



The Role of Organizational Commitment Mediation on the Effect of Compensation and Motivation on Performance



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Abstract

The purpose of this study is to analyze the mediating role of organizational commitment on the effect of compensation and motivation on performance. The study was conducted on Blue Bird Bali drivers with a population of 1090 drivers and took a sample of 235 drivers. Data collection was carried out by interviewing and distributing questionnaires using a 5-point Likert scale. The data analysis technique used is SEM-PLS. The results showed that compensation significantly and positively affected driver performance, motivation had a positive and significant effect on driver performance, the organizational commitment had a positive and significant effect on driver performance, compensation had a positive and significant effect on organizational commitment, motivation had a positive and significant effect on organizational commitment, organizational commitment has a partial mediating role in the relationship between compensation for driver performance and organizational commitment has a partial mediating role in the relationship between motivation and driver performance.

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1 Introduction

Blue Bird Bali currently has applications such as gojek and grab named (My Blue Bird). This application makes it easy for users to be able to find transportation services. When interviewing the HR manager, the problem that occurred at Blue Bird Bali was the decrease in revenue realization to get the BMK bonus and the bonus income that the driver received, this was due to lack of work motivation, organizational commitment owned by the driver. Many drivers are lazy orientation (around) just rely on the base, it can be said there is a factor of motivation and organizational commitment is low. The more lazy driver orientation (around) then the compensation obtained is also less. Another case is that there are drivers who pick and choose orders, when the distance is close they don't want to take it and when the distance is far, the driver wants to take it. Performance problems in the company, namely, many drivers can not reach the BMK target (bonus work period) because it is following the Decree in Bali to get BMK requirements when the driver works ≥ 20 days and an average daily income of Rp 600,000, new drivers will get a period bonus work or BMK.

According to Gary Dessler (2009), employee compensation is all forms of payment or gifts given to employees and arising from their work and has two components: direct payments (in the form of wages, salaries, incentives, commissions, and bonuses), and non-payment direct (in the form of financial benefits such as insurance and vacation money paid by the company). Sudiardhita *et al.* (2018), found that compensation significantly affected employee performance. Providing compensation in the form of financial compensation or non-financial compensation other than in the form of money will improve the performance of the employees of PT. Bank XYZ (Persero) Tbk. Rahmat *et al.* (2016), found that positive compensation and a significant effect on employee performance. This means that the higher compensation received, will encourage higher employee performance and vice versa. Winda *et al.* (2017), found the same research related to compensation has a significant effect on employee performance. This means that the higher the compensation provided by the company will encourage to produce good and high the employee performance.

Motivation is something that makes someone motivated to do something to achieve organizational goals. So when employees get high motivation will improve employee performance in the company. Research conducted by Sudiardhita *et al.* (2018), found that motivation has a positive and significant effect on employee performance at PT Bank XYZ (Persero) Tbk. This means that if motivation increases, employee performance will increase. Indarti (2018), found the same results the influence of motivation on employee performance was 66.4%. motivation has a positive effect on employee performance, meaning that the variable of motivation has a significant effect on employee performance, therefore the higher the employee's motivation, the higher the employee's performance will be.

Organizational commitment reflects the satisfaction of every employee for what is given by a company. High organizational commitment owned by employees will have an impact on employee performance that will realize the goals of the organization of the company. Research conducted by Suparyadi (2015), states that compensation is an overall reward received by employees as an appreciation for contributions made to the organization, both financial and non-financial. The appropriate amount of compensation will cause employees to have a high sense of commitment to the company. Riana & Wirasedana (2016), found that compensation had a significant effect on organizational commitment.

According to Adair (2007), motivation is something that makes someone want to do something to achieve organizational goals. Research conducted Iqbal *et al.* (2013), found that motivation was positively and significantly related to organizational commitment. Wardhani *et al.* (2015), found the same thing, motivation influencing organizational commitment. The difference between motivation for organizational commitment has a positive effect because with the encouragement to take action or issue the level of effort that an employee wants to do will have an impact on increasing organizational commitment.

Good employee performance, influenced by compensation causes employees to have a high organizational commitment at work. Appropriate compensation will result in the growth of organizational commitment and result in more employees having optimal performance in the organization or company. Research conducted by Rizal *et al.* (2014), found that compensation can significantly improve employee performance through organizational commitment in Regional Revenue Management in Kendari.

Compensation is something that is received by the employee in the form of money, direct and indirect goods for the employee's contribution in doing the work that has been done. So when employees get high compensation will improve employee performance in the company. Various studies have been conducted regarding the relationship between compensation and employee performance. Riana & Wirasedana (2016), found that compensation had a significant effect on employee performance. Rahmat *et al.*, (2016) found that positive compensation and a significant effect on employee performance. This means that the higher compensation received, will encourage higher employee

performance and vice versa. [Winda et al. \(2017\)](#), found the same research related to compensation has a significant effect on employee performance. This means that the higher the compensation provided by the company will encourage to produce good and high the employee performance. [Widodo \(2017\)](#), found the same research motivation has a significant effect on employee performance in Bekasi Banking

[Sudiardhita et al. \(2018\)](#), found that compensation had a positive and significant effect on employee performance at PT. Bank XYZ (Persero) Tbk. This means that if the compensation received is higher than the employee's performance will be better. [Diah & Supartha \(2018\)](#), found that compensation had a positive effect on employee performance. Based on empirical results in the above research, the hypotheses that can be proposed in this study are.

H1: Compensation has a positive and significant effect on driver performance.

Motivation is something that makes a person motivated to do something to achieve organizational goals. So when employees get high motivation will improve employee performance in the company. Various studies have been conducted regarding the relationship between motivation and employee performance. [Murgianto et al. \(2016\)](#), found the results of motivation research have a significant effect on employee performance at the East Java Integrated Services Office. [Widodo \(2017\)](#), found the same research on motivation as having a positive effect on employee performance in Bekasi Banking. [Sudiardhita et al. \(2018\)](#), found that motivation had a positive and significant effect on employee performance at PT Bank XYZ (Persero) Tbk. This means that if motivation increases, employee performance will increase. [Indarti \(2018\)](#), found the same results the influence of motivation on employee performance was 66.4%. Motivation has a positive effect on employee performance, meaning that the variable of motivation has a significant effect on employee performance, therefore the higher the employee motivation, the higher the employee's performance will be. The results of the same study of motivation affecting employee performance. Based on empirical results in the above research, the hypotheses that can be proposed in this study are.

H2: Motivation has a positive and significant effect on driver performance.

Organizational commitment reflects the satisfaction of every employee for what is given by a company. High organizational commitment owned by employees will have an impact on employee performance that will realize the goals of the organization of the company. Various studies have been conducted regarding the relationship between motivation and employee performance. [Murgianto et al. \(2016\)](#) found the results of organizational commitment research had a positive and significant effect on employee performance at the East Java Integrated Services Office, [Diah & Supartha \(2018\)](#), found that organizational commitment had a positive effect on employee performance. Based on empirical results in the above research, the hypotheses that can be proposed in this study are.

H3: Organizational commitment has a positive and significant effect on driver performance.

Compensation is something that is received by the employee in the form of money, direct and indirect goods for the employee's contribution in doing the work that has been done. So when employees get high compensation will increase organizational commitment in the company. Various studies have been conducted regarding the relationship between compensation and organizational commitment. [Rizal et al. \(2014\)](#) found that compensation had a significant effect on organizational commitment. [Milgo et al. \(2014\)](#), in his study, found the results of compensation showed a significant effect on employee commitment. [Prabowo et al. \(2015\)](#), found the same result that compensation had a positive effect on the organizational commitment of nurses and contracted midwives at Bhayangkara Hasta Brata Batu Malang Hospital. The same thing about compensation has a positive effect on organizational commitment.

[Kee et al. \(2016\)](#), found that the results of the study showed a significant relationship between financial compensation such as salaries, bonuses, and advances to organizational commitment, the most dominant among the three compensation was the down payment in this study. [Riana & Wirasedana \(2016\)](#), found that compensation had a significant effect on organizational commitment. [Arifin et al. \(2016\)](#), found a study that there was a positive and significant effect between compensation for an organizational commitment on the employees of the Tirta I Public Service Implementation Level and the Bengawan Solo River. Based on empirical results in the above research, the hypotheses that can be proposed in this study are.

H4: Compensation has a positive and significant effect on organizational commitment.

[Yudha & Fatin \(2015\)](#), found the results of the study showed that motivation had a positive and significant effect on the organizational commitment of teachers in Madrasah Ibtidaiyah Islamiyah Madiun. Motivated employees are more committed to their work. [Yundong \(2015\)](#), found that intrinsic motivation is positively related to affective commitment, a high level of intrinsic motivation tends to have high affective commitment. [Murali Krishna et al. \(2015\)](#), found the

results that the lack of motivation will reduce organizational commitment. Wardhani *et al.* (2015), found the same thing, motivation influences organizational commitment. The difference between motivation for organizational commitment has a positive effect because with the encouragement to take action or issue the level of effort that an employee wants to do will have an impact on increasing organizational commitment.

H5: Motivation has a positive and significant effect on organizational commitment.

Good employee performance, influenced by compensation causes employees to have a high organizational commitment at work. Appropriate compensation will result in the growth of organizational commitment and result in more employees having optimal performance in the organization or company. Various studies have been conducted regarding the relationship between motivation, compensation, and organizational commitment. Rizal *et al.* (2014), found that compensation can significantly improve employee performance through organizational commitment in Regional Revenue Management in Kendari. Diah & Supartha (2018), found that organizational commitment was able to mediate the effect of compensation on performance significantly.

H6: Organizational commitment can mediate the effect of compensation on driver performance.

Good employee performance, influenced by motivation causes employees to have a high organizational commitment at work. High motivation will lead to the growth of organizational commitment and result in more employees having optimal performance in the organization or company. Various studies have been conducted regarding the relationship between motivation, compensation, and organizational commitment. Rizal *et al.* (2014), found motivational research can significantly improve employee performance through organizational commitment in Regional Revenue Management in Kendari.

H7: Organizational commitment can mediate the effect of motivation on driver performance.

2 Materials and Methods

Scope of the Study This study examines the mediating role of organizational commitment on the effect of compensation and motivation on driver performance. Therefore this study is limited only to the variables identified that can affect driver performance on Blue Bird Bali. The population in this study were all drivers in Blue Bird Bali, namely 1090 drivers. Determination of the number of samples in this study refers to the statement of Hair *et al.* (2006), that the determination of the number of samples must be adjusted to the number of statements on the questionnaire, assuming to be 5. This study uses 47 statements that are used to measure 4 variables so that the number of respondents must be collected is 47 times 5, then the minimum sample is $47 \times 5 = 235$ drivers. Based on the calculation above, the sample size of the Blue Bird driver is obtained which will be taken in this study are 235 drivers. Criteria for respondents were determined by the method of determining the sample, namely proportional random sample. In random sampling, each region in the population has the opportunity to be sampled. Proportional is used to determine the number of samples in each region. The data collection technique used is a survey method with aids in the form of a questionnaire. Research data will be analyzed and processed using SEM analysis tools with PLS (Chen, 2006; Arshadi, 2011; Islam *et al.*, 2013; Lapointe *et al.*, 2013; Zhou *et al.*, 2018). the data analyzed and will be processed are primary data obtained from respondents' answers related to the overall variable.

3 Results and Discussions

Evaluation of Measurement Model or Outer Model *Convergent validity*

Evaluation of the measurement model is done by looking at the outer loading value of each indicator of the compensation variable, work motivation, organizational commitment, and driver performance with the condition that the loading value is not lower than 0.70 and the t-statistic value is above 1.96. Based on Table 1 it can be seen that all indicators on the compensation variable, work motivation, organizational commitment, and driver performance have an outer loading value of more than 0.70.

In the compensation variable (X1), the support indicator (X1.3) is the strongest measure with an outer loading value of 0.884. The level of persistence (X2.3) on the motivation variable (X2) is the strongest measure of this variable with

an outer loading value of 0.884. On the organizational commitment variable (M1), indicator *Continuance Commitment* (M.1.2) has the highest outer loading value, 0.970. Then, for the driver performance variable (Y1), the work performance indicator (Y1.1) obtained the highest outer loading value which is equal to 0.925.

Table 1
Outer Loading Research Variables

Inductor	Organizational Commitment (M1)	Compensation (X1)	Motivation Work (X2)	Driver Kinera (Y1)	t Statistics	P Values
M1.1	0.926				90,920	0,000
M1.2	0.970				174,854	0,000
M1.3	0.942				67,258	0,000
X1.1		0.812			34,693	0,000
X1.2		0.738			22,269	0,000
X1.3		.884			53,576	0,000
X1.4		.758			26,804	0,000
X2.1			0.870		47,592	0,000
X2.2			0.875		45,336	0,000
X2.3			.884		45,861	0,000
Y1.1				0.925	97,789	0,000
Y1.2				.879	53,402	0,000
Y1.3				0.829	43,777	0,000
Y1.4				0.789	27,940	0,000

Primary Data, 2020

From Table 2 it can be seen that each compensation variable, work motivation, organizational commitment, and driver performance have an Average Variance Extracted (AVE) value of more than 0.5. Based on the test results it can be concluded that all indicators are valid indicators and are feasible to be able to measure their respective variables.

Table 2
Average Variance Extracted (AVE) Research Variables

Variable	Average Variance Extracted (AVE)
Driver Performance (Y1)	0.734
Org commitment (M1)	0.895
Compensation (X1)	0.640
Motivation(X2)	0.768

Primary Data, 2020

Discriminant validity

Discriminant validity is seen using measurements of cross loading values on all indicators used in the study. The cross-loading value on all indicators is expected to have the highest value on the measurement of each variable. Cross loading values are presented in Table 3. Besides based on cross-loading values, discriminant validity can be seen from the comparison of the AVE values of the smallest square of the square to the values of each variable.

Table 3
Cross Lading Values

Inductor	Driver Performance (Y1)	Organizational Commitment (M)	Compensation (X1)	Work motivation (X2)
Y1.1	0.925	0.767	.704	.803
Y1.2	.879	.686	0.659	0.767
Y1.3	0.829	0.616	0.665	0.595

Y1.4	0.789	0.607	0.636	0.465
M1.1	0.741	0.926	0.730	0.718
M1.2	0.716	0.970	.705	0.718
M1.3	0.769	0.942	.677	.677
X1.1	.687	0.633	0.812	0.616
X1.2	.441	0.445	0.738	0.370
X1.3	0.624	.684	.884	0.599
X1.4	.686	0.580	.758	.689
X2.1	.689	.658	0.650	0.870
X2.2	0.668	.681	0.630	0.875
X2.3	0.695	0.618	0.635	.884

Primary Data, 2020

Table 4
Comparison of AVE quadrant roots and correlation between variables

Research variable	AVE	$\sqrt{\text{AVE}}$	Correlation			
			Driver Performance (Y1)	Organizational Commitment (M1)	Compensation (X1)	Motivation(X2)
Driver Performance (Y1)	0.734	.856	1,000	0.785	.776	0.781
Org commitment (M1)	0.895	0.946	0.785	1,000	0.744	0.745
Compensation (X1)	0.640	0,800	.776	0.744	1,000	0.728
Motivation(X2)	0.768	.876	0.781	0.745	0.728	1,000

Primary Data, 2020

Table 4 presents the values of each Average Variance Extracted (AVE) square root and the correlation between variables. It was explained that the value of the square root Average Variance Extracted (AVE) of each variable has a higher value compared to the correlation between variables. Looking at the cross-loading value and the comparison of the Average Variance Extracted (AVE) squared root to the correlation value between variables, it can be said that the evaluation of the measurement model has a good discriminant validity value.

Composite reliability

To find out the construct reliability of a measurement model on reflective indicators, it can be seen by using composite reliability values and the value of Cronbach's Alpha. The reliability test results of the measurement models are presented in Table. Based on the composite reliability and Cronbach's Alpha values presented in Table 5, each variable obtained a measurement result with a value above 0.70. Thus, the measurement model in this study has good reliability on each variable.

Table 5
Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability	Information
Driver Performance (Y1)	.879	0.917	Reliable
Organizational Commitment (M)	0.941	0.962	Reliable
Compensation (X1)	0.812	.876	Reliable
Motivation(X2)	0.849	.909	Reliable

Primary Data, 2020

Evaluation of Structural or Inner Models

An evaluation of the structural model or inner model is carried out to ensure that the structural model that is constructed is robust and accurate. Testing can be done by calculating the value of R square and predictive relevance (Q2).

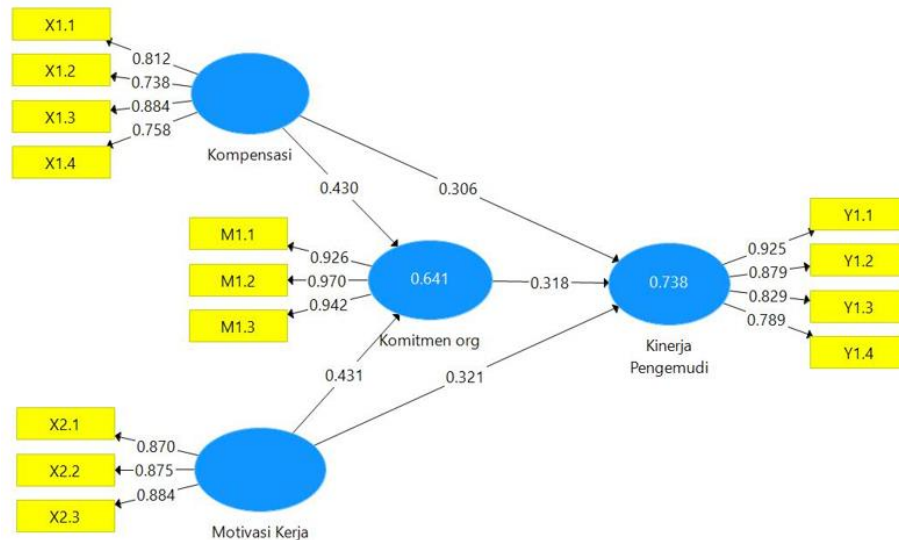


Figure 1. Structural Model

The value of R2 on the dependent variable is used to evaluate the structural model. In Figure 5.2 it can be seen that the R square value of the driver performance variable is 0.738. This value can explain that 73.8% change in the driver performance variable is quite strongly influenced by the compensation variable, motivation, and organizational commitment, while 26.2% of the change is influenced by variables outside the model. In the organizational commitment variable, 64.1% of the change is influenced by compensation and motivation variables, and 35.9% is influenced by variables outside the model.

Table 6
R Square

Variable	R Square
Driver Performance (Y1)	0.738
Organizational Commitment (M1)	.641

Primary Data, 2020

Based on the acquisition of R², a calculation can be made of the value of predictive relevance (Q²), with interpretation if Q² is greater than 0, then the model can be said to be good and able to explain the phenomenon of driver performance variables at the value of Q². The predictive value of relevance can be calculated as follows:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R_1^2)(1 - R_2^2) \\
 &= 1 - (1 - 0,738)(1 - 0,641) \\
 &= 1 - (0,262)(0,359) \\
 &= 1 - (0,094) \\
 &= 0,906
 \end{aligned}$$

The results of this calculation indicate that the Q² value is greater than 0 (0.906), so the model can be said to be good and has a relevant predictive value of 90.6%. This value interprets that 90.6% of changes or variations in driver performance variables can be explained by the variables used in the study, while the remaining 9.4% is explained by other variables outside the model. The significance of the estimated parameters can be used to see the relationship

between variables in the study. For testing hypotheses, this is done by looking at the values in the path coefficients presented in Table 5.13.

Hypothesis testing is evaluated by looking at the t-statistic value, as well as the p-value. At the condition of t-statistic greater than t-table (1.96), and p-value below 0.05, the research hypothesis can be accepted. In Table 6, it is known that the effect of compensation (X1) on driver performance (Y1) has a t-statistic value of 3.602 and p-value of 0,000, then there is a positive and significant effect between compensation (X1) on driver performance (Y1), so H1 is accepted.

Table 7
Path Coefficients

Variable	Path Coefficients	t Statistics	P Values	Information
Compensation -> Driver Performance	0.306	3,602	0,000	H1 received
Work Motivation-> Driver Performance	.321	3,961	0,000	H2 received
Organizational Commitment-> Driver Performance	0.318	3,485	.001	H3 received
Compensation -> Organizational Commitment	0.430	5,570	0,000	H4 received
Motivation-> Organizational Commitment	0.431	5,047	0,000	H5 received

Primary Data, 2020

In the effect of motivation(X2) on driver performance (Y1) has a t-statistic value of 3.961 and a p-value of 0.000, then there is a positive and significant effect between motivation (X2) on driver performance (Y1), then H2 is accepted. Next, the effect of organizational commitment (M1) on driver performance (Y1) has a t-statistic value of 3.485 and a p-value of 0.001, then there is a positive and significant effect between organizational commitment (M1) on driver performance (Y1) so that H3 is accepted. Furthermore, the effect of compensation (X1) on organizational commitment (M1) has a t-statistic value of 5.570 and a p-value of 0.000, so there is a positive and significant effect between compensation (X1) on organizational commitment (M1), so that H4 is accepted. Next, the effect of motivation (X2) on organizational commitment (M1) has a t-statistic value of 5.047 and a p-value of 0.000, so there is a positive and significant effect between motivation (X2) organizational commitment (M1), then H5 is accepted.

The Role of Organizational Commitment Mediation on the Effects of Compensation on Driver Performance

The direct effect test results by including mediation in Table 7 show that the value of the compensation coefficient on the driver's performance is equal to 0.306 with a value of t statistics of 3,602 and the value of p 0,000. The organizational commitment variable as a mediating variable will have a different effect on the direct relationship of compensation to the driver's performance. The testing of organizational commitment as a mediating variable is done by calculating the value of Variance Accounted For (VAF).

Table 8
Indirect effects and effects of total variables and VAF calculations

Variable	Indirect Influence		
	Coefficient	t Statistics	P values
Compensation -> Driver Performance	.137	2,729	0.007
Variable		Total Influence	
Compensation -> Driver Performance	.443	5,900	0,000
VAF -> Indirect Influence / Total Influence (0.137 / 0.443)	0.309		

Primary Data, 2020

Based on the data presented in Table 7, organizational commitment as a mediating variable has a VAF value of 0.309 (30.9%). It can be concluded that organizational commitment has a partial mediating role in the relationship between compensation for driver performance, which means that compensation can influence driver performance directly or indirectly through organizational commitment. So the hypothesis stating that organizational commitment acts as a mediator between the relationship between compensation and driver performance can be accepted.

The Role of Organizational Commitment Mediation on the Effect of Motivation on Driver Performance

The results of direct influence testing by including mediation in Table 8 show that the coefficient of motivation on driver performance is 0.321 with t statistics of 3.961 and p-value of 0, 000 so the hypothesis is accepted. The testing of organizational commitment as a mediating variable is done by calculating the value of VAF in Table 8.

Table 9
Indirect effects and total variable effects and VAF calculations

Variable	Indirect Influence		
	Coefficient	t Statistics	P values
Motivation-> Driver Performance	.137	2,756	0.006
Variable		Total Influence	
Motivation-> Driver Performance	.458	6,129	0,000
VAF -> Indirect Influence / Total Influence (0.137 / 0.458)	.300		

Primary Data, 2020

Based on the data presented in Table 8, organizational commitment as a mediating variable has a VAF value of 0.300 (30%). So it can be concluded that organizational commitment has a partial mediating role in the relationship between motivation and driver performance, which means motivation can influence driver performance directly or indirectly through organizational commitment. So, the hypothesis stating that organizational commitment acts as a mediator between the relationship between motivation and driver performance can be accepted.

Effect of Compensation on Driver Performance

The results of this study indicate that compensation has a positive and significant effect on driver performance. So it can be concluded that the better compensation given by the company will improve driver performance directly. Through the four dimensions of compensation in this study, it was felt to be able to improve driver performance. In terms of salary and wages, incentives, benefits, and good facilities will be able to improve driver performance.

The results of this study are also supported by [Winda et al. \(2017\)](#), finding compensation-related research has a significant effect on employee performance. This means that the higher the compensation provided by the company will encourage to produce good and high the employee performance. [Widodo \(2017\)](#), found the same research motivation has a significant effect on employee performance in Bekasi Banking

[Sudiardhita et al. \(2018\)](#) found that compensation had a positive and significant effect on employee performance at PT. Bank XYZ (Persero) Tbk. This means that if the compensation received is higher than the employee's performance will be better. [Diah & Supartha \(2018\)](#), found that compensation had a positive effect on employee performance. In line with the study, in this study, the compensation variable has a positive and significant effect on driver performance.

Effect of Motivation on Driver Performance

This study shows that motivation has a positive and significant influence on driver performance. So it can be concluded that the higher the motivation of the driver will improve driver performance directly. Through the three dimensions of motivation in this study, it was felt to be able to improve driver performance. In terms of behavioral directions, the level of effort and the level of persistence of the driver will improve the performance of the driver at Blue Bird Bali.

The results of this study are also supported by [Widodo \(2017\)](#), finding research on motivation has a positive effect on employee performance in Bekasi Banking. [Sudiardhita et al. \(2018\)](#) found that motivation had a positive and significant effect on employee performance at PT Bank XYZ (Persero) Tbk. This means that if motivation increases, employee performance will increase. The results of the same study of motivation affecting employee performance.

[Indarti \(2018\)](#), found the same result, namely the effect of motivation on employee performance were by 66.4%. motivation has a positive effect on employee performance, meaning that the variable of motivation has a significant effect on employee performance, therefore the higher the employee's work motivation, the higher the employee's performance will be. In line with these studies, in this study motivation variables have a positive and significant effect on driver performance.

Effect of Organizational Commitment on Driver Performance

The results of this study indicate that organizational commitment has a positive and significant influence on driver performance. So it can be concluded that the higher organizational commitment of the driver will improve driver performance directly. Through the three dimensions of organizational commitment in this study, it was felt to be able to improve driver performance. In terms of direction affective commitment, continuance commitment, a normative commitment the height owned by the driver will improve the performance of the driver at Blue Bird Bali.

The results of this study are also supported by Murgianto *et al.* (2016), finding the results of organizational commitment research have a positive and significant impact on employee performance at the East Java Integrated Services Office. Diah & Supartha (2018), found that organizational commitment had a positive effect on employee performance. In line with the study, in this study organizational commitment variables have a positive and significant influence on driver performance.

Effects of Compensation on Organizational Commitment

In the end, the results of this study indicate that there is a positive and significant effect between compensation for organizational commitment. So it can be concluded when the compensation given by the company is in accordance, the organizational commitment of drivers at Blue Bird Bali will be even higher. The results of this study are also supported by Kee *et al.* (2016), that the results of the study show a significant relationship between financial compensation such as salaries, bonuses, and advances to organizational commitment, the most dominant among the three compensation is the down payment in this study. Riana & Wirasedana (2016), found that compensation had a significant positive effect on organizational commitment. Arifin *et al.* (2016), found a study that there was a positive and significant effect between compensation for organizational commitment on the employees of the Tirta I public service level executors in the Brantas River Basin area and Solo.

Effect of Motivation on Organizational Commitment

The results of this study indicate that there is a positive and significant influence between motivation on organizational commitment. The higher the motivation, the higher the organizational commitment of drivers at Blue Bird Bali. This research is supported by the results of previous studies namely Yudha & Fatin (2015), who found the results of the study showed that motivation had a positive and significant effect on the organizational commitment of teachers in Madrasah Ibtidaiyah Islamiyah Madiun. Motivated employees are more committed to their work. Yundong (2015), found that intrinsic motivation is positively related to affective commitment, a high level of intrinsic motivation tends to have high affective commitment.

Murali Krishna *et al.* (2015), found the results that the lack of motivation will reduce organizational commitment. Wardhani *et al.* (2015), found the same thing, motivation influences organizational commitment. The difference between motivation for organizational commitment has a positive effect because with the encouragement to take action or issue the level of effort that an employee wants to do will have an impact on increasing organizational commitment.

Organizational Commitment Mediates the Effects of Compensation on Driver Performance

The addition of the organizational commitment variable as a mediating variable gives a different effect on the direct relationship between compensation for driver performance. The testing of organizational commitment mediating variables is done by calculating the value of VAF. This result shows that the organizational commitment variable has a role as a partial mediation between compensation for driver performance, which means that compensation can affect driver performance directly or indirectly through organizational commitment.

Compensation and organizational commitment are important factors to improve driver performance at Blue Bird Bali. High driver performance, influenced by compensation causes employees to have a high organizational commitment at work. Appropriate compensation will result in the growth of organizational commitment and result in more employees having optimal performance in the organization or company

Various studies have been conducted regarding the relationship between motivation, compensation, and organizational commitment. Rizal *et al.* (2014), found that compensation can significantly improve employee performance through organizational commitment in Regional Revenue Management in Kendari. Diah & Supartha

(2018), found that organizational commitment was able to mediate the effect of compensation on performance significantly.

Organizational Commitment Mediates the Effect of Motivation on Driver Performance

The addition of the organizational commitment variable as a mediating variable gives a different effect on the direct relationship between motivation on driver performance. The testing of organizational commitment mediating variables is done by calculating the value of VAF. This result shows that the organizational commitment variable has a role as a partial mediation between motivation and driver performance, which means that motivation can influence driver performance directly or indirectly through organizational commitment.

Motivation and organizational commitment are important factors to improve driver performance at Blue Bird Bali. High driver performance, influenced by motivation causes employees to have a high organizational commitment at work. High motivation will lead to the growth of organizational commitment and result in more employees having optimal performance in the organization or company. Various studies have been conducted regarding the relationship between motivation, compensation, and organizational commitment. Rizal *et al.* (2014), found motivational research can significantly improve employee performance through organizational commitment in Regional Revenue Management in Kendari.

4 Conclusion

This study provides theoretical implications for expanding previous studies that examine the effect of compensation and motivation on driver performance mediated by organizational commitment. The results of this study can also provide empirical evidence that compensation and motivation affect the driver's performance mediated by organizational commitment. Besides, this research can also contribute to the development of human resource management knowledge, especially regarding compensation, work motivation, organizational commitment, and driver performance which can have a positive influence between exogenous and endogenous variables and the significance of the role of mediation.

High driver performance, influenced by compensation and motivation causes employees to have a high organizational commitment at work. Appropriate compensation and high motivation will lead to the growth of organizational commitment and result in drivers having more optimal performance in the organization or company. The results of this study can provide an overview to superiors about the application of compensation, motivation, organizational commitment, and performance expected by all drivers.

Besides, the results of this study can provide advice and input to superiors to pay more attention to the compensation given to the driver, provide a consistent approach or sharing so that the driver is more motivated to work so that later there will arise a high organizational commitment and high driver performance to be able to achieve optimal company goals. There are limitations in the process of implementing and completing this research and can be used as a reference for further research that is better. This research depends on the results of the questionnaire so that respondents have the potential to give answers that are considered following certain values that can be accepted in their social environment so that it can distort the average value for each variable.

Conflict of interest statement

The authors declared that they have no competing interests.

Statement of authorship

The authors have a responsibility for the conception and design of the study. The authors have approved the final article.

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