lower than an error tolerance of 5%) which means cheerful and significant, so it concluded that stated that the fifth hypothesis can be accepted.

DISCUSSION

The Effect of Compensation on Organizational Commitment

By providing sound, fair, and proper compensation, employees will be happier working in the company. They will assist the company in achieving its goals, but on the contrary, if employees view that compensation is not in portion, unfair and appropriate, then work performance. Their work motivation will tend to decrease. Therefore, rewards can motivate and encourage employees to work better to achieve the company's goals.

According to Robbins and Judge (2008), "Commitment is a condition of employee siding with a particular organization." Thus, high job involvement means siding with an individual's particular job, while high organizational commitment means siding with the organization that recruited the individual.

The company makes various efforts to develop and retain employees continuously. It is inseparable from the importance of employees who are competent and can contribute generously to the company. Companies must give more attention to employees to play an active role and work optimally. It requires a high commitment from each employee. One of the factors that influence the emergence of responsibility to employees is the provision of compensation (Hidayat, 2015). The provision of payment to employees aims to appreciate employees' achievements who have contributed to the company and increase employee commitment (Wardani, 2009). The results of this study are in line with the results of research conducted by previous researchers, namely Sudiarditha (2013), Imana (2011), and Rustini (2015), who found that compensation had a significant effect on commitment

The Effect of Career Development on Organizational Commitment

Career development is a formal approach taken by organizations to ensure that people have the appropriate qualifications, abilities, and experience when needed. Therefore, companies need to manage careers and develop them well so that employee productivity is maintained and able to encourage employees always to do their best and avoid work frustration, resulting in a decrease in company performance.

The employee career development system at Air Minum Giri Menang Ltd. is conducted by conducting training programs and providing mutation promotion opportunities to employees. Training activities are regularly carried out for employees proposed by each field in the company. The form of the training supplied follows the needs of the company.

Gomes (2003) suggests that career development combines future training needs and human resource planning (HRP). From the employee's point of view, career development provides an overview of future career paths within the organization. In addition, it indicates the organization's long-term interest to its employees or employees. Career development will help employees in increasing commitment to the company. Whether or not employees are good at developing their careers will impact adherence to work. From the description above, Career development influences work commitment where this influence can positively impact and help achieve company goals.

Organizational commitment has a significant enough contribution to the achievement of the company's goals and objectives that have been set. Managers desire high work commitment because it can be associated with positive results. In addition, high organizational commitment is a sign that an organization is well managed and results from effective behavioral management.

According to Soekidjan (2009), commitment is the ability and willingness to align personal behavior with the organization's needs, priorities, and goals. It includes ways to develop plans or meet organizational needs, prioritizing the organization's mission over personal interests. The results of this study strengthen Solihin et al. (2019); Jusufet al. (2016); Ogaboh et al. (2010); Li et al. (2014); Nazishet al. (2013); Benson (2003) found that career development has a significant effect on organizational commitment.

The Effect of Compensation on Job Satisfaction

The compensation system that is already good in a company will substantially affect the survival of the company itself. There will be a symbiotic mutualism that occurs between employees and the company. As a result, employees will feel more valued and receive remuneration from the company inappropriate compensation. It will have a positive effect on Employee Job Satisfaction.

William B. Werther and Keith Davis (Hasibuan, 2005) stated that compensation is what a worker receives in return for the work he provides. The purpose of offering balance (retribution) is as a bond of cooperation, job satisfaction, effective procurement, motivation, employee stability, discipline, and the influence of labor unions and the government (Hasibuan, 2005). According to Robbins, job satisfaction is a general attitude towards one's work, which shows the difference between the number of awards workers receive and the amount they believe they should receive (Wibowo, 2013). Meanwhile, Vecchio (Wibowo, 2013) states that job satisfaction is a person's thoughts, feelings, and actions tendencies which are a person's attitude towards work. The compensation system that is already good in a company will substantially affect the company's survival. It will be a symbiotic mutualism that occurs between employees and the company. Employees will feel more valued and receive remuneration from the company's inappropriate compensation. Therefore, it will have a positive effect on Employee Job Satisfaction.

This finding is in line with the research conducted by Jamaludin (2015) and Noerdiansyah & Frianto (2013), which have found that compensation has a significant effect on job satisfaction.

The Effect of Career Development on Job Satisfaction

According to Veitzhal Rivai (2010), "Career development has a positive and significant influence on employee job satisfaction." He stated that career development is essential to increase productivity, improve employee attitudes towards their work, and build high job satisfaction.

Several previous researchers who supported the results of this study, including the research of Chen et al. (2004), found that career development has a significant influence on job satisfaction at the Hsinchu Science-based Industrial Park (HSIP) company in Northern Taiwan. Furthermore, a second study conducted by Adekola (2011) found 79 direct effects of career development on job satisfaction in the banking industry in Nigeria. Finally, the third study conducted by Saeidi et al. (2014) found that employee career development positively affects job satisfaction in the oil processing industry in Iran.

The results of this study also strengthen the results of research conducted by Pratiwi & Lo (2020), Febrianti et al. (2020), Rahayu et al. (2019), Jusuf et al. (2016), which found that career development has a significant effect on job satisfaction.

The Effect of Job Satisfaction with Organizational Commitment

According to Handoko (2001) and Mathis and Jackson (2011), when someone is satisfied with their work, they will be more committed to the organization. It is in line with the research of Boles et al. (2007) in several American companies stated that appropriate salary and promotion will affect the employee's desire to remain loyal to the organization.

Mathis & Jackson (2011) explain that relatively satisfied people with their work will be more committed to the organization. People committed to the organization are more likely to get greater satisfaction. Job satisfaction is essential in the organizational environment because it relates to employee behavior towards the organization and the environment. Job satisfaction can encourage the creation of high employee organizational commitment.

Hsiao and Chen (2012), in their research conducted at several companies in Taiwan, stated that job satisfaction has a significant positive effect on organizational commitment. In addition, Luqman et al. (2012) analysis said that employees would be more committed to providing services to consumers when they are satisfied with their work and allowed a career.

The results of this study strengthen the research results conducted by Valaei & Rezaei (2016), where the results of their research found that all dimensions of job satisfaction consist of satisfaction with salary, promotion, supervision, work, and co-workers have a significant relationship with organizational commitment. Likewise, research from Yang (2010), Varona (1996), Testa (2001), Song, Lee, Lee, & Song (2015), and Schwepker (2001) found that job satisfaction has a significant effect on organizational commitment.

The Effect of Compensation on Organizational Commitment through Job Satisfaction

Compensation is an award given to employees so that employee performance is high and getting better. Besides that, compensation is also not fixed or can change at any time (Yusnita and Sari, 2014). Compensation is given fairly and according to the workload, making employees feel valued and needed. It can make employees work optimally and support all activities carried out by the company. On the other hand, employee dissatisfaction with the compensation provided by a company can lead to negative employee behavior and decreased commitment which will reduce the work performance of each employee (Apriyanti, 2016).

To increase an employee's commitment to the company is not just looking at the employee's compensation. However, the company must also pay attention to employee job satisfaction. In this case, job satisfaction is a very influential factor in improving an employee's work because compensation is a supporting factor that directly affects employee performance, which results in achieving maximum results for the company.

The results of this study support the results of research from Handoko & Rambe (2018) and Manalu (2019) that compensation has a positive and significant effect on organizational commitment through employee job satisfaction.

The Effect of Career Development on Organizational Commitment through Job Satisfaction

Career development is a form of activity that helps employees plan their future careers so that the company and the employees concerned can develop themselves to the maximum. In addition, career development helps other company programs bring satisfaction to employees. As a result, they become loyal, have a high commitment to work, lower turnover, and achieve company goals (Mangkunegara, 2005:78).

Company leaders must pay attention to employee job satisfaction factors to increase employee career development in a company. In this case, job satisfaction is an influential factor in improving an employee's career. Because career development is a supporting factor that directly affects employee performance which results in achieving maximum results for the company

The results of this study support the results of research from Khavida, Setyariningsih, & Rini (2020) and Handoko & Rambe (2018) that career development has a positive and significant effect on organizational commitment through employee job satisfaction.

CONCLUSION

Compensation and Career Development have a positive and significant impact on Job Satisfaction and Employees' Organizational Commitment. In addition, compensation and Career Development have a positive and significant effect on Organizational Commitment through the employees' job satisfaction of Air Minum Giri Menang Ltd.

RECOMMENDATION

The company has not fully provided equal opportunities for employees to be promoted to high-level positions. Employees hope that the company pays attention to career certainty and fairness in the promotion system regardless of other factors that are not following the provisions and regulations applicable in the company.

It is undeniable that the leadership factor is still the scourge determining how moving positions and positions are carried out. The expectations of employees, leaders must be more objective in making decisions regarding the transfer of each employee.

The employees hope that the amount of salary must adequately pay attention to fairness and appropriateness for their personal and family so that they remain enthusiastic and happy to work.

The feeling of belonging to the organization is still not strong enough, so it is necessary to strengthen the sense of belonging, such as often providing family vacation bonuses and awards for exemplary employees.

MANAGERIAL IMPLICATIONS

The results of this study can be used as input and consideration for organizations in implementing Compensation and Career Development, so Job Satisfaction and Organizational Commitment of Employees of Air Minum Giri Menang Ltd. will increase. Furthermore, practically the results of this research can also be used as an evaluation material and development material for employees of Air Minum Giri Menang Ltd. to continue to increase their commitment to work which will ultimately improve performance.

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