

The Effect of Compensation and Career Development on Job Satisfaction with Organizational Commitment as Mediation Variable

(Employee Study at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch)

Malahayatie¹, Sulaiman², Ainun Mardhiah³

^{1,3}Department of Islamic Economics, Faculty of Islamic Economics and Business, IAIN Lhokseumawe, Aceh, Indonesia

²Department of Business Administration, Faculty of Social and Political Sciences, Universitas Al-Muslim, Aceh, Indonesia

Corresponding Author: Malahayatie

DOI: <https://doi.org/10.52403/ijrr.20230352>

ABSTRACT

The purpose of this study was to analyze the effect of compensation and career development on organizational commitment and employee job satisfaction, then the effect of organizational commitment on employee job satisfaction and examine the mediating effect of organizational commitment between compensation and career development on employee job satisfaction at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch. This study used a saturated sampling technique, because the determination of the sample was carried out for all members of the population as a sample of 114 respondents. The analysis tool used is path analysis with the SEM (structural equation modeling) method using Amos. The results of the study show that compensation and career development variables have a positive and significant effect on job satisfaction. While organizational commitment has an effect on job satisfaction, it can be seen from the mediation analysis that organizational commitment partially mediates the effect of compensation on job satisfaction, while organizational commitment partially mediates the effect of career development on job satisfaction.

Keywords: *Compensation, Career Development, Organizational Commitment and Job Satisfaction.*

INTRODUCTION

Job satisfaction is felt by employees because there are things that underlie it. Basically a person will feel comfortable and the level of loyalty to his work will be high if at work the person gets job satisfaction according to what is desired (Nasution, et al. 2018). Job satisfaction is a reflection of workers' feelings towards their work. Usman (2011) states that job satisfaction is the fulfillment of all the needs of workers in carrying out their duties at a certain time. Job satisfaction has a dynamic nature, in the sense that satisfaction is not a fixed state because it can be influenced and changed by forces both from within and from outside the work environment. Job satisfaction can decrease as quickly as it rises, so this requires leaders to pay more attention to it.

Employees will be able and willing to work hard and have high job satisfaction if they are placed in positions that match their interests and abilities and make it possible to fulfill various needs through their work. Employees must be placed in positions that match their interests and abilities, while still paying attention to efforts to meet human resource needs.

Besides that, what is no less important is organizational commitment. Commitment is defined as a strong desire to remain a member of a particular organization, a

desire to strive in accordance with the wishes of the organization, and a belief in the acceptance of organizational values and goals. A person's ability to carry out obligations, responsibilities, and promises that limit someone from doing something is defined as commitment. Someone who joins an organization is required to have a commitment within himself (Kari, 2012).

If an employee already has a strong commitment to the organization where he works, good work motivation will emerge from within him. People who are happy and fit for their workplace will ward off any negative perceptions about their organization and will always defend it. Employees will work harder and try to improve all their capabilities in order to achieve a high level of job satisfaction.

Kasmir (2016) explained that compensation is remuneration provided by the company to its employees, both financial and non-financial. Giving compensation is very important for organizational and employee commitment so that organizational commitment gets employees who are willing to work by carrying out their duties properly, and employees feel that compensation is a reward for the work that has been carried out.

Job satisfaction is basically subjective. Depending on the value system that applies to him, each individual has a different level of satisfaction. The greater the assessment of perceived activities according to individual preferences, the greater the satisfaction with these activities (Nugroho and Kunartinah, 2012). Companies should focus on improving employee careers to increase satisfaction. There should be several career development programs where management meets with employees to discuss their career goals (Ramadlani, 2017).

Although the human resource management department can play a role in these development activities, the employee concerned is ultimately responsible because he is the one with the interest and will get and enjoy the results. Employee motivation

in carrying out their work will be increased by clear career planning and development within the organization, so as to create a sense of satisfaction in carrying out their work (Nugroho and Kunartinah, 2012).

The company supports career development activities, so it can be assumed that the company expects feedback from employees in the form of work performance. Job performance is beneficial for companies and employees. Employees benefit from the ability to gain work-related experience, while employers benefit from the ability to make more informed decisions. Employees also benefit from career development; if their skills are high, the results are satisfactory for them and the company. With such career advancement, a higher level of satisfaction is expected (Ramadlani, 2017).

Budiningsih et al. (2017), Handoko and Rambe (2018), and Budiningsih et al. (2017) all argue that compensation has a significant positive effect on job satisfaction. In contrast to the research findings of Saputra (2021) which found that compensation has a negative and insignificant effect on job satisfaction, this is a research gap in this study. Based on this research gap, another variable, namely organizational commitment, is proposed to bridge the gap. Organizational commitment is a psychological state that characterizes the relationship between employees or employees with the organization and has implications for the decision to continue membership in the organization (Allen and Meyer, 1997).

Several researchers have conducted research on organizational commitment related to job satisfaction. Organizational commitment has a significant positive effect on job satisfaction, according to Prastowo (2015), Parimita (2014), and Ma'ruf et al. (2022). Based on this description, organizational commitment is expected to mediate the impact of compensation and career development on job satisfaction in this case. When there is a high commitment to the organization, compensation and career development are expected to have a greater

influence on job satisfaction. Employees at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch are the subjects of this study, where employees at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch still have a high level of dissatisfaction.

In addition, the development of the conceptual framework model in this study with the consideration that there is a finding of the influence of career development variables on job satisfaction by mediating organizational commitment, as the results of Silen's research, (2016) stated that organizational commitment does not mediate career development on job satisfaction, these findings are very interesting, the author wants to test the results of this research at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch, it is possible that the results of our research will differ from the results of Silen's research, (2016), which on the contrary states that organizational commitment can mediate career development on job satisfaction.

For this reason, the authors are interested in conducting in-depth research with the title "The Effect of Compensation and Career Development on Job Satisfaction with Organizational Commitment As Mediation Variable." Using the following formula:

1. How does compensation affect organizational commitment at PT. Bank Aceh Syariah Bener Meriah Branch and the Takengon Branch?
2. How does career development affect organizational commitment at PT. Bank Aceh Syariah Bener Meriah and Takengon Branch?
3. How does compensation affect employee job satisfaction at PT. Bank Aceh Syariah Bener Meriah Branch and the Takengon Branch?
4. How does career development affect employee job satisfaction at PT. Bank Aceh Syariah Bener Meriah and Takengon Branch?
5. How does organizational commitment affect employee job satisfaction at PT.

Bank Aceh Syariah Bener Meriah and Takengon Branch?

6. Does organizational commitment mediate the relationship between compensation on employee job satisfaction at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch?
7. Does organizational commitment mediate the relationship between career development and employee job satisfaction at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch?

LITERATURE REVIEW

Job Satisfaction

According to Robbins and Coulter (2012), job satisfaction reflects the overall attitude of an individual towards his work. Someone who is satisfied with his job has a positive attitude towards it, while someone who is dissatisfied with his job has a negative attitude towards it.

Job satisfaction refers to several indicators according to Sudaryo et al., (2018), namely absenteeism or absence, desire to move, employee performance, co-workers and employee comfort.

Organizational Commitment

In essence the meaning of organizational commitment varies depending on from which point of view we take the issue, but the purpose of organizational commitment remains the same. Commitment in the organization is recognized as a work attitude and represents the psychological relationship between employees and the organization, which has many dimensions (Sukrarap, 2016).

Organizational commitment refers to several indicators of Spencer and Spencer (1993) in Kaswan (2015), namely there is a willingness to help colleagues complete organizational tasks, unify activities and priorities to achieve larger organizational goals, understand organizational needs to achieve larger organizational goals and

select appropriate organizational needs rather than following some professional interests.

Career Development

To maximize the company's goals in providing employee satisfaction, a clear career development is required. According to Handoko (2011), career development refers to personal improvements made by a person to achieve career goals. Career plans are very useful for employees in terms of planning how far they can advance in their careers.

Meanwhile, according to Marwansyah (2012), career development is an act of self-development carried out by a person to achieve his individual career ambitions. Skills, education, and experience are some of the career development tools, along with behavior modification and improvement strategies, that provide value and help people perform better.

Career development refers to several indicators according to Rivai & Sagala (2010), namely fair treatment in a career, concern for direct superiors, information about various promotion opportunities, interest in being promoted, and satisfaction levels.

Compensation

Compensation is a form of payment (direct or indirect) in the form of benefits and incentives to motivate employees so that work productivity increases/higher (Yani, 2012).

Compensation refers to several indicators according to Mangkunegara (2010) in Rodli et al., (2021), namely Pay Levels, Payment Structure, Determination of Individual Payments, Payment Methods and Payment Control.

The Role of Mediating Organizational Commitment between Compensation and Employee Job Satisfaction

Budiningsih, et., al. (2017) states that there is a positive and significant effect of

compensation on organizational commitment, while the results of Prastowo's research (2015) show that organizational commitment has a positive and significant effect on employee job satisfaction.

When the compensation relationship through the mediation of organizational commitment is firmly embedded in employees at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch are expected to influence employee satisfaction at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch. Through organizational commitment it is expected that compensation will have a more effective effect than the direct effect of compensation on job satisfaction.

As the results of previous research conducted by Rudini and Hidayah, (2017) stated that organizational commitment as a mediating variable proved to be compensation for teacher job satisfaction at the Alhuda Jumo Islamic Education Foundation, Grobogan.

The Role of Mediating Organizational Commitment Between Career Development and Employee Job Satisfaction

Budiningsih, et al. (2017), the results of their research stated that there was an effect of career development on organizational commitment which had a positive and significant effect, while the results of research by Handoko and Rambe (2018) stated that career development had a positive effect on job satisfaction.

When the career development relationship through the mediation of organizational commitment is firmly embedded in employees at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch are expected to affect employee job satisfaction at PT. Bank Aceh Syariah Bener Meriah

Branch and Takengon Branch. Through organizational commitment, it is expected that career development will have a more effective effect than the direct effect of career development on job satisfaction.

Hypothesis

Effect of Compensation on Organizational Commitment

Arta and Surya (2017) stated that compensation has a positive effect on organizational commitment. Besides that, the results of research by Arifin, et al. (2016) stated that there is a positive and significant effect of compensation on organizational commitment. Furthermore, the results of Minarsih et al. (2016) states that there is a significant effect of compensation on organizational commitment, then the results of Budiningsih, et., al.'s research. (2017) stated that there is a positive and significant effect of compensation on organizational commitment.

The Effect of Career Development on Organizational Commitment

Putri and Martono (2015) stated that career development has a positive and significant effect on organizational commitment, then the results of Budiningsih, et al.'s research. (2017), the results of their research stated that there is a positive and significant effect of career development on organizational commitment. In addition, the results of Handoko and Rambe's research (2018) show that there is a positive and significant effect of career development on organizational commitment.

The Effect of Compensation on Job Satisfaction

Budiningsih, et al. (2017) stated that there is a positive and significant effect of compensation on job satisfaction. Besides that, the results of Handoko and Rambe's research (2018) state that compensation has a positive effect on job satisfaction. In addition, the results of Akmal and Tamini's

research (2015) state that there is a positive and significant influence between compensation and employee job satisfaction.

The Effect of Career Development on Job Satisfaction

Budiningsih, et al. (2017) stated that career development has a positive and significant effect on job satisfaction. Besides that, Handoko and Rambe (2018) stated that career development has a positive effect on job satisfaction. In addition, the results of Novitasari's research (2017) state that career development has a significant effect on employee job satisfaction.

The Effect of Organizational Commitment on Job Satisfaction

The results of Prastowo's research (2015) show that organizational commitment has a positive and significant effect on employee job satisfaction. Besides that, the results of Parimita's research (2014) stated that organizational commitment has a significant influence on job satisfaction. In addition, the results of research by Ma'ruf et al., (2022) state that organizational commitment has a significant effect on job satisfaction.

The research concept framework can be used to produce 5 (five) hypothesis statements as follows:

- H1: Compensation has a significant effect on organizational commitment at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch.
- H2: Career development has a significant effect on organizational commitment at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch.
- H3: Compensation has a positive and significant effect on employee job satisfaction at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch.
- H4: Career development has a positive and significant impact on employee job satisfaction at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon

Branch.

H5: Organizational commitment has a positive and significant effect on job satisfaction at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch.

MATERIAL & METHODS

In this study, compensation and career development are independent variables. Job satisfaction as the dependent variable, with organizational commitment as an intermediary. Questionnaires are used in this type of research to collect data. The research instrument uses a modified Linkert scale 1-5. This research involved all employees at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch. The census method was used for a sample of 114 permanent employees. All members of the population are used as samples in the census sampling technique (Sugiyono, 2017).

The analytical method uses the Structural Equation Model (SEM) and the SPSS 16.0 and Amos 21.0 computer programs. Confirmatory Factor Analysis (CFA) is used to test the instrument validity of each construct, especially by looking at the Loading Factor value for each indicator and ensuring that the results obtained for each statement item have a value greater than

0.6. The reliability test uses the following formula:

$$\text{Construct Reliability} = \frac{(\sum \text{std.loading})^2}{(\sum \text{std.loading})^2 + \sum \epsilon_i}$$

Meanwhile, the following equation can be used to calculate the variant extract:

$$\text{Variance Extracted} = \frac{\sum \text{std.loading}^2}{\sum \text{std.loading}^2 + \sum \epsilon_i^2}$$

RESULTS AND DISCUSSION

SEM Analysis

Confirmatory Factor Analysis (CFA) was described in this study, and validity tests on exogenous and endogenous constructs were performed. The results showed that Amos SEM issued all valid CFA values, except for the EC4 CFA value of 0.296, followed by the JS3 CFA value of 0.42. Then, CFA CD2 at a concentration of 0.272. The EC4, JS3, CD2 values are invalid because the CFA value is less than 0.60, so the CFA indicator values that are invalid must be discarded (Ghozali, 2013). If the Loading Factor value for each item or the CFA indicator value is greater than 0.60, the indicator is considered valid (Ghozali, 2013).

1. Figure 1 depicts the results of the full model 1 analysis (initial model) using SEM analysis. The calculation results show that only 1 (one) of the eight criteria is considered fit, namely AGFI.

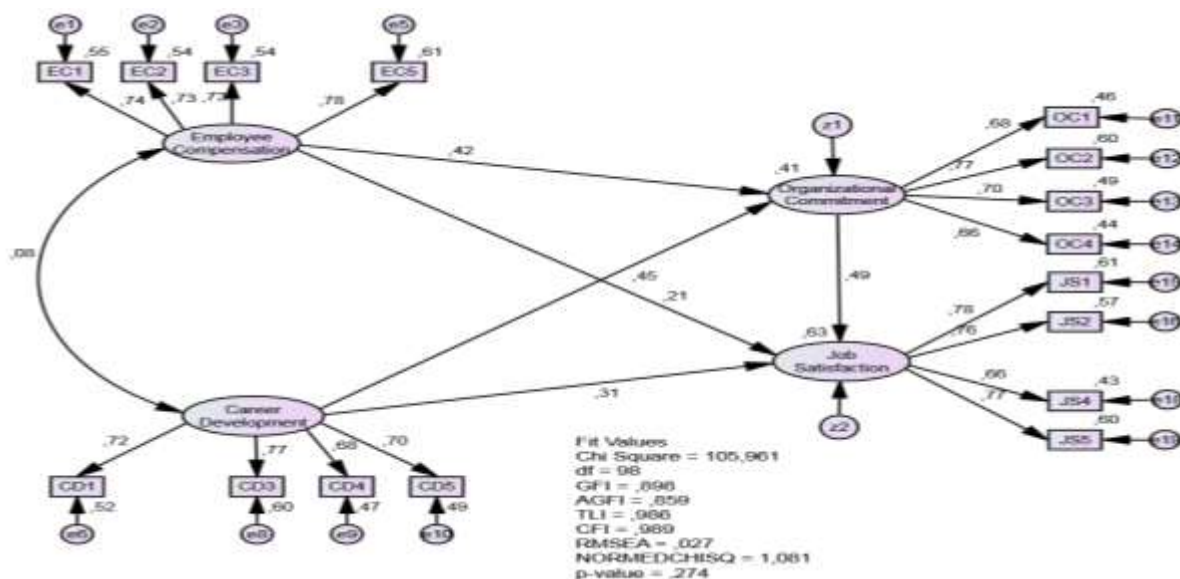


Figure 1. Full Model Before Modification.

Table 1 Goodness of fit Indexes for Full Model

Goodness of Fit Index	Cut-off Value	Analysis Results	Evaluation Model
χ^2 Chi-Square Statistic	Small Expected	192,553	Good
Probability	$\geq 0,05$	0,006	Marginal
CMIN/DF	< 2.00	1,318	Good
GFI	≥ 0.90	0.859	Marginal
AGFI	≥ 0.90	0.817	Marginal
TLI	≥ 0.95	0.930	Good
CFI	≥ 0.95	0.940	Good
RMSEA	≤ 0.08	0.053	Good

The final results of the complete model confirmatory factor analysis are shown in Table 1. In general, the constructs used in this research model consist of confirmatory analysis (CFA), regression values between

constructs, and suitability tests (CMIN/DF, TLI, CFI, and RMSEA), except for Probability, GFI, and AGFI, which do not meet the required criteria. As a result, it must be modified.

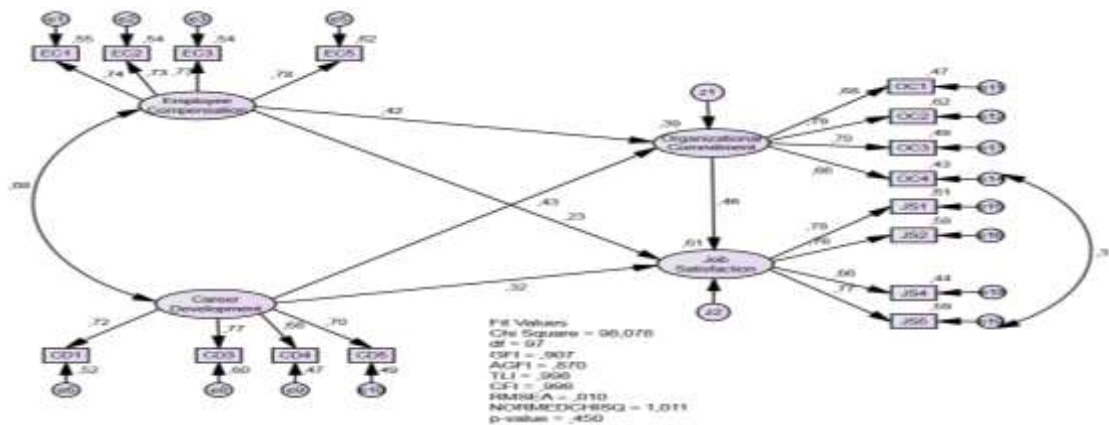


Figure 2. Full Model After Modification

Table 2 also shows the model fit test:

Table 2 Goodness of Fit Indexes for Full Model After Modification

Goodness of Fit Index	Cut-off Value	Analysis Results	Evaluation Model
χ^2 Chi-Square Statistic	Small Expected	98,078	Good
Probability	$\geq 0,05$	0,450	Good
CMIN/DF	≤ 2.00	1,011	Good
GFI	≥ 0.90	0.907	Good
AGFI	≥ 0.90	0.870	Marginal
TLI	≥ 0.95	0.998	Good
CFI	≥ 0.95	0.998	Good
RMSEA	≤ 0.08	0.010	Good

Analysis of good fit reveals that, with the exception of AGFI, evaluations of the entire model meet the set criteria. As a result, the overall model is accurate.

Direct Effect

Table 3 shows how much influence exogenous variables (compensation and career development) have on intervening variables (organizational commitment) and endogenous variables (job satisfaction).

Table 3 Effect of Exogenous Variables on Endogenous Variables

			Estimate	S.E.	C.R.	P
Organizational Commitment	<---	Employee Compensation	0,366	0,098	3,722	0,0001
Organizational Commitment	<---	Career Development	0,375	0,101	3,700	0,0001
Job Satisfaction	<---	Career Development	0,379	0,128	2,971	0,003
Job Satisfaction	<---	Employee Compensation	0,264	0,120	2,206	0,027
Job Satisfaction	<---	Organizational Commitment	0,616	0,178	3,460	0,0001

All exogenous variables (compensation and career development) have a significant direct effect on organizational commitment and job satisfaction, as shown in Table 3. Furthermore, organizational commitment has a large influence on job satisfaction.

Test for Mediation

To see the effect of the mediating effect, first calculate the direct, indirect, and total effects. Based on Amos testing. The results are as shown in Table 4.

Table 4 Standardized Direct, Indirect & Total Effects

	Career Development	Employee Compensation	Organizational Commitment	Job Satisfaction
Direct Effects				
Organizational Commitment	0,429	0,422	0	0
Job Satisfaction	0,323	0,227	0,459	0
Indirect Effects				
Organizational Commitment	0	0	0	0
Job Satisfaction	0,197	0,194	0	0
Total Effects				
Organizational Commitment	0,429	0,422	0	0
Job Satisfaction	0,519	0,42	0,459	0

- Figure 3 illustrates the results of testing the influence of organizational commitment variables that mediate (intervening) the relationship between compensation variable and job satisfaction variable.

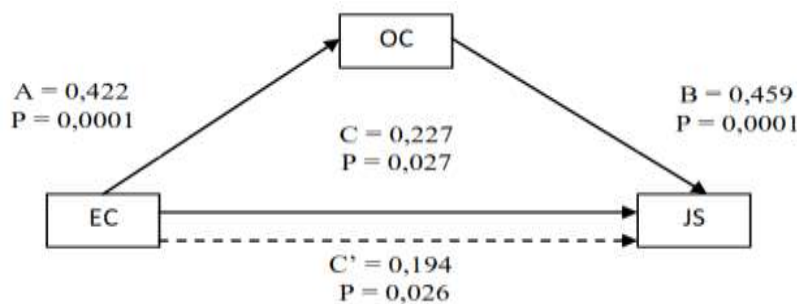


Figure 3. Mediation Effect Testing Results (1)

Figure 3 shows that the coefficients for paths A, B, and C are significant, while the significance value for path C' is significant. Since the probability of path C' is statistically significant, it can be concluded that there is a partial mediating relationship, or that the organizational commitment variable partially mediates between compensation and job satisfaction in PT.

Bank Aceh Syariah Benar Meriah Branch and Takengon Branch.

- Figure 4 illustrates the results of testing the influence of organizational commitment variables on the mediating (intervening) relationship between career development variables and job satisfaction variables.

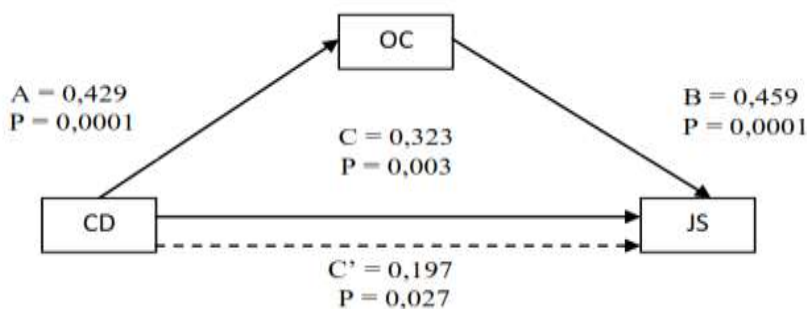


Figure 4. Mediation Effect Testing Results (2)

Figure 4 shows that the coefficients for paths A, B, and C are significant, while the significance value for path C' is significant. Because path C' is significant, we can conclude that there is a partial mediating relationship, or that the variable organizational commitment partially mediates between career development and job satisfaction at PT. Bank Aceh Syariah, Benar Meriah Branch and Takengon Branch.

DISCUSSION

1. Compensation for Organizational Commitment at PT. Bank Aceh Syariah, Benar Meriah Branch and Takengon Branch

The results of this study indicate that there is an influence between compensation and organizational commitment at PT. Bank Aceh Syariah, Benar Meriah Branch and Takengon Branch. This influence is evidenced by the standardized estimated coefficient value of 0.098 with a CR-critical ratio (identical to t-count) which is far greater than the CR. the minimum required is 1.96 ($3,722 > 1.96$) and the probability is smaller than the error rate (alpha) $\alpha = 0.05$ ($0.0001 < 0.05$).

The results of this study accept the first hypothesis which states that compensation has a positive and significant effect on organizational commitment. This means that if compensation at PT. Bank Aceh Syariah's Benar Meriah Branch and Takengon Branch are good, so organizational commitment will increase. The results of this study reinforce previous research examining compensation and its effect on organizational commitment as done by Arta and Surya (2017) stating that compensation has a positive effect on organizational commitment. Besides that, Budiningsih, et., al. (2017) states that there is a positive and significant effect of compensation on organizational commitment. Besides that, Minarsih et al. (2016) stated that there is a significant effect of compensation on organizational commitment.

2. The Effect of Career Development on Organizational Commitment at PT. Bank Aceh Syariah, Benar Meriah Branch and Takengon Branch

The results of this study indicate that there is an influence between career development and organizational commitment at PT. Bank Aceh Syariah's Benar Meriah Branch and Takengon Branch, this influence is evidenced by the standardized estimated coefficient value of 0.101 with a CR-critical ratio (synonymous with t-count) which is far greater than C.R. the minimum required is 1.96 ($3,700 > 1.96$) and the probability is smaller than the error rate (alpha) $\alpha = 0.05$ ($0.0001 < 0.05$).

The results of this study accept the second hypothesis which states that career development has a positive and significant effect on organizational commitment. This means that if career development at PT. Bank Aceh Syariah Benar Meriah Branch and Takengon Branch are good, so organizational commitment will increase.

The results of this study reinforce the results of previous research conducted by Putri and Martono (2015) stating that career development has a positive and significant effect on organizational commitment.

Another study was conducted by Budiningsih, et al. (2017), the results of their research stated that there is a positive and significant effect of career development on organizational commitment. Handoko and Rambe (2018) show that there is a positive and significant effect of career development on organizational commitment.

3. The Effect of Compensation on Employee Job Satisfaction at PT. Bank Aceh Syariah, Benar Meriah Branch and Takengon Branch

The results of this study indicate that there is an influence between compensation on employee job satisfaction at PT. Bank Aceh Syariah, Benar Meriah Branch and Takengon Branch. This influence is evidenced by the standardized estimated coefficient value of 0.120 with a CR-critical

ratio (identical to t-count) which is far greater than the CR. the minimum required is 1.96 ($2.206 > 1.96$) and the probability is smaller than the error rate (alpha) $\alpha = 0.05$ ($0.027 < 0.05$).

The results of this study accept the third hypothesis which states that compensation has a positive and significant effect on job satisfaction. This means that if compensation at this agency is applied, then job satisfaction will increase. The results of this study reinforce the results of previous research conducted by Budiningsih, et al. (2017) stated that there is a positive and significant effect of compensation on job satisfaction. Handoko and Rambe (2018) stated that compensation for job satisfaction has a positive effect. Besides that, research conducted by Akmal and Tamini (2015) states that there is a positive and significant influence between compensation and employee job satisfaction.

4. The Effect of Career Development on Employee Job Satisfaction at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch

The results of this study indicate that there is an influence between career development on employee job satisfaction at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch. This influence is evidenced by the standardized estimated coefficient value of 0.128 with a CR-critical ratio (identical to t-count) which is far greater than the CR. the minimum required is 1.96 ($2.971 > 1.96$) and the probability is smaller than the error rate (alpha) $\alpha = 0.05$ ($0.003 < 0.05$).

The results of this study accept the fourth hypothesis which states that career development has a positive and significant effect on job satisfaction. This means that if good compensation will increase job satisfaction. The results of this study support previous studies such as those conducted by Budiningsih, et al. (2017) stated that career development has a positive and significant effect on job satisfaction.

In addition, Handoko and Rambe (2018) stated that career development has a positive effect on job satisfaction. In addition, Novitasari (2017) states that career development has a significant effect on employee job satisfaction.

5. The Effect of Organizational Commitment on Employee Job Satisfaction at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch

The results of this study indicate that there is influence between the effect of Organizational Commitment on Employee Job Satisfaction at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch. This influence is evidenced by the standardized estimated coefficient value of 0.178 with a CR-critical ratio (identical to t-count) which is far greater than the CR. the minimum required is 1.96 ($3.460 > 1.96$) and the probability is smaller than the error rate (alpha) $\alpha = 0.05$ ($0.0001 < 0.05$). The results of this study accept the fifth hypothesis which states that organizational commitment has a positive and significant effect on job satisfaction. This means that if the organizational commitment to this agency is good, then job satisfaction will increase.

The findings of this study support previous research conducted by Prastowo (2015) showing that organizational commitment has a positive and significant effect on employee job satisfaction. In addition, Parimita (2014) states that organizational commitment has a significant influence on job satisfaction. Besides that, Ma'ruf et al., (2022) stated that organizational commitment has a significant effect on job satisfaction.

6. Organizational Commitment Mediates between Compensation and Job Satisfaction at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch

The results of this study indicate that besides being directly influenced by

compensation, job satisfaction can also be influenced by organizational commitment variables. Whether organizational commitment acts as a mediating variable that indirectly influences compensation and job satisfaction can be seen from the test results with reference to Baron & Kenny's theory (1986) using the Sobel test developed by Preacher and Hayes (2004).

According to Baron and Kenny's theory, the probability value criterion that should be in path C' is insignificant, and if the value of this criterion is exceeded, then full/perfect mediation occurs, whereas if the probability value in path C' is significant <0.05 , then there is a partial mediation or intervening variable that has a partial influence between exogenous variables and endogenous variables. Calculations using the sobel test an interactive calculation tool for mediation tests that have been carried out show that the probability value on path C' is significant (0.026) meaning that the organizational commitment variable mediates in partial mediation between the compensation variable and job satisfaction at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch.

7. Organizational Commitment to Mediate Career Development with Job Satisfaction at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch

Job satisfaction can be influenced by organizational commitment variables besides being directly influenced by career development. The test results with reference to Baron and Kenny's theory (1986) using the Sobel test developed by Preacher and Hayes show whether organizational commitment acts as a mediating variable that indirectly affects career development and job satisfaction (2004). If the probability value threshold in path C' is significant 0.05, then partial mediation occurs. However, if the criterion of

probability value in path C' is not significant, then there is perfect mediation. Calculations using the Sobel test, an interactive calculation tool for the mediation test, show that the probability value on path C' is significant (0.027), indicating that the organizational commitment variable partially mediates career development variables and employee job satisfaction at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch. This means that there is an influence between career development variables and job satisfaction caused by the career development variable itself, or the organizational commitment variable cannot have a strong influence indirectly on the effect of career development on job satisfaction.

CONCLUSION

1. From the results of the interpretation it appears that compensation has a positive and significant effect on the organizational commitment of employees at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch due to compensation at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch are very good.
2. From the results of the interpretation it appears that career development has a positive and significant effect on the organizational commitment of employees at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch, this arose due to the career development that has been in effect so far at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch are very good.
3. From the results of the interpretation it appears that compensation has a positive and significant effect on employee job

satisfaction at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch due to compensation at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch are good.

4. From the results of the interpretation it appears that career development has a positive and significant effect on employee job satisfaction at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch, this arose due to the career development that has been in effect so far at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch are good.
5. From the results of the interpretation, it can be seen that organizational commitment has a positive and significant effect on employee job satisfaction at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch, this means that organizational commitment is fulfilled, employee job satisfaction will increase. Due to the organizational commitment that has been applied so far to employees at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch are very good.
6. The organizational commitment variable has a partial mediating effect on compensation and employee job satisfaction at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch.
7. The job satisfaction variable has a partial mediating effect on career development with employee job satisfaction at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch.

Declaration by Authors

Acknowledgement: None

Source of Funding: None

Conflict of Interest: The authors declare no conflict of interest.

REFERENCES

1. Akmal, Akhwanul dan Ihda Tamini (2015). Pengaruh Kompensasi Terhadap Kepuasan Kerja Karyawan Gayamakmur Mobil Medan. *Jurnal Bisnis Administrasi*, Vol. 04, No. 02.
2. Allen, N. J & Meyer, J. P. (1997). *Commitment in the Workplace: Theory, Research, and Application*; Thousand Oaks, California: SAGE Publication, Inc.
3. Arifin, M. Zainal., Taher Alhabsji, Hamidah Nayati Utami (2016). Pengaruh Beban Kerja Dan Kompensasi Terhadap Komitmen Organisasional Dalam Upaya Meningkatkan Kinerja Karyawan (Studi Pada Karyawan Tingkat Pelaksana Perum Jasa Tirta I Wilayah Sungai Brantas dan Bengawan Solo). *Jurnal Bisnis dan Manajemen*, Vol. 3 No.2, Juni.
4. Arta dan Ida Bagus Ketut Surya (2017). Pengaruh Kompensasi Terhadap Komitmen Organisasional Dan Turnover Intention Pada Agent Pru Megas. *E-Jurnal Manajemen Unud*, Vol. 6, No. 8.
5. Barron, Reuben M dan Kenny, David A. (1986). The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations. *Journal of Personality and Social Psychology*. 51 (6): 1173-1182
6. Budiningsih S, Warso MM, dan Yulianeu Y. (2017). Hubungan Pengembangan Karir dan Kompensasi Terhadap Kepuasan Kerja dan Implikasinya Pada Komitmen Organisasional PT. Pertani (Persero), Wilayah Jateng & DIY. *Journal of Management*, 3(3)
7. Ghozali, Imam. (2013). Aplikasi Analisis Multivariat dengan Program IBM SPSS. Edisi 7. Semarang: Penerbit Universitas Diponegoro.
8. Handoko, Dicky Surya., dan Muis Fauzi Rambe (2018). Pengaruh Pengembangan Karir dan Kompensasi terhadap Komitmen Organisasi Melalui Kepuasan Kerja. *Jurnal Ilmiah Magister Manajemen*, Vol. 1, No. 1, September.

9. Handoko, T. Hani. (2011). Manajemen Personalia dan Sumberdaya Manusia. Edisi kedua, cetakan kedelapan belas. Yogyakarta: Badan Penerbit Fakultas Ekonomi.
10. Kari, R. (2012). Impact of Job Satisfaction, Perceived Organizational Justice and Employee Empowerment on Organizational Commitment in Semi-Government Organizations of Pakistan. *Journal of Business Studies Quarterly*, 3 (4): 92-104.
11. Kasmir (2016). Manajemen Sumber Daya Manusia, Jakarta: Rajawali Pers.
12. Kaswan. (2015). Sikap Kerja Dari Teori dan Impelementasi sampai Bukti. Bandung: Alfabeta.
13. Koesmono, Teman, H. (2005). Pengaruh Budaya Organisasi Terhadap Motivasi dan Kepuasan Kerja Serta Kinerja Karyawan Pada Sub Sektor Industri Pengolahan Kayu Skala Menengah di Jawa Timur, *Jurnal Jurusan Ekonomi Manajemen, Fakultas Ekonomi Universitas Kristen Petra*.
14. Ma'ruf, M., Riyadi, S., & Ardiana, I. D. K. R. (2022). The Influence of Organization Pried, Organizational Commitment, Transformational Leadership on Job Satisfaction Employee Performance at PT Virama Karya (Persero) East Java Branch. *International Journal of Economics, Business and Management Research*, 06(08), 77–88. <https://doi.org/10.51505/ijebmr.2022.6806>
15. Marwansyah. (2012). Manajemen Sumber Daya Manusia. Edisi kedua. Bandung: Afabeta
16. Minarsih, Iis Wahyu., Amin Wahyudi, dan Lamidi (2016). Pengaruh Kompensasi Terhadap Komitmen Organisasi Dengan Motivasi Kerja Sebagai Variabel Moderasi (Survei Pada Guru di SMA dan SMK Swasta Kecamatan Gondang Sragen). *Jurnal Ekonomi dan Kewirausahaan*, Vol. 16 Edisi Khusus April.
17. Nasution, Erni Hayati. Said Musnadi, Faisal, (2018). Faktor-Faktor Yang Mempengaruhi Kepuasan Kerja Dan Dampaknya Terhadap Kinerja Pegawai Kanwil Direktorat Jenderal Kekayaan Negara Aceh, *Jurnal Magister Manajemen Fakultas Ekonomi dan Bisnis Unsyiah*, Vol. 2, No. 1, Januari.
18. Novitasari, Dewi. (2017). Pengaruh Pengembangan Karier terhadap Kepuasan Kerja Karyawan pada PT. Pos Indonesia (persero) di Samarinda. *eJournal Administrasi Bisnis*, 5 (4).
19. Nugroho, Agus Dwi dan Kunartinah. (2012). Analisis Pengaruh Kompensasi dan Pengembangan Karier terhadap Kepuasan Kerja dengan Mediasi Motivasi Kerja (Studi Pada PNS di Sekretariat Daerah Kabupaten Pekalongan). *Jurnal Bisnis dan Ekonomi (JBE)*, Vol.19, No.2, 153. Universitas Stikubank.
20. Parimita, Widya (2014). Pengaruh Motivasi dan Komitmen Organisasional terhadap Kepuasan Kerja pada Pegawai Tata Usaha (Studi pada Tujuh Fakultas di Universitas Negeri Jakarta), *Jurnal Riset Manajemen Sains Indonesia (JRMSI)*, Vol. 5, No.1.
21. Prastowo, Ichwan (2015). Pengaruh Pengembangan Karir, Lingkungan Kerja dan Komitmen Organisasi Terhadap Kepuasan Kerja Pegawai Hotel Sahid Jaya Solo Dengan Keyakinan Diri (Self Effikasi) Sebagai Variabel Pemoderasi. *Jurnal Sainstech Politeknik Indonusa Surakarta*, Vol. 1, No. 3.
22. Preacher, K.J., dan Hayes, A.F. (2004). SPSS and SAS Procedures for Estimating Indirect Effect in Simple Mediation Models. "Behavior Research Methods, Instruments & Computers". Vol. 36, 717-731.
23. Putri, Gitria Romadhona. & S. Martono (2015). Pengaruh Karakteristik Pekerjaan, Pengembangan Karir, Dan Stres Kerja Terhadap Komitmen Organisasional, *Management Analysis Journal*, 4 (4).
24. Ramadlani, A. M. (2017). Pengembangan Karier terhadap Kepuasan Kerja Karyawan di PT. Dok dan Perkapalan Surabaya (Persero). *Jurnal Ilmu Manajemen*, 05(02), 1–8. <https://jurnalmahasiswa.unesa.ac.id/index.php/jim/article/viewFile/19451/17766>
25. Rivai, Veithzal., & Sagala Jauvani. (2010).
26. Manajemen Sumber Daya Manusia Untuk Perusahaan (2th ed) Jakarta: Rajawali Pers.
27. Robbins, S. P., & Coulter, M. (2012). Management. New Jersey: Pearson Education, Inc.
28. Rodli, A. F., Wahyuni, N. S., & Gunawan, A. (2021). Pengaruh Disiplin Kerja dan Kompensasi terhadap Kinerja Karyawan PT XXX Kecamatan Driyorejo. *Jurnal Ecopreneur*.12, 4(2), 147–158.
29. Rudini, Ahmad dan Hidayah, Siti. (2017). Komitmen Organisasi Memediasi Hubungan Antara Kompensasi dan

- Lingkungan Kerja terhadap Kepuasan Kerja. *Jurnal Ekonomi Manajemen Akuntansi*, 24 (42), 1-21.
30. Saputra, A. A. (2021). Pengaruh Kompensasi, Lingkungan Kerja dan Beban Kerja Terhadap Kepuasan Kerja Karyawan. *Technomedia Journal (TMJ)*, 7(1), 68–77.
31. Silen, A. P. (2016). Pengaruh Kompetensi dan Pengembangan Karir terhadap Kepuasan Kerja dengan Komitmen Organisasional sebagai Variabel Mediasi (Studi Pegawai Politeknik Ilmu Pelayaran (PIP) Semarang). *Jurnal Bisnis Dan Ekonomi (JBE)*, 23(2), 174–187.
32. Sudaryo, Yoyo, Ariwibowo, A., & Sofiaty, N. A. (2018). Manajemen Sumber Daya Manusia Kompensasi Tidak Langsung dan Lingkungan Kerja Fisik. Yogyakarta: ANDI.
33. Sugiyono. (2017). Metode Penelitian Kuantitatif, Kualitatif, dan R&D. Bandung: Alfabeta.
34. Sukrajap, M. A. (2016). Pengaruh Kepemimpinan Transformasional terhadap Kepuasan Kerja dan Komitmen Organisasional dengan Dimediasi oleh Pemberdayaan Psikologis. *Jurnal Psikologi*, 12(September), 22–45.
35. Usman, Husaini. (2011). Manajemen Teori, praktik dan Riset Pendidikan. (Edisi 3). Jakarta: Bumi Aksara.
36. Yani, M. (2012). Manajemen Sumber Daya Manusia. Jakarta: Mitra Wacana Media.

How to cite this article: Malahayatie, Sulaiman, Ainun Mardhiah. The effect of compensation and career development on job satisfaction with organizational commitment as mediation variable (Employee Study at PT. Bank Aceh Syariah Bener Meriah Branch and Takengon Branch). *International Journal of Research and Review*. 2023; 10(3): 452-465. DOI: <https://doi.org/10.52403/ijrr.20230352>
