



# THE INFLUENCE OF COMPENSATION, LEADERSHIP, AND WORK ENVIRONMENT ON THE WORK MOTIVATION AND ITS IMPLICATION TO ORGANIZATIONAL COMMITMENT OF ISLAMIC BOARDING SCHOOL EDUCATORS IN KABUPATEN BOGOR

**Mustangin**

Fakultas Ekonomi dan Bisnis Universitas Jayabaya

[mustangin\\_amin@yahoo.com](mailto:mustangin_amin@yahoo.com)

**Jakfar**

Fakultas Ekonomi dan Bisnis Universitas Jayabaya

[jakfar1@gmail.com](mailto:jakfar1@gmail.com)

Article history:	Abstract:
<p><b>Received:</b> 8<sup>th</sup> February 2022 <b>Accepted:</b> 8<sup>th</sup> March 2022 <b>Published:</b> 25<sup>th</sup> April 2022</p>	<p>This research aimed to measure and analyze the influence of compensation, leadership, and work environment toward work motivation and its implication toward teacher's organization commitment Pondok Pesantren in Kabupaten Bogor.</p> <p>The method used is descriptive survey with population 589 teachers and sample 225 respondents, and SEM (Structural Equation Modeling) is used as data analysis method and Linier Structural Relationship (LISREL 8.70) program.</p> <p>The result of this research conclude that: (1). Compensation, leadership, and work environment have positive and significant impact either partial or over all toward work motivation with contribution value (<math>R^2</math>) = 44,1%. The most influential variable toward work motivation is work environment. (2). Compensation, leadership, work environment, and work motivation have significant and positive impact either partial or over all toward organization commitment with contribution value (<math>R^2</math>) = 52,7%. The most influential variable toward organization commitment is leadership. Thus in partial variable leadership most commonly affects the organization. As for work motivation had a role as partial mediating for variabel work environment, in which an increase in organization commitment that is mediated by work motivation. Bu work motivation not serve as partial mediating for compensation variable and leadership variable, where the impact on improving the organization commitmen larger directly.</p> <p>This research recommend that to increase teacher's to be extending work motivation, reflected by the dimension extrinsic motivation which supported with an increase in compensation which reflected by the dimension of non financial especially working, and repaired on leadership particularly leadership behavior as well as corrected on work environment especially work relation leader with employee.</p>

**Keywords:** Compensation, Leadership, Work Environment, Work Motivation, Organization Commitment.

## INTRODUCTION

The fundamental problem in the teaching and learning process in pesantren especially in terms of professional aspects, an educator is required by a number of professional requirements, including having professional education qualifications and scientific competencies, having good communication skills with their students, having a creative and productive spirit, having a work ethic and high commitment to his profession and always doing self-improvement continuously. However, the implementation is full of institutional limitations. Some of these problems revolve around the problem of inadequate of educators qualifications and competence, lack of welfare, low work ethic, and organizational commitment. Organizational commitment defined as a situation in which an employee sides with a particular organization and its objectives, and intends to maintain membership in that organization. So high work involvement means taking someone's side in a special job. A high commitment to the organization means taking sides with the organization that employs him. Organizational commitment reflects how an individual identifies himself with an organization and bounded to its goals. In addition, it is also important to pay attention to the quality factors of work life. According to Mowday et. al. (2009: 135) there are three main factors to see individual commitment to the organization: (1). Strong belief and

acceptance by individuals towards organizational goals and values, (2). Willingness to greater effort to achieve organizational goals, (3). Strong desire to maintain its membership in the organization.

Educators' commitment is needed to maintain orderliness, discipline and the continuity of teaching and learning process at the *pesantren*. From initial observations in the field, some *pesantren* in *Kabupaten Bogor* have problems with organizational commitment to educators. This can be seen from: (1). The high number of educators who resigned from their duties. Sometimes they even resign in the middle of the semester. Obviously, this disrupts the ongoing learning process. This condition shows the lack of sense of responsibility of educators in carrying out their duties, (2). Quite a lot of educators were coming late when teaching, (3). Quite a lot of educators who are absent, (4) Lack of Implementation of RPP (Education Preparation Plan), (5). Quite a lot of educators who are late in handing school grades, and so on.

There are several factors that influence commitment. According to Mar'at (2009: 94) someone's commitment to employees is influenced by several factors such as motivation, compensation, training, leader's function, the climate of cooperation, morale and conflicts that occur within an organization. Work motivation positively can affect employee work commitment. Shortly, it can be interpreted that there is a relationship between work commitment and work motivation. Employee work motivation is directly proportional to employee work commitment. If employee motivation is high, then the commitment is high and vice versa.

According to Schuler and Jackson (2014: 76), one of the factors that influence an employee's work motivation is the compensation policy that applied in his workplace. Therefore compensation can be used as an encouragement or motives on a level of behavior and achievement and also as an encouragement when selecting a company as a place to work.

Another factor that influences a motivated employee at work is the leadership factor. The development of an organization is generally influenced by the leadership applied in the organization because human resources from these leaders are the main capital in planning and organizing, directing and driving the production factors contained in the company.

Another factor that influences the work motivation of *pesantren* educators is the work environment. The work environment affects employee motivation. If so, the management must be able to make the work environment as comfortable as possible.

### Problem Formulation

Based on the description of the background of the problem as stated above, it is necessary to formulate the research problems. The formulation of the proposed research problem is as follows:

1. Does compensation influence the work motivation of Islamic Boarding School educators in *Kabupaten Bogor*?
2. Does leadership influence the work motivation of Islamic Boarding School educators in *Kabupaten Bogor*?
3. Does the work environment influence the work motivation of Islamic Boarding School educators in *Kabupaten Bogor*?
4. Does compensation, leadership, and work environment, together influence the work motivation of Islamic Boarding School educators in *Kabupaten Bogor*?
5. Does compensation influence the commitment of Islamic Boarding School educators in *Kabupaten Bogor*?
6. Does leadership influence the commitment of Islamic Boarding School educators organizations in *Kabupaten Bogor*?
7. Does the work environment influence the commitment of Islamic Boarding School educators organizations in *Kabupaten Bogor*?
8. Does motivation influence the commitment of Islamic Boarding School educators organizations in *Kabupaten Bogor*?
9. Does compensation, leadership, work environment, and work motivation, together influence the commitment of Islamic Boarding School educators organizations in *Kabupaten Bogor*?

## THEORITICAL REVIEW

### Organizational Commitment

The concept of organizational commitment from Mowday, Porter, and Steers in Luthans (2008: 249) is an attitude approach where commitment is defined as, 1) A strong desire to remain as a member of a particular organization; 2) The desire to strive according to the willing of the organization; 3) Certain beliefs and acceptance of organizational values and goals.

Spector (2012: 98) states that organizational commitment describes the extent to which individuals identify themselves and involved with their organization and do not want to leave their organization. This is in line with the concept adapted from the opinions of Meyer and Allen in Jaros (2007) which concludes that organizational commitment is a psychological state that characterizes the relationship between employees and the organization, and implicates for the decision to continue its membership in the organization. Mowday, Steers, and Porter, (2010: 155) calls work commitment as another term of organizational commitment. According to him "organizational commitment is an important behavioral dimension that can be used to assess employee trends. Organizational commitment is the identification and involvement of someone who is strong relatively towards the organization. Organizational commitment is the desire of the organization's members to maintain their membership in the organization and willing to strive to achieve organizational goals."

Robbins and Judge (2013: 154) suggest that organizational commitment is defined as a situation in which an employee taking side with a particular organization and its goals and desires to maintain its membership in the organization.

According to them, high employee involvement means taking sides in a person's particular job, while high organizational commitment means taking sides with the organization that recruits the individual.

According to Meyer and Allen in Kaswan (2012: 293) organizational commitment consists of three dimensions:

1. Affective commitment, with indicators: a) Emotional, b) Identification, c) Involvement.
2. Continuance commitment, with indicators: a) Employment relations, b) Job duties, c) Consequences.
3. Normative commitment, with indicators: a) Employee's rights and obligations, b) Company image, c) Priority importance.

### Work Motivation

Robbins and Judge (2013: 209) define "Motivation as the processes that account for an individual's intensity, direction, and persistence of effort toward attaining the goal". Motivation is the willingness of individuals to spend high efforts to achieve organizational goals. Newstrom's opinion (2008: 101) "Work motivation is the set of internal and external forces that cause employees to choose a course of action and engage in certain behaviors". Whereas Ivancevich (2010: 298) sees that: "Motivation is the set of attitude and values that predispose to a person to act in specific, goal-directed ways." Motivation is a psychological process, if the desire is to improve staff performance in work more successful then it is necessary to understand the processes of the psychologist. Nickels et. al (2009: 336) explain the relationship between work motivation and organizational commitment, that employees who are not happy will likely to leave the company, and the company usually suffered the losses. The statement assumes that if employees have high motivation, they will be happy and enjoy the work provided by the company. So that employees have loyalty and commitment to the company where the employee works.

Maslow in Ivancevich (2010: 113) says "That needs to be arranged in a hierarchy. The lowest-level needs are the physiological needs, and the highest-level needs are the self-actualization needs. " Maslow explains the needs and satisfaction of a person or individual from the lowest level to the top. The higher the need, the more active someone is to do his job. In other words, each level is reflected by a person's needs, thus encouraging someone to do his job.

Frederik Herzberg in Mullins (2011: 485) with his very well-known theory of motivation-hygiene theory was put forward by Mullins that "The motivation-hygiene theory has extended Maslow's hierarchy of need theory and is more directly applicable to the work situation." Herzberg further explained matters relating to job satisfaction. Satisfaction factors arise from within the employee for the results of his work. In other words, a person's satisfaction with the results of his work is influenced by satisfier factors of the work results, such being rewarded, having done a job and creating a feeling of achievement. Therefore, one must know the satisfaction factor, so that with the satisfaction factor being known, a person is motivated to work better, achieves in his field so that he has responsibility for his work.

ERG Theory, the theory that expresses about human needs other than has stated above, Alderfer also states his theory (Ivancevich, 2010: 115) which states about human needs. The theory can also be known as the ERG acronym (Existence, Relatedness, Growth).

In his theory, David McClelland in Robbins and Judge (2013: 214-222) focuses one's needs on three, those are:

1. *Need for achievement (n-Ach).*
2. *Need for power (n-Pow)*
3. *Need for affiliation (n-Aff).*

The need for achievement is an encouragement for someone to improve their performance better than others. A person is encouraged to be more excellent than others with a certain standard.

Furthermore, the need for power is the need to make other people behave as desired or a person's expression to influence and control someone.

While the need for affiliation is a person's need to interact with others in a friendly environment. This need creates a desire to be friendly, close, and cooperative. If it is successful in meeting this need, it will generally succeed in its work. Based on Herzberg's theory in Siagian (2011: 154), in short can be described that the dimension of work motivation are intrinsic motivation and extrinsic motivation.

The dimension of intrinsic motivation contained by indicators of (1). The work it self (2). Advancement (3). Responsibility (4). Recognition (5). Achievement.

While the dimension of extrinsic motivation contained by indicators of: (1). Administration and Company Policy (2). Supervision (3). Salary (4). Interpersonal Relationships (5). Working Conditions

### Compensation

Long (2013: 57) defines a compensation system as part of a reward system that is only related to the economic part. However, since there is a belief that individual behavior is influenced by a system in a wider spectrum, the compensation system cannot be separated from the entire reward system provided by the organization. While the reward itself is all things that provided by the organization to meet one or more individual needs. According to Stillo (2011) compensation is one factor that motivates employees to commit to the organization. Compensation does not only works as remuneration but more than that, compensation can motivate employees to remain in the organization and can be invited to be jointly responsible together for running the organizations. According to Mondy (2008: 435), the form of compensation provided by a company to employees can be grouped into 2 (two), those are (1) financial compensation and (2) non-financial compensation.

1. *Financial* *compensation*  
The Implementation of financial compensation are divided into two:
  - a. *Direct Financial compensation*
  - b. *Indirect Financial compensation*
2. *Non-financial* *compensation*  
This kind of compensation are differentiated into two:
  - a. *Non financial the job*
  - b. *Non financial job environment*

Dimension and indicator of compensation

In Mondy's opinion (2008: 235), there are two dimensions to explain compensation:

1. Financial Compensation, the indicators consist of: (a). Salary, (b). Incentive, (c). Allowance funds
2. Non-financial compensation, the indicators consist of: (a). Jobs, (b). Work Environment, (c). Award for work.

## Leadership

Robbins (2010: 130) defines leadership as "... the ability to influence a group toward the achievement of goals." Leadership is the ability to influence a group to achieve a set of goals. The words "ability", "influence" and "group" are key concepts of Robbins' definition.

Another fairly simple definition proposed by Mullins (2011: 282), leadership is "... a relationship through which one person influences the behavior or actions of other people." The definition of Mullins emphasizes the concept of "relationships" through which a person influences behavior or other people's actions. Leadership in such this definition can apply both in formal, informal or non-formal organizations. As long as a group is formed, the leadership is present to direct the group.

A slightly different definition of leadership was put forward by Lussier and Achua (2013: 6), leadership is "... the influencing process of leaders and followers to achieve organizational objectives through change." For Lussier and Achua, the process of influencing not only from leaders to followers or one-way but reciprocal or two-way. The definition of leadership was also proposed by Yukl (2010: 26), which according to him is "... the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives. "

The quite short definition of leadership proposed by Northouse (2010: 43) "... is a process whereby an individual influences a group of individuals to achieve a common goal."

Tead (2008: 134) mentions leadership as a combination of characteristics that make a person possible to encourage some other parties to complete their work. Terry (2012: 209) says leadership is a relationship that exists within a person or leader and influences others to want to work consciously in the relationship of tasks in order to achieve the desired goal.

Robbins and Judge (2013: 98) mention the dimensions of leadership are as follows:

1. Dimensions of managerial ability, with indicators: a). Solving Problem, b). Participatory, c). Creating a good work environment.
2. Dimensions of leadership behavior, with indicators: a). Exemplary, b). Inspirator.
3. Dimensions of motivators, with indicators: a). Freedom in work, b). Trusted, c). Workload completion.

## Work Environment

According to Akhtar (2014), the work environment can be in the form of 1). Physical conditions, those are the condition of the workplace, even the building or the room where the employee is doing his daily activities, 2). Work facilities, those are the availability of work tools used to support the work, 3). The Work relationship, that is the condition of the relationship between the leader and his subordinates and fellow colleagues (vertical and horizontal), and 4). Communication patterns are the creation of effective communication patterns between leaders, subordinates and between colleagues. By Terry (2012: 134) mentioned; work environment is a power that can affect both directly and indirectly on organizational performance.

According to Heizer and Render (2013: 239), the work environment is a physical environment where employees work, which affects the performance, security, and quality of their work life. A conducive work environment provides a sense of security and allows employees to work optimally. According to Robbins and Coulter (2010: 236), the physical work environment is also a factor causing employee work stress that affects work performance. Factors affecting the physical work environment are a) temperature, b) noise, c) lighting, d) air quality. Another factor that influences the physical work environment is the design of workspaces. A good workspace design can cause comfort for employees at work. The factors of the design of the workspace according to Robbins and Coulter (2010: 252) consist of a) the size of the workspace, b) the arrangement of the workspace, c) privacy.

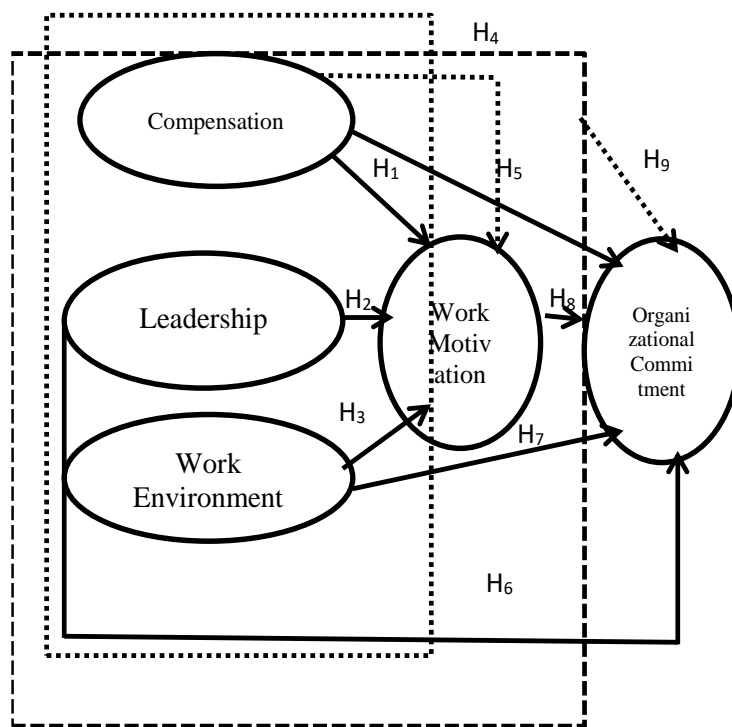
The dimensions of the work environment here use the concepts of Robbins and Coulter (2010: 252), Sedarmayanti (2009: 146), and Siagian (2011: 64), The concepts are:

- Physical work environment, with indicators: (1). Cleaning and health guarantee of the work environment, (2). General conditions of comfort in the work environment, (3). Work safety guarantee, (4). Environmental conditions support for work success, (5). Workspace privacy, (6). Loose workspace, (7). Availability of adequate equipment.

- Non-physical work environment, with indicators: (1). Work security, (2). The relationship between co-workers, (3). Work relations between superiors and subordinates.

**FRAMEWORK AND HYPOTHESIS**

**Framework**



Theoretical Framework Picture

**RESEARCH HYPOTHESIS**

Based on the explanation above, the research hypothesis can be submitted as a temporary conclusion:

1. H<sub>1</sub>: There is an influence of compensation on the work motivation of Islamic boarding school educators in Kabupaten Bogor.
2. H<sub>2</sub>: There is an influence of leadership on the work motivation of Islamic boarding school educators in Kabupaten Bogor.
3. H<sub>3</sub>: There is an influence on the work environment on the work motivation of Islamic boarding school educators in Kabupaten Bogor.
4. H<sub>4</sub>: There is an influence of compensation, leadership, work environment together on the work motivation of Islamic boarding school educators in Kabupaten Bogor.
5. H<sub>5</sub>: There is an influence of the compensation on the organizational commitment of Islamic boarding school educators in Kabupaten Bogor.
6. H<sub>6</sub>: There is an influence of leadership on the organizational commitment of Islamic boarding school educators in Kabupaten Bogor.
7. H<sub>7</sub>: There is an influence on the work environment on the organizational commitment of Islamic boarding school educators in Kabupaten Bogor.
8. H<sub>8</sub>: There is an influence on the work motivation on the organizational commitment of Islamic boarding school educators in Kabupaten Bogor.
9. H<sub>9</sub>: There is an influence of compensation, leadership, work environment and work motivation, together on the organizational commitment of Islamic boarding school educators in Kabupaten Bogor.

**RESEARCH METHOD**

**Population and Sample**

Guidelines for determining the number of samples in this study refer to the opinion of Santoso (2011: 59) that the number of samples must be met in SEM between 100 - 200, at least five times indicator. Described by Hair et, al (2010: 245) there is no single criterion to determine the sample size in a Structural Equation Model / SEM, is at least 200 observations based on the relationship of the number of variables and sample size in the equation method between 2 to 10 variables or with a ratio of 1: 5 from the observation variable in the Maximum Likelihood Estimator approach. Furthermore, the sample of parameters (indicators) based on the rule of thumb in the SEM, in this study a ratio of 1: 5 is used. This study has 45 parameters (indicators), then the minimum sample size is:

$n = \text{number of parameters} \times 5 = 45 \times 5 = 225$  respondent

The sample size needed to analyze the Structural Equation Model / SEM in this study amounted to 225 respondents, while the distribution method of sampling was determined according to the number of population in each Islamic Boarding School in Kabupaten Bogor.

**Method of Data Analysis**

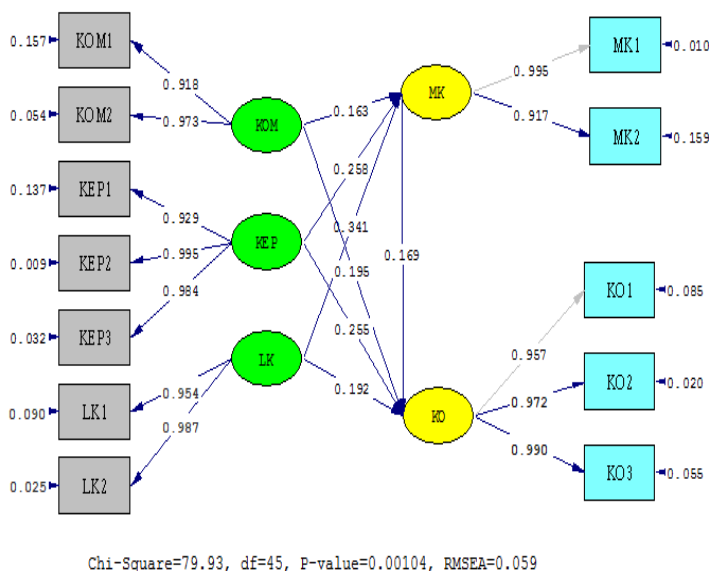
According to Sugiyono (2012: 152), if a model uses more than one dependent variable, the completion of the model using some several regression equations becomes incorrect. Another analysis technique is needed, such the model in the form of many dependent structures, that is structural equation modeling (SEM). SEM is a technique that is able to analyze the pattern of relationships between latent constructs and its indicators, latent constructs with another and direct measurement errors. SEM is a family of multivariate dependent statistics. SEM allows direct analysis between several dependent and independent variables. SEM analysis is an extension of multiple linear regression analysis or path analysis.

Hair Et al (2010: 215) define SEM as an evolution of multiple equation models developed from econometrics principles and combined with regulatory principles from psychology and sociology, SEM has emerged as an integral part of the managerial and academic research.

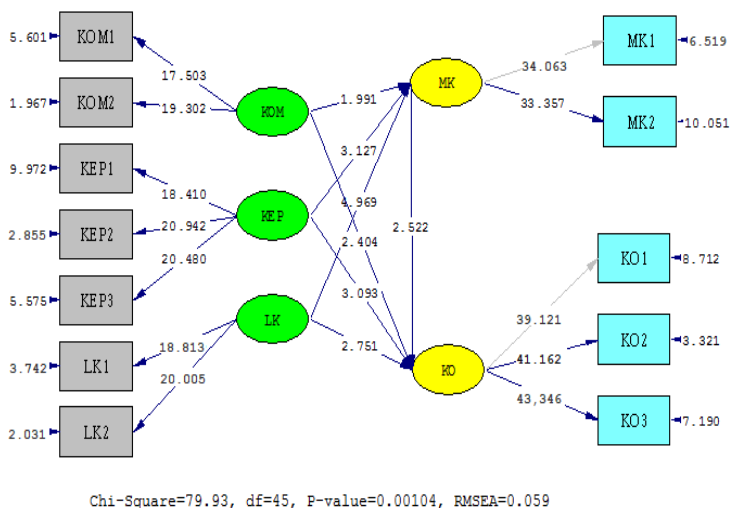
**RESEARCH RESULTS AND DISCUSSION**

The results of the study are outlined in a full structural model using

LISREL 8.70, then obtained two path diagram models, those are the standardized model and the t-value model as shown in the following figure:



**Result of full model Struktural Picture**



Based on the picture above, the test parameter  $\gamma$  structural (coefficient factor) will be presented in the exogenous and endogenous models. This test aims to determine the influence of one latent variable on other latent variables as shown in the table below.

**Structural Model Statistical Test**

<i>Structure Models</i>		<i>Coefficient factor (Standardized)</i>	<i>t-test/ Ftest</i>	<i>Test Result</i>
<i>Endogenous Variable</i>	<i>Exogenous/Endogenous Variable</i>			
Work Motivation	Compensation	0.163	1.991	Significant (Partial)
	Leadership	0.258	3.127	Significant (Partial)
	Work Environment	0.341	4.969	Significant (Partial)
	Compensation, Leadership, and Work Environment	$R^2=0.441$	58.116	Significant (Simultant)
Organizational Commitment	Compensation	0.195	2.404	Significant (Partial)
	Leadership	0.255	3.093	Significant (Partial)
	Work Environment	0.192	2.751	Significant (Partial)
	Work Motivation	0.169	2.522	Significant (Partial)
	Compensation, Leadership, Work Environment and Work Motivation	$R^2=0.527$	61.279	Significant (Simultant)

From the test results above, it can be explained as follow: Compensation has a significant influence on Work Motivation, it means that the greater the Compensation received by the educators, the higher Work Motivation of educators at Islamic Boarding Schools in Kabupaten Bogor. The magnitude influence of compensation partially on work motivation is 0,163. Furthermore, Leadership has a significant influence on Work Motivation, means that the better Leadership in

Islamic Boarding Schools, the more increases the work motivation of educators, partially the effect is 0,258. Likewise, the Work Environment has a significant influence on Work Motivation, means that the better the Work Environment, the more increases the work motivation of educators, partially the effect is 0,341. Then Compensation, Leadership and Work Environment, together have a significant influence on work motivation. This means that the better the Compensation, Leadership and Work Environment are perceived by educators, the more the Motivation of Workers will increase. The magnitude of the contribution of Compensation, Leadership and Work Environment influences together on work motivation is 44.1% ( $R^2 = 0.441$ ), while the remaining 55.9% is influenced by other factors not examined in this study, such as; organizational culture, career development, competence, communication, job satisfaction and so on.

From the test results of the above, it can also be explained that Compensation has a significant influence on Organizational Commitment, it means that the higher the compensation received by educators, the higher the Commitment of Educating Islamic Boarding School Organizations in Kabupaten Bogor. The magnitude of the influence of compensation partially on organizational commitment is equal to 0,195. Furthermore, Leadership has a significant influence on Organizational Commitment, means that the better the Leadership in Islamic Boarding Schools, the more the Educator's Organizational Commitment increases, partially the influence is 0,255. Likewise, the Work Environment has a significant influence on Organizational Commitment, means that the better and more conducive the Work Environment, the more the commitment of the Educator Organization, partially the influence is 0.192. Furthermore, work motivation has a significant influence on Organizational Commitment, means that the higher the work motivation of educators will have an impact on increasing the Organizational Commitment of Educator which partially influence 0.169. Then Compensation, Leadership, Work Environment and Work Motivation, together have a significant effect on the commitment of the educator's organizations. This means that the higher the compensation received by educators supported by good Leadership and supported by a conducive and comfortable work environment, it can improve the work motivation of educators, thus implicating the increase of educators organizational commitment at Islamic boarding schools in Kabupaten Bogor. The magnitude of the contribution of the influence of Compensation, Leadership, Work Environment, and Work Movements, together on Organizational Commitment is 52.7% ( $R^2 = 0.527$ ), while the remaining 47.3% is influenced by other factors not examined such as organizational culture, development career, job satisfaction, competence, etc.

### **Compensation is Proven to Have a Positive and Significant Influence on Work Motivation**

The results of the analysis above reinforce the results of research by Humaeroh, Susilo, and Prasetyo (2015) which states that financial compensation and non-financial compensation affect simultaneously and partially on employee work motivation. This shows that the stronger the Compensation is perceived by educators, the higher the Work Motivation of educators at Islamic Boarding Schools in Kabupaten Bogor. The results of this study are in line with the results of the research of Ulfa, Rahardjo, and Ruhana (2013) which states that financial and non-financial compensation has a direct influence or a very strong relationship to employee work motivation.

In line with the findings above, the results of this study have confirmed the theory proposed by Benardin and Russel (2010: 373) that compensation has a large influence in motivating employee work. Likewise, this finding is in line with the theories presented by Benardin and Russel (2010: 373) compensation has a large influence on employee withdrawal, motivation, productivity, and employee turnover.

### **Leadership is Proven to Have a Positive and Significant Influence to Work Motivation**

The results of the research above reinforce Reni's research (2015) which proves leadership has a significant influence on employee work motivation. Also, the research that was done by Syaiyid, Utami, and Riza (2013) which states that leadership influences employees work motivation in carrying out their daily tasks. Furthermore, the above study also strengthens the opinion of Khuong and Hoang (2015) which states that there is a significant influence of leadership on employee motivation.

The results of this study are in accordance with the theory proposed by Daft (2015: 226), which explains; "The study of motivation helps leaders to initiate action, what influences their choice of action, and why they persist in that action over time." Leadership is a pattern of behavior which someone motivates others to work hard to achieve certain goals. A leader not only influences employees, but also as a source of inspiration, and motivates employees to carry out their tasks better.

Kreitner and Kinicki (2014: 268) mentioned; a general representation of house's path-goal theory, stating that leadership can influence a person's motivation. This is also consistent with the opinion of Greenberg and Baron (2009: 545) who say that leadership can influence a person's motivation.

### **Work Environment is Proven to Have a Positive and Significant Influence to Work Motivation**

The results of the above analysis reinforce the results of research by Sudana, Gede, and Supartha (2015) which prove that there is a positive and significant influence from the work environment on work motivation. Besides, the results of the above analysis in accordance with the research of Nugroho and Riyadi (2014) which states that the work environment variable has a significant positive effect on work motivation.

Furthermore, this study supports the findings of Prakoso (2014), where the results of his research prove that the work environment has a positive and significant influence on work motivation, which means that a good work environment



can motivate to work better. This research is also in line with the theory put forward by Hasibuan (2012: 115) which emphasizes the active role of organizational leaders in maintaining personal relationships and contacts with subordinates which can arouse work passion.

### **Compensation, Leadership and Work Environment are Proven to Have a Positive and Significant Influence Together to Work Motivation**

The results of the above analysis reinforce the results of research conducted by Humaeroh, Susilo, and Prasetyo (2015), Ulfa, Rahardjo, and Ruhana (2013), Benardin and Russel (2010: 373), Reni (2015), then Elzi, Syaiyid, Utami, and Riza (2013), Khuong and Hoang (2015), Daft (2015: 226), Kreitner and Kinicki (2014: 268) Greenberg and Baron (2009: 545), prove that compensation, leadership and work environment themselves alone or together with other variables have a significant influence on work motivation. This finding explains that the higher the compensation is given by the organization to its members, the leadership that implements elements of skills, ability, wise and able to solve problems effectively, and the existence of a conducive work environment will motivate employees in the work roundly. So simultaneously in line with this research.

In line with the findings above, the results of this study have confirmed the theory proposed by Benardin and Russel (2010: 373) that compensation has a large influence in motivating employee work. Furthermore, this research is also in line with the theory put forward by Daft (2015: 226) who explaining, "the study of motivation helps leaders understand what they want to initiate action, what influences their choice of action, and why they persist in that action over time". Kreitner and Kinicki (2010: 190) mention: a general representation of house's path-goal theory, stating that leadership can influence a person's motivation.

The findings in this study are also in line with the theory put forward by Hasibuan (2012: 115) which emphasizes the active role of organizational leaders in maintaining personal relationships and contacts with subordinates who can arouse work passion.

### **Compensation is Proven to Have a Positive and Significant Influence on Organizational Commitment**

The results of the above analysis strengthen the research results of Pratama, Wildam, Al Musadieg, and Mayowan (2016) prove that employee compensation has a significant partial influence on organizational commitment. In addition, this research is in line with Buraidah and Lieke (2012), from the results of the study, it is proven that there is a significant influence of compensation on organizational commitment. The results of the above study also reinforce previous research from Rustini, Ayu, Suardika, and Astika (2015) who found that there was a positive influence of compensation on organizational commitment. Likewise, this study strengthens the research of Samina and Komal (2011) which states that compensation influence the organizational commitment of education staff.

These findings also confirm the theory proposed by Spector (2012: 254) which mentions several things that affect organizational commitment, including rewards received, job characteristics, alternative employment opportunities, treatment of new employees, and the diversity of individuals character. Seen here, compensation as a form of reward has a role in increasing organizational commitment.

### **Leadership is Proven to Have a Positive and Significant Influence on Organizational Commitment**

The results of the above analysis reinforce the results of Hidayat's research (2013) which prove the direct and positive significant influence of leadership on organizational commitment. Then this research is in line with research conducted by Koesmono (2007) which explains that leadership influences organizational commitment. The results also prove the research conducted by Suciono (2016) which states that leadership has a positive and significant influence on organizational commitment.

Likewise, this research is in accordance with the research of Kaihatu and Rini (2007), where the study reported that between transformational leadership has a significant influence on the organizational commitment of high school teachers in Surabaya. Likewise, the results of the above research are in accordance with Shalahuddin's research (2013) which states that the result showed that leadership significantly influences organizational commitment.

These findings also confirm the theory proposed by Nowack (2006: 14) that the main reason for someone leaving their work is because of the bad leader. Employees who feel that their leaders manage the organization poorly have a significantly higher intention to leave the organization. Leadership has proven to have a significant influence on organizational commitment.

### **Work Environment is Proven to Have a Positive and Significant Influence on Organizational Commitment**

The results of the above analysis strengthen the results of the research by Rustini, Ayu, Suardika, and Astika (2015) which report that there is a positive and significant influence on the work environment on organizational commitment. The results of the study are also in line with Butt's (2012) research which suggests that the work environment both directly and indirectly influences commitment.

The above results are also in accordance with Devi and Halim (2013) research which states that the work environment has a positive influence on organizational commitment. The above research also strengthens Akhtar's (2014) research which states that work environments are positive relationships a significant impact on commitment organization. Similarly, the results of the above research are in accordance with Shalahuddin research (2013) which mentions environment significantly influences organizational commitment.

Likewise, the results of this study are in line with Ogaboh and Okorie (2015) where the results of his study indicate that the work environment influences work commitment. This finding explains that the work environment is a condition that can affect someone in carrying out work. Thus the work environment becomes a psychological factor that can increase employee work commitment. Likewise, the research results above are in line with the results of Kim's research (2015) which states that the work environment is a reflection of someone who is committed to working, then when he has joined a member of the organization, he will be attached to become a good member of the organization.

These findings also confirm the theory proposed by Terry (2012: 134) that the work environment as powers that can affect both directly and indirectly on organizational performance. This means that a person will be able to carry out his work with a commitment if it is supported by a supportive work environment, such as the availability of technological facilities, supportive office equipment, and a harmonious relationship between colleagues and superiors.

### **Work Motivation is Proven to Have a Positive and Significant Influence on Organizational Commitment**

The results of the above analysis strengthen the results of the research of Buraidah and Lieke (2012) which prove that work motivation has a positive and significant influence on Organizational Commitment. Furthermore, the results of this study also reinforce the results of Wardhani's research, Susilo, Mohammad Iqbal (2015) which mentions that employee motivation influence organizational commitment.

Furthermore, the results of the above analysis are also in line with the results of Putri's research (2014) which explains "the results of the study proved that there is a significant relationship between work motivation and employee commitment, which work motivation is positively correlated with work commitments".

Then the research results above are also in line with the research conducted by Putri, Hakim, and Makmur (2015) which states that work motivation has a significant influence on organizational commitment. Likewise, the results of the above research are in accordance with the research conducted by Tania and Sutanto (2013), and Sumanto (2016) who report work motivation has a positive and significant effect on employee organizational commitment.

The findings in this study are also in line with the theory put forward by Mar'at (2009: 97) that there are several factors that influence organizational commitment. Some of these factors include motivation, compensation, training, leader functions, a climate of cooperation, spirit at work, and conflicts that occur in the office. Likewise mentioned by Hersey in Musparni (2011: 25) that there are several factors that can influence organizational commitment: Age factors, work experience factors, work climate factors and work motivation factors. Based on this opinion, one of that factor is the work motivation factor positively influences employee work commitment. In short, it can be interpreted that there is a relationship between work commitment and work motivation. Employee work motivation is directly proportional to organizational commitment. if work motivation is high, then the organizational commitment is high, and vice versa.

Then the results of this study are also in line with the concept proposed by Nickels et. al. (2009: 336) which explains the relationship between work motivation and organizational commitment, that employees who are not happy are likely to leave the company, and the company usually get a loss. The statement assumes that if employees have high motivation, they will be happy and enjoy the work provided by the company, so that employees have loyalty and commitment to the company where the employee works.

### **Compensation, Leadership, Work Environment and Work Motivation are Proven to Have a Positive and Significant Influence Together to Organizational Commitment**

The results of the analysis above reinforce the results of research conducted by Pratama, Wildam, Al Musadieg, and Mayowan (2016), with Buraidah and Lieke (2012), Rustini, Ayu, Suardika, and Astika (2015), Samina and Komal (2011), Hidayat (2017: 7), Koesmono (2007), Shalahuddin (2013), Kaihatu and Rini (2007), Butt (2012), Devi and Halim (2013), Akhtar (2014), Kim (2015), Wardhani, Susilo, Mohammad Iqbal (2015), Putri (2014), Putri, Hakim, and Makmur (2015), Tania and Sutanto (2013), and Sumanto (2016) proved that compensation, leadership, work environment and, work motivation both individually and together the same has a significant influence on organizational commitment. This finding explains that providing appropriate compensation, effective leadership, a comfortable and conducive work environment, and high work motivation will make an organizational commitment.

The results of this study confirm the theory proposed by Spector (2012: 254) which mentions a number of things that affect organizational commitment, including rewards received, job characteristics, alternative employment opportunities, treatment of new employees, and individual characters diverse. Here seen compensation as a form of reward has a role in creating organizational commitment.

Furthermore, this research is also in line with the theory put forward by Nowack (2010: 14) that the main reason someone leaves work because of the bad leader. Employees who feel that their leaders manage the organization poorly have a significantly higher intention to leave the organization. Leadership has proven to have a significant impact on organizational commitment.

Likewise, this research also confirms the theory put forward by Terry (2012): 134) that the work environment as forces that can affect both directly and indirectly on organizational performance. This means that a person will be able to carry out his work with a commitment if it is supported by a favorable working environment, such as the availability of technological facilities, supportive office equipment, and a harmonious relationship between colleagues and superiors.

The findings in this study are also in line with the theory put forward by Mar'at (2009: 97) that there are several factors that influence organizational commitment. Some of these factors include motivation, compensation, training, leader functions, a climate of cooperation, spirit at work, and conflicts that occur in the office. Likewise mentioned by Hersey

in Musparni (2011: 25) that there are several factors that can influence organizational commitment: Age factors, work experience factors, work climate factors and work motivation factors. Based on this opinion, one of that factor is the work motivation factor positively influences employee work commitment. In short, it can be interpreted that there is a relationship between work commitment and work motivation. Employee work motivation is directly proportional to organizational commitment. If work motivation is high, then the organizational commitment is high, and vice versa.

Then Nickels et. al. (2009: 336) explain the relationship between work motivation and organizational commitment, that employees who are not happy are likely to leave the company, and the company usually get a loss. The statement assumes that if employees have high motivation, they will be happy and enjoy the work provided by the company, so that employees have loyalty and commitment to the company where the employee works.

## CONCLUSION AND SUGGESTION

### Conclusion

From the results of the analysis of research data to answer the formulation of the problems and hypotheses proposed, relating to the influence of the variables of compensation, leadership, work environment, work motivation and organizational commitment of educators at Islamic boarding schools in Kabupaten Bogor can be summarized as follows:

1. Compensation reflected by the dimensions of non-financial compensation and employment indicators has a positive and significant influence on the work motivation of Islamic boarding school educators in Kabupaten Bogor which is reflected by the dimensions of intrinsic motivation and responsibility indicators.
2. Leadership reflected in the dimensions of leadership behavior and supportive indicators have a positive and significant influence on the work motivation of Islamic boarding school educators in Kabupaten Bogor which is reflected by the dimensions of intrinsic motivation and responsibility indicators.
3. The work environment that is reflected by the dimensions of the non-physical work environment and the indicators of relationships among co-workers has a positive and significant influence on the work motivation of Islamic boarding school educators in Kabupaten Bogor which is reflected by the dimensions of intrinsic motivation and responsibility indicators.
4. Compensation that is reflected in the dimensions of non-financial compensation and work indicators, leadership that reflected in the dimensions of leadership behavior and supportive indicators. The work environment reflected by the dimensions of the non-physical work environment and the relationship indicators of co-workers is positively and significantly influence on work motivation. Islamic boarding school educators in Kabupaten Bogor are reflected in the dimensions of intrinsic motivation and responsibility indicators with a contribution value of 44.1%, while the remaining 55.9% is influenced by other factors other than compensation, leadership and work environment. As for the dominant variable influencing work motivation is the work environment.
5. Compensation reflected by the dimensions of non-financial compensation and work indicators has a positive and significant influence on the organizational commitment of Islamic boarding school educators in Kabupaten Bogor which is reflected in the dimensions of normative commitment and it formed by indicators of employee rights and obligations.
6. Leadership reflected in the dimensions of leadership behavior and supportive indicators have a positive and significant influence on the organizational commitment of Islamic Boarding Schools in Bogor Regency which is reflected in the dimensions of normative commitment and it formed by indicators of employee rights and obligations.
7. The work environment reflected in the dimensions of the non-physical work environment and indicators of peer relationships between co-workers have a positive and significant influence on the organizational commitment of Islamic Boarding Schools in Kabupaten Bogor which is reflected in the dimensions of normative commitment and formed by indicators of employee rights and obligations.
8. Work motivation reflected in the dimensions of intrinsic motivation and responsibility indicators has a positive and significant influence on the organizational commitment of Islamic Boarding Schools in Kabupaten Bogor which is reflected in the dimensions of normative commitment and it formed by indicators of employee rights and obligations.
9. Compensation reflected by the dimensions of non-financial compensation and work indicators. Leadership that reflected in the dimensions of leadership behavior and supportive indicators, the work environment that reflected in the dimensions of the non-physical work environment and indicators of relationships among colleagues, work motivation that reflected in the intrinsic motivation dimension. and responsibility indicators, jointly together have a positive and significant influence on the organizational commitment of Islamic Boarding School educators in Kabupaten Bogor which is reflected in the dimensions of normative commitment and is formed by indicators of employee rights and obligations with a contribution value of 52.7%, while the remaining 47.3% is influenced by other factors than compensation, leadership, work environment and, work motivation. Thus, the dominant variable influencing organizational commitment is leadership that is reflected by the dimensions of leadership behavior and supportive indicators. The role of work motivation variables in the direct and indirect analysis is as partial mediating.
10. The direct influence of compensation on organizational commitment is greater than through mediating variables (work motivation). Likewise, the direct influence of leadership on organizational commitment is greater than through mediating variables (work motivation). In addition, the results of the study show that leadership variables have a greater influence on organizational commitment compared than other variables; compensation, work environment, and work motivation. The results of this study indicate that the leadership variable is the most influential variable in

increasing organizational commitment. Therefore, this variable needs to get attention, in which to increase the organizational commitment of Islamic boarding school educators in Kabupaten Bogor, the boarding school needs to improve leadership variables through improving the dimensions of leadership behavior with supportive indicators. However, Islamic Boarding Schools need to pay attention to other indicators of leadership behavioral dimensions, like exemplary indicators, and inspiratory indicators, because having an average score below the mean value of the average score.

11. The results show that there are differences with previous studies, where generally work motivation acts as a mediating factor for compensation variable and leadership variable in influencing organizational commitment. On the contrary in this study work motivation does not act as mediating for compensation variables and leadership variables in influencing organizational commitment. This happened because the object of previous research was generally carried out in business organizations and in general education organizations.
12. The results of this study can be used as a reference for Islamic Boarding Schools in other places in increasing the organizational commitment of Islamic Boarding Schools educators, where to increase the commitment of Islamic Boarding Schools educators, the Boarding Schools need to improve leadership variables through improving leadership behavior dimensions with supportive indicators.

### Managerial Implications

From the results of the test analysis and discussion of the research, the managerial implications are as follows:

1. Work motivation that is reflected by the intrinsic motivation dimension and responsibility indicators will increase if the compensation reflected by the dimensions of non-financial compensation and employment indicators increases, supported by leadership reflected by the dimensions of leadership behavior and increased supportive indicators, and improvements to the environment work reflected by the dimensions of the non-physical work environment and the relationship indicators of fellow workers.
2. Organizational commitment reflected in the dimensions of normative commitment and formed by indicators of employee rights and obligations will increase if work motivation reflected by the intrinsic motivation dimension and responsibility indicators increases, supported by compensation reflected by the dimensions of non-financial compensation and work indicators increases, supported by leadership which is reflected by the dimensions of leadership behavior and strong supportive indicators and supported by an improvement in the work environment reflected in the dimensions of the non-physical work environment and relations indicators of co-workers.

### Managerial Suggestion

Based on the results of the analysis of the discussion and research findings presented in the conclusions, the following recommendations are as follows:

1. To increase work motivation reflected by the dimensions of intrinsic motivation and responsibility indicators, the Boarding School in Kabupaten Bogor can strengthen the compensation reflected by the dimensions of non-financial compensation and work indicators, supported by the strengthening of leadership reflected in the dimensions of leadership behavior and indicators supportive, and an improvement of the work environment is reflected by the dimensions of the non-physical work environment and the relationship indicators of co-workers. However, priority improvements can be directed more towards the work environment variables reflected by the dimensions of the non-physical work environment and the relationships between colleagues.
2. To improve organizational commitment reflected in the dimensions of normative commitment and formed by indicators of employee rights and obligations, the Islamic Boarding School in Kabupaten Bogor can increase work motivation reflected by intrinsic motivation dimensions and indicators of responsibility, supported by compensation reflected by the dimensions of non-financial compensation and work indicators, supported by leadership reflected in the dimensions of leadership behavior and supportive indicators, supported by an increase/improvement in the work environment reflected in the dimensions of the non-physical work environment and the relationship indicators of co-workers. But the priority of improvement can be more directed at the leadership variables reflected by the dimensions of leadership behavior and supportive indicators.

### Suggestion for The Next Researchers

Research limitations are weaknesses that need to be refined, then the recommendations suggestion are as follows:

1. There are still many other variables that influence the organizational commitment of Islamic Boarding Schools in Kabupaten Bogor by 47.3% in addition to the variables in this study such as job satisfaction, career development, job involvement, and other factors to be further investigated, because it could be the other factors besides that included this study have a dominant influence to increase organizational commitment.
2. The results of contribution ( $R^2$ ) equation of structure I (amounting to 44.1%) still do not fulfill the properness of contributions, so that in further research can modify or combine independent variables (compensation, leadership, work environment) in this study with other variables in measure work motivation, for example job satisfaction, workload, education and training, and so on.
3. In this study, the mediating (intervening) variables used are work motivation, while there are still other mediating variables that are able to increase organizational commitment, such as job satisfaction, career development, job

involvement and so forth, so that if further research is done with using the mediation variable then the results may be different.

4. This research can also be done not only limited to Islamic Boarding Schools in Kabupaten Bogor, but can be in a wider area, for example, in provinces scale, national scale, regional scale and so on.
5. This research can also be carried out on different research objects, not only limited to the area of education or in this case Islamic Boarding School, in future research can be carried out in other organizations such as in the processing industry, service industry, business and so on.

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