

Employee Performance in Several Construction Services Companies

Ronnie Resdianto Masman

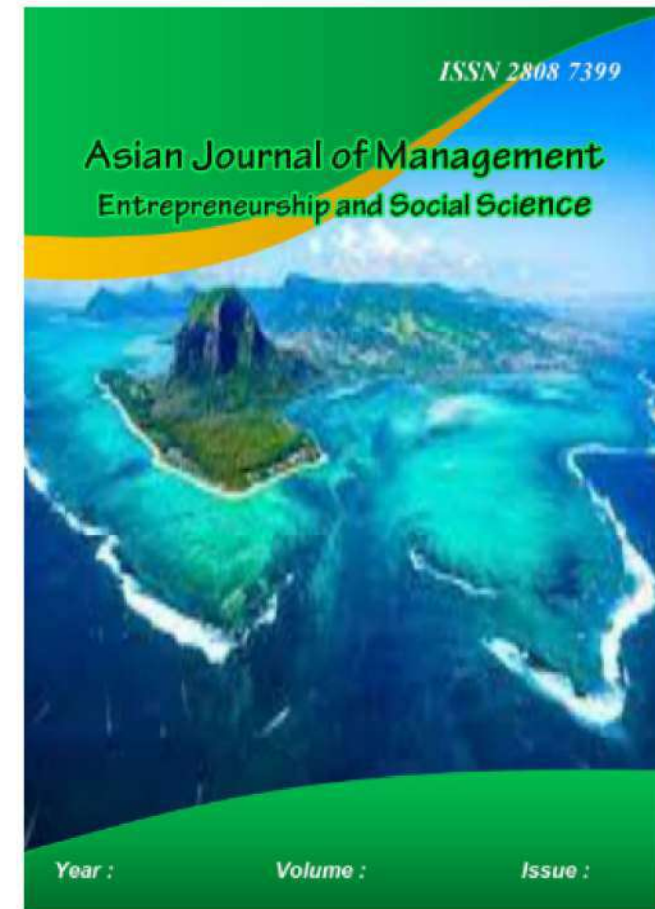
Universitas Tarumanagara

DOI: <https://doi.org/10.63922/ajmesc.v5i04.1478>

Keywords: Compensation, organizational citizenship behaviour, organizational commitment, employee performance

Abstract

Employee performance is one of the key factors that determine the success of a company, so employee performance is something that must be considered by every company. The object of the study was employees of 3 (three) construction services companies in Jakarta. The respondents numbered 82 people. The sampling method used purposive sampling with a random sampling technique of 82 people. In the first hypothesis, compensation has a positive effect on employee performance. In the second hypothesis, compensation has a positive effect on organizational commitment. In the third hypothesis, organizational citizenship behavior has a positive effect on organizational commitment. In the fourth hypothesis, organizational citizenship behavior has a positive effect on employee



Published
2025-09-16

Transformational Leadership, Work Environment, and Financial Compensation as Drivers of Employee Performance

- **Fitra Akbar Nugraha** *Atma Bhakti Institute of Economics, Surakarta*
- **Sutianingsih** *Atma Bhakti Institute of Economics, Surakarta*

172-193



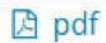
Abstract views: 45 times | PDF downloaded: 70 times | Published: 2025-09-13 |

[doi: https://doi.org/10.63922/ajmesc.v5i04.1477](https://doi.org/10.63922/ajmesc.v5i04.1477)

Influence Of Business Choice Opportunities Model On Performance Of Savings And Credit Cooperative Societies In Nyamira County, Kenya

- **John Masega Ombasa** *School of Business and Economics, Mount Kenya University*
- **Evans Nyamboga Mandere** *School of Business and Economics, Mount Kenya University*

194-218



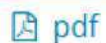
Abstract views: 31 times | PDF downloaded: 54 times | Published: 2025-09-14 |

[doi: https://doi.org/10.63922/ajmesc.v5i04.1474](https://doi.org/10.63922/ajmesc.v5i04.1474)

Employee Performance in Several Construction Services Companies

- **Ronnie Resdianto Masman** *Universitas Tarumanagara*

219-235



Abstract views: 33 times | PDF downloaded: 80 times | Published: 2025-09-16 |

[doi: https://doi.org/10.63922/ajmesc.v5i04.1478](https://doi.org/10.63922/ajmesc.v5i04.1478)

Coastal Tourism Management Strategy Based On Sustainable Tourism At Selong Belanak Beach Central Regency

- **Emma Febriani** *Master Program in Tourism, Faculty of Tourism, Universitas Udayana, Indonesia*
- **Ni Putu Ratna Sari** *Master Program in Tourism, Faculty of Tourism, Universitas Udayana, Indonesia*
- **I Putu Sudana** *Master Program in Tourism, Faculty of Tourism, Universitas Udayana, Indonesia*

236-248



Abstract views: 39 times | PDF downloaded: 72 times | Published: 2025-09-24 |

[doi: https://doi.org/10.63922/ajmesc.v5i04.1479](https://doi.org/10.63922/ajmesc.v5i04.1479)



Employee Performance in Several Construction Services Companies

Ronnie Resdianto Masman^{1*}

¹Universitas Tarumanagara

*Corresponding author: ronniem@fe.untar.ac.id

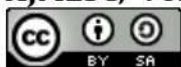
Abstract

Employee performance is one of the key factors that determine the success of a company, so employee performance is something that must be considered by every company. The object of the study was employees of 3 (three) construction services companies in Jakarta. The respondents numbered 82 people. The sampling method used purposive sampling with a random sampling technique of 82 people. In the first hypothesis, compensation has a positive effect on employee performance. In the second hypothesis, compensation has a positive effect on organizational commitment. In the third hypothesis, organizational citizenship behavior has a positive effect on organizational commitment. In the fourth hypothesis, organizational citizenship behavior has a positive effect on employee performance. In the fifth hypothesis, there is a negative effect of organizational commitment on employee performance. In the sixth hypothesis, organizational commitment failed to mediate compensation on employee performance. Employees, if given compensation, will work well by themselves without having to be mediated by their commitment to the organization. In the seventh hypothesis, organizational commitment failed to mediate organizational citizenship behavior on employee performance. The work of employees will automatically be recognized by the company where the employees work.

Keywords: Compensation, organizational citizenship behaviour, organizational commitment, employee performance

1. INTRODUCTION

In the midst of increasingly tight and dynamic business competition, employee performance is one of the key factors that determine the success of a company, so employee performance is something that must be considered by every company (Suryawan, 2022;





Suryawan, 2024). In this case, each individual has an important role in achieving common goals, and the quality of their performance can directly affect the productivity, efficiency, and reputation of the company itself. For this reason, organizational commitment is needed so that employee performance can be maximized (Laras et al. 2021).

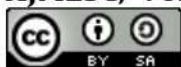
How to improve and evaluate employee performance is not just a desire, but a strategic need. This article will explore the various aspects that influence employee performance, as well as strategies that can be applied to create a work environment that encourages the growth and development of individuals and the organization as a whole. Organizational commitment is very important for companies so that each employee is committed to carrying out their work according to the mandate of the SOP and job description, so (Mekta, 2016) explains that organizational commitment is an attitude that reflects employee loyalty in the company that is sustainable in accordance with the company's goals. Organizational commitment also grows from the emotional bond of each employee to the company so that employees have a desire to be loyal to the company. For this reason, every company strives to improve the performance of its employees by providing compensation in accordance with the performance that has been done (Omotayo et.al., 2015).

The gap in this research is that no researcher has studied employee performance influenced by compensation and organizational citizenship behavior mediated by organizational commitment in the construction services company business sector.

Based on this, also continuing from Suryawan's (2022) research on employee performance, this study attempts to see and analyze whether compensation, organizational citizenship behavior and organizational commitment affect employee performance. Suryawan (2022) proved that 29% of employee performance was influenced by career development, selection and compensation, and 18% of compensation was influenced by career development, recruitment and selection strategies. For this reason, Suryawan (2022) suggested in his research to look at other factors, namely not only compensation as mediation, but also organizational commitment as mediation.

1.1. Research Purposes

This research was conducted to see and analyze: (1) The influence of compensation on employee performance, (2) The influence of compensation on organizational commitment, (3) The influence of organizational citizenship behavior on organizational commitment, (4) The influence of organizational citizenship behavior on employee performance, (5) The influence of organizational commitment on employee performance, (6) The influence of compensation on employee performance mediated by organizational





commitment, (7) The influence of organizational citizenship behavior on employee performance mediated by organizational commitment.

2. LITERATURE REVIEW

2.1. Compensation

Compensation is the total income received by employees in the form of money, incentives and benefits from the company because employees have completed their work (Suryantika & Wibawa, 2020). For this reason, every company, in this case the company, strives to improve employee performance by providing compensation in accordance with the performance that has been carried out (Omotayo et.al., 2015).

(Sahlan et al., 2015) provide an explanation regarding compensation as one of the important aspects in the Human Resource Management (HRM) function related to various forms of rewards given to individuals in return for their contributions in carrying out tasks within the organization. Compensation includes all forms of rewards received by employees as a sign of appreciation for the work they have done. This can include salary, allowances, bonuses, and other forms of rewards that serve to motivate and appreciate employees for their performance. (Putra & Sriathi, 2019) explain that compensation includes financial rewards, services, and benefits received by employees as part of their employment relationship. Compensation is a form of reward given to employees in exchange for the contributions they make to the organization.

Previous research conducted by (Sahlan et al., 2015) proved that the work environment, job satisfaction, and compensation simultaneously have a significant effect on employee performance. Also, research conducted by (Masman, 2023) proved that compensation has a positive and significant effect on employee performance, which means that good compensation can make employees work more enthusiastically according to the company's targets. The results of research from (Tamtomo & Husna, 2020) were able to prove that compensation can increase employee organizational commitment.

2.2. Organizational Citizenship Behaviour

Organizational citizenship behavior is the behavior of an employee not because of the demands of his/her duties but rather based on his/her willingness (Permana et al., 2019). Organizational citizenship behavior is behavior carried out by employees that goes beyond what is expected of them in their formal job roles, usually not directly balanced or officially recognized by the organization, but still has a significant positive impact on the work environment and overall organizational performance (Gupta et al., 2024). The importance of organizational citizenship behavior in a company lies in its ability to increase collaboration,





strengthen the sustainability of relationships between employees, and increase productivity and work efficiency without the need for additional costs for rewards. Encouraging organizational citizenship behavior in an organization can be one strategy to create a positive work culture and improve overall performance.

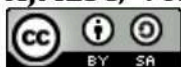
The term organizational citizenship behavior refers to behaviors that benefit the organization and cannot be required by formal role obligations or warranted by appropriate compensation; these behaviors include organizational citizenship behavior-organization (OCB-O), which is impersonal and directed toward the benefit of the organization as a whole, and interpersonal organizational citizenship behavior (OCB-I), which is concerned with helping specific individuals within the organization (Cohen & Liani, 2018). Organizational citizenship behavior is positive behavior exhibited by employees that goes beyond the demands of their formal duties and is not required by organizational policies or regulations. Organizational citizenship behavior is typically voluntary and is not directly tied to compensation.

Previous research conducted by (Gupta et al., 2024) proved that there is a positive relationship between pay for performance (compensation) and job performance and there is a mediation between pay for performance (compensation) and job performance through procedural justice and organizational citizenship behavior. Evidently, procedural justice mediates the relationship between pay for performance (compensation) and organizational citizenship behavior. However, research conducted by (Cohen & Liani, 2018) proved the relationship between (1) individual values, (2) work and non-work variables, and (3) organizational citizenship behavior and had a weak correlation between non-work variables and outcome variables, and a simple relationship. The results of research conducted by (Wicaksono & Masykur, 2018) proved a significant positive relationship between organizational commitment variables and organizational citizenship behavior.

2.3. Organizational Commitment

Organizational commitment is something that every employee does in identifying with the values in the company so that every employee becomes loyal and willing to do work according to the company's goals (Priansa, 2018). According to (Ntobuo & Keki, 2022), it is very important for the company because it can reduce the resistance that arises from employees when the company innovates.

Research conducted by (Kristine, 2017) also shows that organizational commitment has a positive and significant impact on performance. In addition, research by (Cahyani et al, 2020) proves that there is a positive and significant relationship between organizational commitment and employee performance. Also, research conducted by (Masman, 2023)



proves that organizational commitment has a positive and significant influence on employee performance and research conducted by (Atturrizky & Ekhsan, 2024) also proves that organizational commitment is positively correlated with employee performance.

2.4. Employee Performance

According to (Sutrisno, 2020) there are several factors that influence employee performance including employee commitment to the organization, leadership, work environment conditions, job satisfaction, training and development, compensation, and individual abilities. In addition, the performance of both individuals and organizations can be improved through effective leadership and empowerment, adequate work facilities, training programs that are appropriate to needs, a fair compensation system, and the right employee recruitment process (Prabowo et al., 2020). Employee performance is the achievement of work results in accordance with company goals carried out by each employee (Suryawan, 2022; Suryawan 2024).

2.5. Research Framework

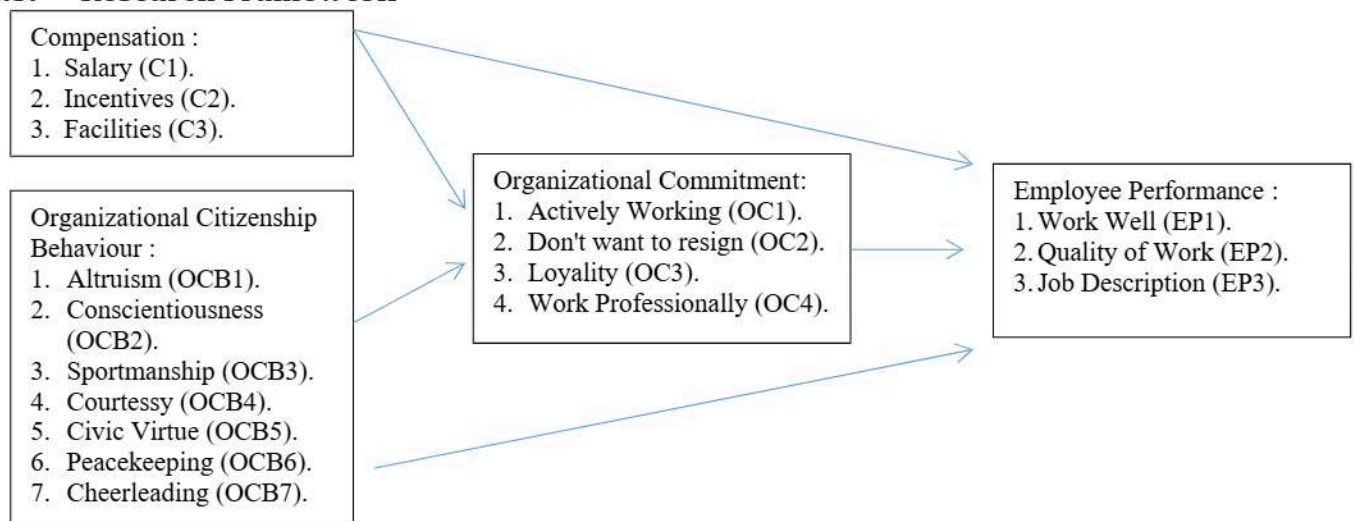


Figure 1. Conceptual Framework

Based on previous theories and research results and research models, the following hypothesis can be made:

H₁ : Compensation has a positive effect on employee performance.

H₂ : Compensation has a positive effect on organizational commitment.

H₃ : Organizational citizenship behaviour has a positive effect on organizational commitment.

H₄: Organizational citizenship behaviour has a positive effect on employee performance.

H₅: Organizational commitment has a positive effect on employee performance.

H₆: Compensation has a positive effect on employee performance which is mediated by organizational commitment.

H₇: Organizational citizenship behaviour has a positive effect on employee performance which is mediated by organizational commitment.

3. METHODOLOGY

The object of the study was employees of 3 (three) construction services companies in Jakarta. The respondents numbered 82 people. The sampling method used purposive sampling (Sugiyono, 2018) with a random sampling technique of 82 people. The reason for using this method is that this study does not generalize, namely all employees in 3 (three) construction services companies have the same opportunity to receive performance appraisals.

Table 1. Variables, Definitions, Indicators, Scales and Sources

No.	Variables	Definitions	Indicators	Scales	Sources
1	Compensation	Total income received by employees in the form of money, incentives and benefits from the company because the employee has completed his work.	1. Salary (C1). 2. Incentives (C2). 3. Facilities (C3).	Likert	(Suryantika & Wibawa, 2020)
2	Organizational Citizenship Behaviour	Employee behavior in the workplace that is consistent with an assessment that exceeds a person's basic job requirements.	1. Altruism (OCB1). 2. Conscientiousness (OCB2). 3. Sportmanship (OCB3). 4. Courtesy (OCB4). 5. Civic Virtue (OCB5).	Likert	(Suzana, 2017)



			6. Peacekeeping (OCB6). 7. Cheerleading (OCB7).		
3	Organizational Commitment	Something that every employee does to identify with the values in the company so that every employee becomes loyal and willing to do work in accordance with the company's goals.	1. Actively Working (OC1). 2. Don't want to resign (OC2). 3. Loyalty (OC3). 4. Work Professionally (OC4).	Likert	(Priansa, 2018)
4	Employee Performance	The achievement of work results in accordance with company goals carried out by each employee.	1. Work Well (EP1). 2. Quality of Work (EP2). 3. Job Description (EP3).	Likert	(Suryawan, 2022)

Source: Journal articles, 2017-2022

Table 1. shows the variables, indicators, scales and sources from various article from 2017 until 2022. For compensation variable has definition of variables is total income received by employees in the form of money, incentives and benefits from the company because the employee has completed his work. The indicators of compensation are salary (C1), incentives (C2) and facilities (C3). The definitions of variables and indicators are taken from the source is (Suryantika & Wibawa, 2020).

For organizational citizenship behaviour variable has definition of variables is employee behavior in the workplace that is consistent with an assessment that exceeds a person's basic job requirements. The indicators of organizational citizenship behaviour are altruism (OCB1), conscientiousness (OCB2), sportmanship (OCB3), courtesy (OCB4), civic virtue (OCB5), peacekeeping (OCB6) and cheerleading (OCB7). The definitions of variables and indicators are taken from the source is (Suzana, 2017).





For organizational commitment variable has definition of variables is something that every employee does to identify with the values in the company so that every employee becomes loyal and willing to do work in accordance with the company's goals. The indicators of organizational commitment are actively working (OC1), don't want to resign (OC2), loyalty (OC3) and work professionally (OC4). The definitions of variables and indicators are taken from the source is (Priansa, 2018).

For employee performance variable has definition of variables is the achievement of work results in accordance with company goals carried out by each employee. The indicators of employee performance are work well (EP1), quality of work (EP2) and job description (EP3). The definitions of variables and dimensions are taken from the source is (Suryawan, 2022). To facilitate data processing after respondents complete the questionnaire, the author employs a Likert scale.

Table 2. Respondent characteristics

Respondent Profile	Total	Percentage
Gender		
1. Male	55	67
2. Female	27	33
Ages		
1. 18 to 31 years old	49	60
2. > 31 years old	33	40
Level of educations		
1. Graduated from elementary school	8	10
2. Graduated from junior high school graduate	10	12
3. Graduated from high school or vocational	30	37
4. Graduated from diploma/academy/university	34	41

Source : Survey results, 2025

In table 2. Respondent characteristics, the number of respondents is 82 respondents from 3 (three) construction services company in Jakarta. The number of male respondents is 55 people or 67 percent and the number of female respondents is 27 people or 33 percent. Respondents aged 18 to 31 years are 49 people or 60 percent, then respondents over 31 years old are 33 people or 40 percent. Then, for respondents who graduated from





elementary school are 8 people or 10 percent, for respondents who graduated from junior high school are 10 people or 12 percent, for respondents who graduated from high school or vocational school are 30 people or 37 percent, for respondents who graduated from diploma/academy/university are 34 people or 41 percent.

4. RESEARCH RESULTS

4.1. Outer model

Table 3. Composite Reliability (CR) & Average Variance Extracted (AVE)

Constructs	Composite Reliability	Average Variance Extracted
Compensation	0.869	0.689
Organizational Citizenship Behaviour	0.884	0.525
Organizational Commitment	0.876	0.639
Employee Performance	0.844	0.645

Source : Data processing results, 2025

4.1.1. Average Variance Extracted (AVE)

It can be seen in table 3 that AVE compensation is 0.689, organizational citizenship behavior is 0.525, organizational commitment is 0.639 and employee performance is 0.645. (Hair et.al., 2017) explains that the average AVE value is 0.50 or must be more than half of the indicator variants.

4.1.2. Composite Reliability (CR)

It can be seen in table 3 for CR compensation of 0.869, organizational citizenship behavior of 0.884, organizational commitment of 0.876 and employee performance of 0.844. CR values of 0.70 and 0.90 are considered satisfactory, while CR values below 0.60 indicate a lack of internal consistency (Hair et.al., 2017).

Table 4. Convergent validity (loading factor)

Indicators	Compensation	Organizational Citizenship Behavior	Organizational Commitment	Employee Performance
C1	0.811			





C2	0.855			
C3	0.822			
OCB1		0.777		
OCB2		0.737		
OCB3		0.760		
OCB4		0.807		
OCB5		0.538		
OCB6		0.652		
OCB7		0.765		
OC1			0.841	
OC2			0.756	
OC3			0.768	
OC4			0.830	
EP1				0.797
EP2				0.706
EP3				0.894

Source : Data processing results, 2025

4.2. Outer Loadings

In table 4, the outer loading is seen to be C1 0.811, C2 0.855, C3 0.822, OCB1 0.777, OCB2 0.737, OCB3 0.760, OCB4 0.807, OCB5 0.538, OCB6 0.652, OCB7 0.765, OC1 0.841, OC2 0.756, OC3 0.768, OC4 0.830, EP1 0.797, EP2 0.706, EP3 0.894. (Hair et.al., 2017) explains that outer loading greater than or equal to 0.70 can maintain the reflective indicator.

4.3. Inner Model

Table 5. Direct Effect

Path	Standardized Path Coefficient	<i>p-value</i>	Info
Compensation -> Employee Performance	0.253	0.008*	Significant
Compensation -> Organizational Commitment	0.183	0.042*	Significant
OCB -> Organizational Commitment	0.657	0.000*	Significant
OCB -> Employee Performance	0.724	0.000*	Significant
Organizational Commitment -> Employee Performance	-0.050	0.322	Insignificant



Note: *=significant (ρ -value < 0.05)

Source : Data processing results, 2025

Table 5 shows that the first hypothesis, namely compensation has a significant positive effect on employee performance with a standardized path coefficient of 0.253 and a ρ -value of 0.008, the second hypothesis, namely compensation has a significant positive effect on organizational commitment with a standardized path coefficient of 0.183 and a ρ -value of 0.042, the third hypothesis, namely organizational citizenship behavior has a significant positive effect on organizational commitment with a standardized path coefficient of 0.657 and a ρ -value of 0.000, the fourth hypothesis, namely organizational citizenship behavior has a significant positive effect on employee performance with a standardized path coefficient of 0.724 and a ρ -value of 0.000. For the fifth hypothesis, organizational commitment has a negative effect on employee performance with a standardized path coefficient of -0.050 and a ρ -value of 0.322.

Table 6. Indirect Effect

Path	Standardized Path Coefficient	ρ -value	Info
Compensation -> Organizational Commitment -> Employee Performance	-0.009	0.453	Insignificant
Organizational Citizenship Behaviour -> Organizational Commitment -> Employee Performance	-0.033	0.335	Insignificant

Note: *=significant (ρ -value < 0.05)

Source : Data processing results, 2025

Table 6 shows the indirect effect. It can be seen that testing the indirect effect of compensation on employee performance through organizational commitment is -0.009 with a ρ -value of 0.453, which means that compensation has insignificant effect on employee performance through organizational commitment. Also, there is an indirect effect of organizational citizenship behaviour on employee performance through organizational commitment is -0.033 with a ρ -value of 0.335, which means that organizational citizenship behaviour has insignificant effect on employee performance through organizational commitment.

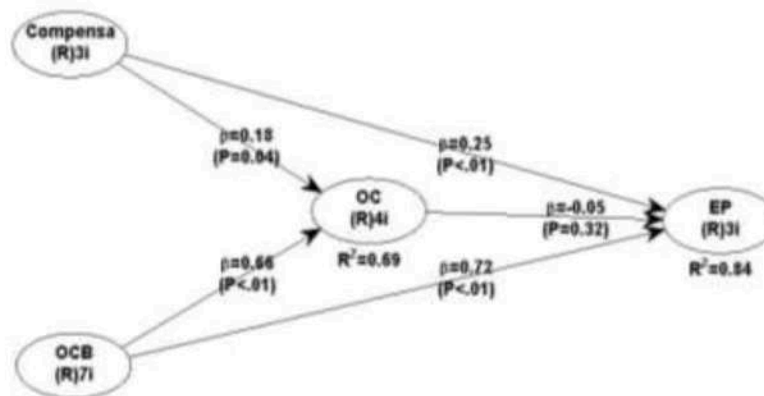


Figure 2. Output

Source : Data processing results, 2025

Figure 2 shows the test results above showing that the compensation variable on the employee performance variable is 25 percent with a ρ -value of less than 1 percent, the compensation variable on the organizational commitment variable is 18 percent with a ρ -value is 4 percent, the organizational citizenship behaviour variable on the organizational commitment variable are 66 percent with a ρ -value is less than 1 percent, the organizational citizenship behaviour variable on the employee performance variable are 72 percent with a ρ -value of less than 1 percent, the organizational commitment variables on the employee performance variable are -0.05 percent with ρ -value of 32 percent. The R-Square value of organizational commitment is 69 percent and the R-Square value of employee performance is 84 percent.

Table 7. Coefficient of Determination

Constructs	R-square (R ²)
Organizational Commitment	0.688
Employee Performance	0.839

Source : Hasil olah data, 2025

In table 7, it can be seen that the organizational commitment variable has a correlation coefficient of 0.688 or 68.8%, the employee performance variable has a correlation coefficient of 0.839 or 83.9%.

5. DISCUSSION

In the first hypothesis, compensation has a positive effect on employee performance. In this case, good compensation can make employees work more enthusiastically in



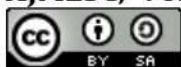
accordance with the performance standards set by the company. The results of the first hypothesis test are in accordance with research conducted by (Sahlan et al., 2015) which proves that compensation simultaneously has a significant effect on employee performance. Also in accordance with the results of research conducted by (Masman, 2023) that compensation has a positive and significant effect on employee performance, which means that good compensation can make employees work more enthusiastically in accordance with the company's targets.

In the second hypothesis, compensation has a positive effect on organizational commitment, in this case, compensation can make employees in construction service companies have a high commitment to complete their work well. The results of the second hypothesis test are in accordance with research from (Tamtomo & Husna, 2020) which proves that compensation can increase employee organizational commitment.

In the third hypothesis, organizational citizenship behavior has a positive effect on organizational commitment. The results of this third hypothesis test prove that the behavior carried out by employees that exceeds what is expected of them in their formal job roles is usually not directly balanced or officially recognized by the organization, but still has a significant positive impact on the work environment and overall organizational performance so that the importance of organizational citizenship behavior is needed to strengthen collaboration, strengthen the sustainability of relationships between employees, and increase productivity and work efficiency without the need for additional costs for rewards. Encouraging organizational citizenship behavior in an organization can be one strategy to create a positive work culture and improve overall performance. The results of this third hypothesis test are in accordance with research conducted by (Wicaksono & Masykur, 2018) proving a significant positive relationship between organizational commitment variables and organizational citizenship behavior.

In the fourth hypothesis, organizational citizenship behavior has a positive effect on employee performance. The results of the fourth hypothesis test are in accordance with research conducted by (Gupta et al., 2024) which proves that there is a positive relationship between pay for performance (compensation) and job performance and there is a mediation between pay for performance (compensation) and job performance through procedural justice and organizational citizenship behavior.

In the fifth hypothesis, there is a negative influence of organizational commitment on employee performance. High commitment from employees does not affect employee performance. In construction service companies, what is important is that employees are able to carry out their work well together with other employees. The results of the fifth hypothesis test do not comply with research conducted by (Kristine, 2017) which also shows





that organizational commitment has a positive and significant impact on performance, and also does not comply with research conducted by (Cahyani et al, 2020) which proves that there is a positive and significant relationship between organizational commitment and employee performance, and does not comply with research conducted by (Masman, 2023) which proves that organizational commitment has a positive and significant influence on employee performance and does not comply with research conducted by (Atturrizky & Ekhsan, 2024) which proves that organizational commitment is positively correlated with employee performance.

In the sixth hypothesis, organizational commitment failed to mediate compensation on employee performance. Compensation only has a positive effect on employee performance without being mediated by organizational commitment. Employees, if given compensation, will work well on their own without having to be mediated by their commitment to the organization.

In the seventh hypothesis, organizational commitment failed to mediate organizational citizenship behavior on employee performance. The work of employees will automatically be recognized by the company where the employees work.

6. CONCLUSION

Good compensation can make employees work more enthusiastically in accordance with the performance standards set by the company. Compensation simultaneously has a significant effect on employee performance, which means that good compensation can make employees work more enthusiastically in accordance with the company's targets. Compensation can also make employees in construction service companies have a high commitment to completing their work well.

Behaviors performed by employees that go beyond what is expected of them in their formal job roles, are usually not directly compensated or officially recognized by the organization, but still have a significant positive impact on the work environment and overall organizational performance so that the importance of organizational citizenship behavior is necessary to strengthen collaboration, strengthen the sustainability of employee relationships, and increase productivity and work efficiency without the need for additional costs for rewards. Encouraging organizational citizenship behavior in an organization can be one strategy to create a positive work culture and improve overall performance.

High commitment from employees does not affect employee performance. In construction service companies, what is important is that employees are able to carry out their work well together with other employees. Also, organizational commitment does not mediate compensation on employee performance. Employees, if given compensation, will

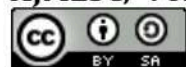




work well on their own without having to be mediated by their commitment to the organization.

REFERENCES

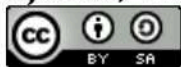
- Atturrizky, M. S. & Ekhsan, M. (2024). Pengaruh organizational commitment terhadap employee performance melalui mediasi job satisfaction, *Jurnal Muara Ilmu Ekonomi dan Bisnis*, 8(1), 164-176, <https://doi.org/10.24912/jmieb.v8i1.29106>
- Cahyani, R.A., Sundari, O. & Dongoran, J. (2020). Pengaruh komitmen organisasi dan kepuasan kerja terhadap kinerja karyawan (Studi pada Perusahaan Daerah Air Minum (PDAM) Kota Salatiga), *Jurnal Ekobis Dewantara*, 3(1), 1-10, https://doi.org/10.26460/ed_en.v3i1.1288
- Cohen & Liani (2018). Individual values and work/non-work conflict in their relationship to OCB, *International Journal of Human Resource Studies*, 8(1), 141-162, <https://doi.org/10.5296/ijhrs.v8i1.12281>
- Gupta, V., Mittal, S., Ilavarasan, P.V. & Budhwar, P. (2024), Pay-for-performance, procedural justice, OCB and job performance: a sequential mediation model, *Personnel Review*, 53(1), 136-154. <https://doi.org/10.1108/PR-11-2021-0782>
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. SAGE Publications, Inc. USA
- Kristine, E. (2017). Pengaruh kepuasan kerja dan komitmen organisasi terhadap kinerja melalui motivasi kerja pegawai alih daya (outsourcing) di PT Mitra Karya JayaSentosa, *Jurnal Eksekutif*, 14(2), 384-401, <https://www.jurnal.ibmt.ac.id/index.php/jeksekutif/article/view/153/147>
- Laras, T., Jatmiko, B. & Wawuru, E. (2021). Kinerja pegawai: dampak komitmen organisasi dan kompetensi dengan kepuasan kerja sebagai pemediasi (Survey pada sekretariat Daerah Kabupaten Sleman Daerah Istimewa Yogyakarta). *Jurnal Perilaku dan Strategi Bisnis*, 9(2), 110-123. <https://doi.org/10.26486/jpsb.v9i2.2096>
- Masman, R. R. (2023). Lecturer performance analysis at private universities, *Asian Journal of Management, Entrepreneurship and Social Science*, 3(1), 598-609, <https://doi.org/10.98765/ajmesc.v3i01.304>
- Mekta, H. Q. (2016). Pengaruh kepuasan kerja dan komitmen organisasi terhadap kinerja karyawan PT. Indiara Kelana Yogyakarta. *Universitas Negeri Yogyakarta*, <https://eprints.uny.ac.id/47181/>
- Ntobuo, F. & Keki, R.M.S. (2022). Hubungan antara kepuasan kerja dan komitmen organisasi pada dosen dan tenaga kependidikan di Universitas Muhammadiyah Gorontalo. *Jurnal Psikologi Manusia Elsia*, 1(1),





<https://journal.umgo.ac.id/index.php/Elsia/article/view/1795/pdf>

- Omotayo, O.A., Esemé, G.D., Adenike, A.A. & Olumuyiwa, O.A. (2015). Relationship modeling between work environment, employee productivity, and supervision in the Nigerian public sector. *American Journal of Management*, 15(2), 9-23, http://www.na-businesspress.com/AJM/OsibanjoAO_Web15_2_.pdf
- Permana, Y.S.W., Mujanah, S. & Murgianto (2019). Analisis pengaruh budaya organisasi, dukungan organisasional dan sistem penilaian kinerja terhadap kinerja karyawan melalui organizational citizenship behavior di Bank Jatim. *Management & Accounting Research Journal Global*, 4(1), 1-14
- Putra, I. W. S. & Sriathi, A. A. A. (2019). Pengaruh lingkungan kerja, stres kerja dan kompensasi terhadap loyalitas karyawan, *E-Jurnal Manajemen*, 8(2), 7746-7774, <https://doi.org/10.24843/EJMUNUD.2019.v8.i2.p8>
- Prabowo, T., Noermijati, N., & Irawanto, D. W. (2020). The effect of leadership and work environment on employee performance: emotional intelligence as mediating variable. *Management Science Letters*, 10(8), 1743–1748.
- Priansa, D.J. (2018). *Perencanaan dan pengembangan sumber daya manusia*. Bandung: Alfabeta
- Sahlan, N. I., Mekel, P. A. & Trang, I. (2015). Pengaruh lingkungan kerja, kepuasan kerja dan kompensasi terhadap kinerja karyawan pada PT. Bank Sulut cabang Airmadidi, *Jurnal EMBA : Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 3(1), 52-62, <https://doi.org/10.35794/emba.3.1.2015.6566>
- Sugiyono (2018). Metode penelitian kuantitatif. *Bandung : Alfabeta*
- Suryantika, I.M.K., & Wibawa, I.M.A. (2020). Kompensasi, disiplin kerja, dan motivasi kerja berpengaruh terhadap produktivitas karyawan Jimbaran Bay Seafood Café Kedonganan. *E-Jurnal Manajemen Universitas Udayana*, 9(3), 1008 - 1027, <https://doi.org/10.24843/EJMUNUD.2020.v09.i03.p10>
- Suryawan, I. N. (2022). Fisheries processing strategy in Jakarta in improving employee performance. *Jurnal Manajemen*, 26(2), 259-276, <https://doi.org/10.24912/jm.v26i2.929>
- Suryawan, I. N. (2024). Does employee-related factors success mediate to the MSME's marine products business?. *Jurnal Manajemen*, 28(3), 613–630, <https://doi.org/10.24912/jm.v28i3.2119>
- Sutrisno, E. (2020). *Manajemen Sumber Daya Manusia*. Prenada Media
- Suzana, A. (2017). Pengaruh organizational citizenship behaviour (OCB) terhadap kinerja karyawan (Studi di : PT. Taspen (Persero) kantor cabang Cirebon). *Jurnal Logika*, 19(1), 42-50





- Tamtomo, A. P. S. & Husna, M. N. (2020). Faktor - faktor yang mempengaruhi job satisfaction dan organizational commitment pada karyawan universitas. *Jurnal Bisnis & Manajemen*, 20(2), 15-28, <https://doi.org/10.20961/jbm.v20i2.54634>
- Wicaksono, B. A. & Masykur, A. M. (2018). Hubungan antara komitmen organisasi organisasi dengan organizational citizenship behavior pada karyawan PT. X, *Jurnal Empati*, 7(3), 133-139, <https://doi.org/10.14710/empati.2018.21842>

