

The Role of Job Satisfaction in the Relationship Between Compensation and Work Environment Toward Employee Commitment in High Schools

Putu Arika Wandari¹, Putu Ngurah Suyatna Yasa², Ni Luh Anik Puspa Ningsih³, Ni Luh Putu Indiani⁴, I Made Sara⁵, I Made Suniastha Amertha⁶

^{1,2,3,4,5,6}Warmadewa University, Bali, Indonesia

ABSTRACT: In the school context, organizational commitment greatly affects the quality of teaching, interaction between teachers and students, and overall academic progress. This study aims to analyze the effect of compensation and work environment on organizational commitment mediated by job satisfaction in high schools. This research uses quantitative methods and is analyzed using structural equation modelling partial least squares (SEM-PLS). The number of respondents in this study was 58 because the target of this study was non- permanent teachers. The results of this study indicate that compensation has a positive insignificant effect on organizational commitment, compensation has a positive significant effect on job satisfaction, (3) work environment has a negative insignificant effect on organizational commitment, work environment has a positive insignificant effect on job satisfaction, job satisfaction has a significant positive effect on organizational commitment, job satisfaction mediates the relationship between compensation and organizational commitment, job satisfaction does not mediate the relationship between work environment and organizational commitment. Furthermore, future research can also conduct a comparative study with permanent teachers to ascertain the established or otherwise relationship of the research constructs..

KEYWORDS: Compensation, Work Environment, Job Satisfaction, Employee Commitment

I. INTRODUCTION

The education personnel are one of the important and valuable assets for educational institutions. Education personnel management is an activity to manage personal education in carrying out tasks in accordance with their job functions so that it runs effectively (Puška et al., 2017)). The position of education personnel at the education unit level is very important. This is regulated in the Law of the Republic of Indonesia No. 20 of 2003 concerning the National Education System in Chapter XI Educators and Education Personnel article 39 Paragraph 1 states that: Education personnel are tasked with carrying out administration, management, supervision, and technical services to support the educational process in educational units.

To achieve this success, schools must also implement management functions such as planning, organizing, motivating, and supervising that are to function properly. (Nailul Aufa et al., 2024). The supporting elements are available and meet the requirements that support activities, such as the need for appropriate and timely salaries or benefits, a conducive work environment, and good relationships between the elements in the institution. So it is influential to maintain employee consistency in carrying out the responsibilities or work given in organizational commitment (Nawab, 2011)

High schools must have reliable education personnel or employees who have a high commitment to the organization to provide progress and good educational and administrative facilities services to students, teachers, and alumni (Seema et al., 2021). Based on observations, there is a phenomenon that occurs in high schools that is experiencing problems regarding organizational commitment, which indicates the low commitment of employees to the organization (Nimran et al., 2015)

To obtain the phenomenon the researcher conducts preliminary research pre-survey on 30 key respondents and finds that 90% of respondents feel that they have to use their best abilities to produce the work that the company expects. 86.7% of respondents feel happy and proud to be part of this company (Bal et al., 2013). On average, about 47.7% feel that they should always be involved in various activities and meetings, while 53.3% disagree that they should always be involved in various activities and meetings. So it can be concluded that there is a commitment problem where some contract employees have a low commitment to this organization. If employees have a high organizational commitment, employees avoid negative organizational behaviors such as skipping work, absenteeism, moving to another company, leaving work hours, and so on (Grødal et al., 2019)

The Role of Job Satisfaction in the Relationship Between Compensation and Work Environment Toward Employee Commitment in High Schools

Organizational commitment can be influenced by two types of factors: hygiene and motivators, some of which are compensation, work environment, and job satisfaction (Hong & Waheed, 2011). According to (Nawab, 2011) states that compensation is what workers receive in return for their contribution to the company. This is in line with research conducted by (Peng et al., 2015) (Kriss et al., 2021) (Nair et al., 2022) (Veliyath, 1999) show that compensation has a significant effect on organizational commitment.

Factors that are thought to affect employee organizational commitment other than compensation are the work environment. The work environment is a social, psychological, and physical life that affects workers in carrying out their duties (Covin, Jeffrey & Slevin, Dennis, 1989) (Tari et al., 2021). An attractive work environment helps make employees more committed (Nailul Aufa et al., 2024). The results will be good for employees who are always committed to carrying out their work and will produce good work productivity for the company. This is in line with research conducted by (Badrianto & Ekhsan, 2021) (Covin, Jeffrey & Slevin, Dennis, 1989) (Maurizio Zanardi & Weihuan Zhau, 2020) state that the work environment has a significant effect on organizational commitment.

Based on observations at high schools, the phenomenon that occurs is that the workspace arrangement is not neat enough and the room is still said to be quite narrow so that a lack of adequate space for movement and they work in different rooms. In addition, there are still some employees who feel awkward to communicate either with friends or superiors (Nailul Aufa et al., 2024).

Another factor that must also be considered is job satisfaction. (Seema et al., 2021) job satisfaction is an employee's pleasant or not opinion about his job, the feeling is seen from the employee's good behaviour towards work and all things experienced in the work environment. Job satisfaction is an attitude (action cognition), a sense of pleasure (emotional expression), or a gap between the results obtained and the expected results. Companies that pay less attention to the job satisfaction of their employees can cause feelings of dissatisfaction for employees in their jobs, thereby reducing the level of organizational commitment of these employees and causing them not to want to contribute to the company and leave the company (Nawab, 2011) (Nailul Aufa et al., 2024).

The higher the level of job satisfaction felt by employees, the higher the level of commitment that employees have, and vice versa, if employees feel dissatisfied, the level of employee commitment will decrease (Nailul Aufa et al., 2024). The higher the level of job satisfaction felt by employees, the higher the level of commitment that employees have, and vice versa, if employees feel dissatisfied, the level of employee commitment will decrease (Cynthia Mahalaksmi & Made Suwandana, 2024). Based on research conducted by (Nawab, 2011) (Nailul Aufa et al., 2024) (Bal et al., 2013) (Grødal et al., 2019) state that job satisfaction has a significant effect on organizational commitment.

Employee job satisfaction can certainly be started by increasing the factors that affect job satisfaction, it is very possible that employee job satisfaction can decrease due to compensation and a work environment that does not meet employee expectations. It can be said that employees spend more time at work, if the work environment is uncomfortable it will make workers feel discouraged to work, as well as for compensation.

Previous research on job satisfaction mediating compensation on organizational commitment was conducted by (Kriss et al., 2021) (Nimran et al., 2015). Meanwhile, job satisfaction mediates the work environment on organizational commitment carried out (Nawab, 2011) (Nailul Aufa et al., 2024). Based on the phenomena that occur and empirical gaps and previous research as research novelty, this research was conducted by examining the effect of compensation and work environment on organizational commitment mediated by job satisfaction in contract employees in high schools in Indonesia.

The main objective of this study is to identify how compensation (salary, benefits, and incentives) affects the organizational commitment of teachers and staff in secondary schools, with job satisfaction as a mediator linking the two variables. This study aims to provide insight into the importance of these factors in retaining committed employees in an educational environment. The specific objectives of this study 1) Assess the role of work environment in improving organizational commitment in secondary schools 2) Identify the effect of job satisfaction as a mediator in the relationship between compensation and organizational commitment 3) Provide recommendations for secondary school management regarding the management of compensation and work environment to improve organizational commitment.

II. LITERATURE REVIEW

Organizational commitment (OC) refers to the psychological attachment an individual has to their organization, which influences behavior such as performance, retention, and motivation. In educational settings, particularly high schools, enhancing OC is crucial for the overall effectiveness and quality of education. This literature review aims to explore the relationship between compensation, work environment, job satisfaction (JS), and organizational commitment, specifically in the context of high schools.

The Role of Job Satisfaction in the Relationship Between Compensation and Work Environment Toward Employee Commitment in High Schools

Herzberg's Two-Factor Theory is centered on sources of motivation related to work completion (King, 2023). This two-factor theory consists of hygiene factors and the second is called motivator factors. Based on this theory, researchers use justice theory because researchers will conduct empirical studies to determine the factors that can affect job satisfaction and organizational commitment, namely compensation and work environment, which can be considered as hygiene factors. So when compensation and a good work environment will increase job satisfaction, and high job satisfaction will increase organizational commitment so that those with high commitment tend to be more loyal, and productive, and stay longer in the organization.

Organizational commitment has been widely studied, with researchers identifying three primary dimensions: affective commitment (emotional attachment to the organization), continuance commitment (perceived costs associated with leaving), and normative commitment (perceived obligation to remain in the organization)

The compensation received by employees can have a significant impact on their commitment to the organization. Fair and competitive compensation can increase job satisfaction, which in turn can strengthen organizational commitment. High commitment is often associated with lower turnover, better performance, and higher job satisfaction. Research related to compensation and organizational commitment is confirmed by (Nawab, 2011) (Bal et al., 2013) (Peng et al., 2015) (Bolfek et al., 2017) (Štefulić & Peša, 2017) (Nair et al., 2022)

Based on theoretical and empirical support, it can be outlined

H1: The compensation has a significant effect on organizational commitment

A good work environment plays an important role in increasing organizational commitment. A supportive environment, whether physical, social, or cultural, can increase job satisfaction and employee loyalty to the organization. Therefore, it is important for management to create a positive work environment, by paying attention to good social relations, supportive leadership, and providing opportunities for career development. A conducive work environment can create a strong emotional bond between employees and the organization, thereby increasing long-term commitment and performance. (Nair et al., 2022) (Badrianto & Ekhsan, 2021) (Yang, 2024) (Nailul Aufa et al., 2024)

The hypothesis in the study is as follows.

H2: The work environment has a significant effect on organizational commitment

Compensation has a strong relationship with job satisfaction. Compensation that is fair, adequate, and in line with employee contributions can increase job satisfaction, motivate employees to perform better, and increase their loyalty to the organization. Conversely, inadequate or unfair compensation can decrease job satisfaction, reduce motivation, and increase turnover rates. Therefore, organizations need to ensure that the compensation policies implemented can meet employee expectations, both in terms of financial and non-financial, to create a positive work environment and improve long-term performance. (Nawab, 2011) (Dražić Lutilsky et al., 2017) (Seema et al., 2021) (Kriss et al., 2021) (Nailul Aufa et al., 2024)

Based on theoretical and empirical support, it can be outlined H3: Compensation has a significant effect on job satisfaction

The work environment has a major influence on employee job satisfaction. A conducive environment, whether physical, social, or cultural, can increase employee job satisfaction, which in turn can affect employee motivation, performance, and retention rates in the organization. Therefore, organizations need to create a work environment that supports comfort, positive social relationships, work-life balance, as well as career development opportunities, to ensure high levels of job satisfaction. Conversely, a poor or unsupportive work environment can lead to employee dissatisfaction, stress and low motivation. (Badrianto & Ekhsan, 2021) (Nailul Aufa et al., 2024) (Maurizio Zanardi & Weihuan Zhau, 2020)

The hypothesis in the study is as follows

H4: Work environment has a significant effect on job satisfaction

Job satisfaction plays a very important role in shaping and strengthening organizational commitment. Employees who are satisfied with their jobs tend to have higher organizational commitment, both in terms of affective, continuance, and normative. Conversely, job dissatisfaction can reduce the level of employee commitment to the organization. Therefore, organizations need to create working conditions that support employee satisfaction, such as providing fair compensation, creating a positive environment, and providing opportunities for career development, to increase organizational commitment and long-term performance. (Seema et al., 2021) (Nimran et al., 2015) (Cynthia Mahalaksmi & Made Suwandana, 2024)

III. RESEARCH METHODOLOGY

This study used a quantitative approach with a causal design. The main objective is to identify and test the relationship between the variables: compensation, work environment, job satisfaction, and organizational commitment among high school teachers.

This study will be conducted in senior high schools in the relevant region, with senior high school teachers as the object of research. The research sample is taken using a purposive sampling technique, where teachers who meet certain criteria, such as

The Role of Job Satisfaction in the Relationship Between Compensation and Work Environment Toward Employee Commitment in High Schools

having at least 2 years of teaching experience, will be sampled. The population in this study were all 58 contract employees. Determination of the number of samples in this study was carried out using a saturated sample technique which used the entire population as a sample size of 58 teachers.

Data will be collected using a closed-ended questionnaire developed based on existing literature and adapted to the high school context. The questionnaire will contain statements describing each variable, and respondents are asked to rate the statements using a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). To test the direct and indirect relationships and the impact of mediation, the analysis technique used is SEM PLS where this technique is suitable for use because it has the advantage of measuring the relationship between latent variables and can be used with a smaller sample.

The following is the research conceptual framework.

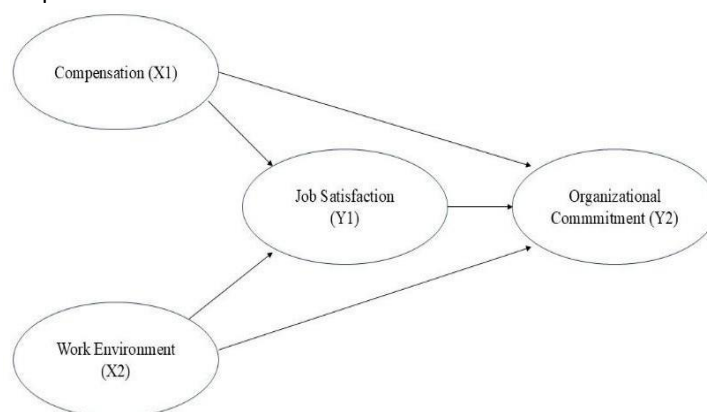


Figure 1. Conceptual Framework
Authors' Conceptualisation (2024)

IV. INSTRUMENTS

Instruments from previous studies were adapted and used to assess the study's constructs. The Constructs of this research were measured by indicators (Table 2)

Table 1. Constructs and Indicators

Construct	Indicators	Sources
Compensation	Salary	Yulandri (2020), Edison <i>et al.</i> (2017) , Hasibuan (2014)
	Bonus	
	Incentives	
	Allowances	
	Facilities	
Work Environment	Spacious workspace	Nitisemito (2012:159), Soetjipto (2009) dan Novitasari (2020),
	Financial Welfare	
	Relationships between coworkers	
	Availability of work facilities	
	Security at work	
Job Satisfaction	Work	Karneli <i>et al.</i> (2015), Wibowo (2016), Badrianto a n d Ekhsan (2019)
	Salary	
	Supervision	
	Work environment	
	Promotion	

The Role of Job Satisfaction in the Relationship Between Compensation and Work Environment Toward Employee Commitment in High Schools

Organizational Commitment	Employee loyalty	Lincoln & Kalleberg (1990). Vizano <i>et al.</i> (2018), Hendri (2019)
	Employee willingness	
	Proud to be part of the organization	
	Care about the fate of the organization.	
	The level of employee confidence to accept organizational goals	

These research instruments are used to obtain and collect research data as a step towards finding the results or conclusions of the research while paying attention to the standards of instrument making. The constructs were assessed using a 5-point Likert scale (5-strongly agree to 1-strongly disagree). Research has two types of instructions: tests (psychological and non- psychological) and non-tests (observation or observation, graded scales, documentation, and questionnaires

V. RESULT

Hypothesis testing will be carried out using SEM based on PLS (Partial Least Squares). This method is suitable for analyzing complex relationships between variables without strict assumptions about data distribution. This analysis includes the Outer Model: Assessed through convergent validity, discriminant validity, composite reliability, and Cronbach alpha. Inner Model: R-Square (R²), b) Q-Square Predictive Relevance (Q²), SMSR, PLS Predict, Goodness of Fit (GoF). Furthermore, the Trajectory Coefficient test was conducted.

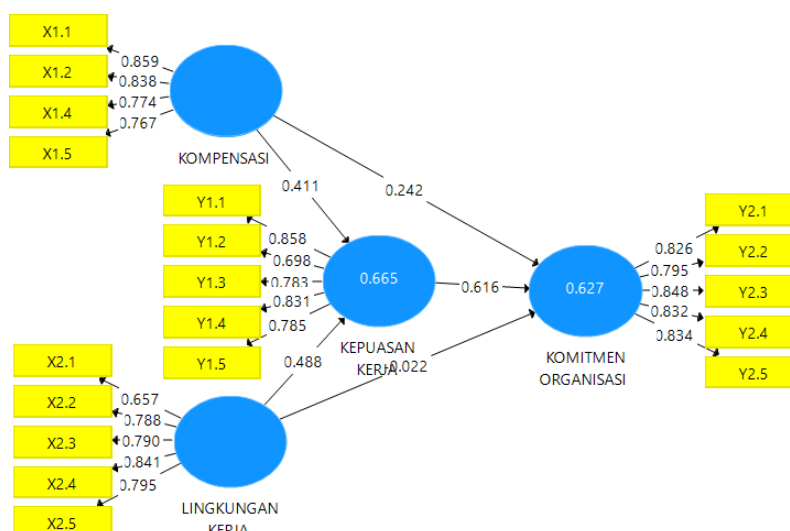


Figure 2. Measurement Model
Authors' systemization of SmartPLS output (2024)

Table 2 Path Coefficient Result

	Original Sample (O)	Standar Deviasi (STDEV)	T Statistic (O/STD EV)	P Value
Compensation -> Organizational Commitment	0,218	0,229	0,95	0,935
Compensation -> Job Satisfaction	0,4	0,154	2,599	0,01
Work Environment -> Organizational Commitment	-0,018	0,222	0,082	0,343
Work Environment -> Job Satisfaction	0,496	0,156	3,19	0,002
Job Satisfaction -> Organizational Commitment	0,632	0,271	2,338	0,02
Job Satisfaction -> Compensation -> Organizational Commitment	0,253	0,109	2,331	0,02
Job Satisfaction -> Work Environment -> Organizational Commitment	0,314	0,199	1,58	0,115

The Role of Job Satisfaction in the Relationship Between Compensation and Work Environment Toward Employee Commitment in High Schools

Based on the Path Coefficient results presented in Table 2, there are 3 rejected hypotheses, namely, compensation has an insignificant effect with a p-value of 0.935 on organizational commitment, the work environment has a negative and insignificant effect on job satisfaction, namely with a value of - 0.018 and p-values 0.343 and job satisfaction cannot mediate the work environment on organizational commitment with p-values 0.115 and 4 hypotheses are accepted because they have positive original sample values and p-values <0.05

VI. DISCUSSION

6.1 The Effect of Compensation on Organizational Commitment of Senior High School Employees

The result of this study, compensation has a positive and insignificant effect on organizational commitment. This means that the better the compensation, the organizational commitment will increase but it is not real. However, the results of this study are not in line with previous research conducted (Nawab, 2011) (Bal et al., 2013) (Peng et al., 2015) (Bolfek et al., 2017) (Štefulić & Peša, 2017) (Nair et al., 2022) show that compensation has a positive and significant effect on commitment.

Organizational commitment is influenced by a range of factors beyond compensation. Studies have highlighted that job satisfaction, work environment, leadership quality, professional development opportunities, and interpersonal relationships within the workplace can have a more substantial impact on an individual's emotional attachment and commitment to the organization. For teachers, the sense of purpose, passion for teaching, and a supportive school culture may outweigh financial rewards. Consequently, while fair compensation can improve job satisfaction, it may not be the dominant factor in fostering long-term commitment.

6.2 The Effect of Work Environment on Organizational Commitment of Senior High School Employees

The result of this study shows the work environment has a positive and significant effect on organizational commitment. This means that the better the work environment, the more organizational commitment will increase. The results of this study are in line with previous research conducted by (Nair et al., 2022) (Badrianto & Ekhsan, 2021) (Yang, 2024) (Nailul Aufa et al., 2024) states that the work environment affects organizational commitment.

A positive work environment fosters psychological and social support, which is essential for teachers' well-being. Teachers who work in an environment that offers emotional support from colleagues and administrators are more likely to feel valued and engaged in their work. Research has shown that supportive school cultures, characterized by mutual respect, trust, and open communication, enhance organizational commitment by providing teachers with a sense of belonging and attachment to the institution (Berg & Lune, 2004). Teachers in these environments are more likely to remain committed to the school because they feel supported both professionally and personally.

According to the Two Factor Theory, it explains that if there is a high motivator factor, it will cause high satisfaction, on the other hand, if the hygiene factor (dissatisfaction factor) is high, it will cause workers to be dissatisfied

6.3 The Effect of Compensation on Job Satisfaction of Senior High School Employees

The result of this study show that compensation has a negative and insignificant effect on job satisfaction. This means that better compensation does not affect job satisfaction. The results of this study are not in line with previous research conducted by (Nawab, 2011) (Dražić Lutilsky et al., 2017) (Seema et al., 2021) (Kriss et al., 2021) (Nailul Aufa et al., 2024) those who say the compensation affects job satisfaction.

According to Herzberg's Two-Factor Theory, compensation is considered a "hygiene factor," meaning it is necessary to prevent dissatisfaction but does not contribute significantly to higher levels of job satisfaction (Herzberg, 1966). While teachers may feel dissatisfied if they perceive their pay as unfair or inadequate, increasing compensation beyond a certain point does not necessarily lead to increased job satisfaction. Teachers may become accustomed to their salary, and once their financial needs are met, further increases may not significantly affect their overall job satisfaction. In such cases, compensation may have a minimal or even negative impact on job satisfaction when other more influential factors, such as the work environment or intrinsic motivations, are prioritized.

So when high school contract employees feel that they are compensated according to their burden, they tend to feel satisfied. Increased compensation can increase job satisfaction because fair and adequate compensation provides rewards that are proportional to the effort expended by employees or teachers. When teachers feel that they are valued through decent salaries, allowances, or other incentives, they will feel more motivated and valued in their work.

6.4 The Effect of Work Environment on Job Satisfaction of Senior High School Employees

Based on the results of the analysis, it shows that the work environment has a significant positive effect on job satisfaction. This

The Role of Job Satisfaction in the Relationship Between Compensation and Work Environment Toward Employee Commitment in High Schools

means that the better the work environment, the more job satisfaction will increase. The results of this study are in line with previous research conducted by (Badrianto & Ekhsan, 2021) (Nailul Aufa et al., 2024) (Maurizio Zanardi & Weihuan Zhau, 2020) state that the work environment affects job satisfaction.

According to the Two-Factor Theory, it explains that a positive work environment such as a good room arrangement and the creation of a good working atmosphere with friends or superiors in State High Schools can determine increasing comfort, social interaction, and support, which in turn will increase employee satisfaction to increase employee motivation and productivity in an organization/company.

6.5 The Effect of Job Satisfaction on Organizational Commitment of High School Employees

The results of the analysis show that job satisfaction has a positive and significant effect on organizational commitment. This means that the better job satisfaction, the more organizational commitment will increase. The results of this study are in line with previous research conducted by (Seema et al., 2021) (Nimran et al., 2015) (Cynthia Mahalaksmi & Made Suwandana, 2024) who concluded that job satisfaction affects organizational commitment.

High school contract employees who have a high level of job satisfaction where compensation and work environment are fulfilled will show a higher level of organizational commitment. When employees are satisfied with their jobs, they tend to feel more attached and committed to achieving organizational goals. Job satisfaction includes various aspects, such as relationships with coworkers, work environment, compensation received, and career development opportunities. When these factors are well fulfilled, employees feel valued and motivated to contribute to their full potential.

6.6 The Role of Job Satisfaction in Mediating the Effect of Compensation on Organizational Commitment of High School Employees.

The results of this study indicate that the mediating variable (job satisfaction) mediates between compensation and organizational commitment. The results of this study are in line with previous research conducted by (Cynthia Mahalaksmi & Made Suwandana, 2024) showing that job satisfaction mediates between compensation and the significance of organizational commitment. In accordance with the Two-factor Theory (King, 2023) when high school contract employees are dissatisfied with compensation which is a hygiene factor, this can reduce their commitment to the organization. Conversely, if compensation is met, then employees can focus more on motivator factors that increase job satisfaction and then contribute to increased organizational commitment.

6.7 The Role of Job Satisfaction in Mediating the Effect of Work Environment on Organizational Commitment of Senior High School Employees.

The results of this study are not in line with previous research conducted by (Seema et al., 2021) which concluded that job satisfaction mediates the relationship between work environment and organizational commitment. This means that the work environment is unable to increase organizational commitment either directly or indirectly through job satisfaction and there are other factors that better mediate the relationship between the work environment and organizational commitment. This happens when viewed from the characteristics of the respondents, the majority are the age of 18-30 years and have worked for less than 10 years, meaning that most contract employees expect an increase in salary or provision of benefits, as well as career development, namely appointment to permanent employees, based on length of service.

CONCLUSIONS

This study has explored the critical factors that contribute to enhancing organizational commitment among high school employees, with a specific focus on the roles of compensation, work environment, and job satisfaction. The findings suggest that both compensation and the work environment have a significant impact on job satisfaction, which in turn plays a crucial role in fostering organizational commitment. The positive relationship between compensation and work environment with job satisfaction emphasizes the importance of supportive and rewarding work culture in educational institutions. Furthermore, job satisfaction was identified as a key mediator in this relationship, highlighting that when employees feel satisfied with their job conditions, they are more likely to exhibit higher levels of commitment to the organization.

These results suggest that high schools should prioritize strategies that enhance compensation structures and create a positive work environment to increase employee satisfaction and, consequently, their commitment to the organization. Investing in these areas could lead to improved employee retention, better performance, and a more positive school culture. Future research could further investigate other potential mediators or explore how these dynamics might vary across different educational settings.

The theoretical implication of this research is that it can be used as a medium for developing science related to human

The Role of Job Satisfaction in the Relationship Between Compensation and Work Environment Toward Employee Commitment in High Schools

resources. The results of this study indicate that organizational commitment is determined by compensation and work environment among the two exogenous constructs examined for their influence on organizational commitment, the construct that has the greatest influence is compensation, meaning that compensation is reflected by indicators of salary, bonuses, incentives, allowances, and facilities is an important indicator in increasing organizational commitment. As well as in the work environment, which is reflected in indicators of spacious workspace, work atmosphere, relationships between coworkers, availability of work facilities, and job security. Therefore, an agency should be able to pay attention to these things to increase the organizational commitment of its employees.

This study was limited to a sample of teachers in one particular area. This may reduce the generalizability of the findings to all other schools or regions. Variations in compensation policies, work environment, or levels of job satisfaction in different regions or types of schools could be different, affecting the results of the study. The measurement of variables such as compensation, work environment and job satisfaction in this study may be limited to certain dimensions that respondents can understand. Other dimensions that influence these factors, such as satisfaction with interpersonal relationships or school policies, may not be covered in this study

ACKNOWLEDGMENT

I would like to express my deepest gratitude to all those who have supported and contributed to the completion of this article, "The Role of Job Satisfaction in the Relationship Between Compensation and Work Environment toward Employee Commitment in High Schools."

I am also grateful to the participants of this study, who generously shared their time and experiences, allowing me to gain deeper insights into the role of job satisfaction and its impact on employee commitment within the context of high schools. Without their cooperation, this research would not have been possible.

Thank you all for your invaluable support.

REFERENCES

- 1) Adams, J. S. (1963). Towards an understanding of inequity. *The Journal of Abnormal and Social Psychology*, 67(5), 422–436. <https://doi.org/10.1037/h0040968>
- 2) Badrianto, Y., & Ekhsan, M. (2021). Effect of Work Environment, Organizational Culture and Job Satisfaction on Employee Performance. *Economics & Business*, 6(48), 74–83. <http://e-journal.stie-kusumanegara.ac.id/index.php/jobma/article/view/85%0Ahttp://e-journal.stie-kusumanegara.ac.id>
- 3) Bolfek, B., Torbarina, P., & Surać, L. (2017). Struktura i faktori koji utječu na utvrđivanje kompenzacija izvršnih menadžera. *Oeconomica Jadertina*, 6(2), 52–64. <https://doi.org/10.15291/oec.1343>
- 4) Covin, Jeffrey, G., & Slevin, Dennis, P. (1989). Strategic management of small firms in hostile and benign environments. *Strategic Management Journal*, 10(1), 75–87. file:///C:/Users/Ichiyanagi/Downloads/Strategic_Management_of_Small_.pdf
- 5) Cynthia Mahalaksmi, N. K., & Made Suwandana, I. G. (2024). The Role of Job Satisfaction in Mediating the Influence of the Work Environment on Organizational Commitment. *Jurnal Sosial Dan Sains*, 4(3), 208–217. <https://doi.org/10.59188/jurnalsosains.v4i3.1238>
- 6) Dražić Lutlisky, I., Pološki Volić, N., & Galić, Z. (2017). Razvoj instrumenta za mjerenje zadovoljstva poslom zaposlenika - Empirijska istraživanje na Sveučilištu u Zagrebu. *Oeconomica Jadertina*, 7(2), 18–34. <https://doi.org/10.15291/oec.1403>
- 7) Gary Dessler. (2017). *Human Resource Management* (15th ed.). Pearson Education Library. https://opaclub.inaba.ac.id/index.php?p=show_detail&id=382&keywords=
- 8) Grødal, K., Innstrand, S. T., Haugan, G., & André, B. (2019). Affective organizational commitment among nursing home employees: A longitudinal study on the influence of a health-promoting work environment. *Nursing Open*, 6(4), 1414–1423. <https://doi.org/10.1002/nop2.338>
- 9) Hong, T. T., & Waheed, A. (2011). MPRA_paper_30419.pdf. *Asian Academy of Management Journal*, 16(1), 1–31. King, D. (2023). Herzberg. *Encyclopedia of Human Resource Management, Second Edition*, 1(1), 167–168. <https://doi.org/10.4337/9781800378841.h4>
- 10) Kriss, M., Te, H. S., Verna, E. C., VanWagner, L. B., Scott, F. I., & Lai, J. C. (2021). National Early Career Transplant Hepatologist Survey: Compensation, Burnout, and Job Satisfaction. *Hepatology Communications*, 5(4), 701–712. <https://doi.org/10.1002/hep4.1666>
- 11) Mathis, Robert L ; Jackson, Jhon ; Valentine, Sean ; Meglich, P. (2016). *Human Resource Management* (15th ed.). Cengage Learning.

The Role of Job Satisfaction in the Relationship Between Compensation and Work Environment Toward Employee Commitment in High Schools

- 12) Maurizio Zanardi, & Weihuan Zhau. (2020). THE EFFECT OF WORK ENVIRONMENT ON EMPLOYEE JOB SATISFACTION WITH WORK COMMUNICATION AS INTERVENING VARIABLES (Case Study on Civil Servants in Australian Medical and Health Department). *MEDALION JOURNAL: Medical Research, Nursing, Health and Midwife Participation*, 1(4), 121–126. <https://doi.org/10.59733/medalion.v1i4.56>
- 13) Nailul Aufa, S., Indah Rahmawati, N., & Wismar'ain, D. (2024). The Effect of Leadership and Work Environment on Organizational Commitment Through Job Satisfaction As an Intervening Variable: A Case Study of Employee at PT. Duwa Atmimuda Kudus. *KnE Social Sciences*, 2024, 112–125. <https://doi.org/10.18502/kss.v9i17.16316>
- 14) Nair, K., Haque, W., & Sauerwald, S. (2022). It's Not What You Say, But How You Sound: CEO Vocal Masculinity and the Board's Early-Stage CEO Compensation Decisions. *Journal of Management Studies*, 59(5), 1227–1252. <https://doi.org/10.1111/joms.12767>
- 15) Nawab, S. and K. K. B. (2011). Influence of employee Job, compensation on organizational commitment and Pakistan., satisfaction. *A Case Study of Educational Sector of Int. J. Bus. Soc. Sci*, 2(8), 25–32.
- 16) Nimran, O., Al, U., & Nayati, M. (2015). *The Influence of Organizational Culture and Entrepreneurial Orientation on the Job Satisfaction , Organizational Commitment , and Employee ' s Performance*. 7(2), 55–68.
- 17) Peng, M. W., Sun, S. L., & Markóczy, L. (2015). Human Capital and CEO Compensation during Institutional Transitions. *Journal of Management Studies*, 52(1), 117–147. <https://doi.org/https://doi.org/10.1111/joms.12106>
- 18) Puška, A., Berbić, S., & Maksimović, A. (2017). Utjecaj kvalitete i zadovoljstva studenata na namjeru daljnjeg korištenja usluga visokog obrazovanja na primjeru Visoke škole eMPIRICA. *Oeconomica Jadertina*, 6(2), 21–38. <https://doi.org/10.15291/oec.1341>
- 19) Seema, Choudhary, V., & Saini, G. (2021). Effect of Job Satisfaction on Moonlighting Intentions: Mediating Effect of Organizational Commitment. *European Research on Management and Business Economics*, 27(1), 100137. <https://doi.org/10.1016/j.iedeen.2020.100137>
- 20) Štefulić, P., & Peša, A. R. (2017). Kompenzacije menadžera kao jedan od uzroka suvremene financijske krize. *Oeconomica Jadertina*, 2(2), 44–65. <https://doi.org/10.15291/oec.217>
- 21) Tarí, J. J., Molina-Azorín, J. F., López-Gamero, M. D., & Pereira-Moliner, J. (2021). The association between environmental sustainable development and internalization of a quality standard. *Business Strategy and the Environment*, 30(5), 2587–2599. <https://doi.org/10.1002/bse.2765>
- 22) Veliyath, R. (1999). Top Management Compensation and Shareholder Returns: Unravelling Different Models of the Relationship. *Journal of Management Studies*, 36(1), 123–143. <https://doi.org/https://doi.org/10.1111/1467-6486.00129>
- 23) Yang, Z. (2024). The Impact of Environmental Assessment of Green Innovation on Corporate Performance and an Empirical Study. *Natural and Engineering Sciences*, 9(2), 94–108. <https://doi.org/10.28978/nesciences.1569137>



There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0) (<https://creativecommons.org/licenses/by-nc/4.0/>), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.