

The Impact of Organizational Commitment and Compensation on Police Job Satisfaction at the North Sulawesi Regional Police

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Received : 03 December - 2025

Accepted : 07 March - 2026

Published online : 10 March - 2026

Abstract

Job satisfaction is an important factor in improving organisational performance and effectiveness, especially in public sector institutions such as the Indonesian National Police. Police officers' job satisfaction is influenced by various organisational factors, including organisational commitment and compensation provided by the institution. Organisational commitment reflects the level of attachment of members to the organisation, while compensation is a form of reward for work contributions that can influence the attitudes and work motivation of members. This research was designed to investigate the relational dynamics linking organisational commitment with job satisfaction and to assess the contributory role of compensation in shaping the job satisfaction of Indonesian National Police (Polri) officers operating within the jurisdiction of the North Sulawesi Regional Police. Adopting a quantitative methodological orientation, the study utilised multiple linear regression modelling facilitated by SPSS software. Primary data were collected from 352 police personnel using a Likert-scale survey with random sampling. The analytical sequence incorporated instrument validity and reliability diagnostics, followed by hypothesis verification using t-test and F-test statistics. The analytical outcomes reveal that organisational commitment manifests a positive relational tendency with job satisfaction among Polri members. Further, compensation emerges as a significant positive determinant of job satisfaction. These observations suggest that heightened organisational commitment together with a more favourable compensation arrangement correspond with increased levels of job satisfaction among police officers. Accordingly, the study highlights the strategic relevance of commitment cultivation and compensation management in reinforcing personnel welfare, institutional loyalty, and professional performance within the policing apparatus.

Keywords: Compensation, Indonesian National Police, Job Satisfaction, North Sulawesi Regional Police, Organizational Commitment.

1. Introduction

The phenomenon of Polri job satisfaction refers to members' perceptions of their work and its impact on institutional performance. This issue involves aspects such as compensation, work environment, leadership style, and fulfillment of needs, which collectively influence motivation, loyalty, and quality of service to the public. According to Adeoye and Fields (2014), low job satisfaction can negatively impact member and institutional performance, while high satisfaction tends to result in better performance. Fulfillment of needs and compensation are thought to influence member job satisfaction, as found in research on the Criminal Investigation Unit. High levels of work stress can decrease job satisfaction, and conversely, low job satisfaction can increase stress. According to Anis et al. (2011), work-life balance is an important factor, especially since job demands can cause imbalance. Aspects such as the work environment and relationships with coworkers also influence satisfaction, as seen in the



context of general job satisfaction. High job satisfaction among Polri members can increase motivation and performance, which in turn will improve the quality of service to the public. Member job satisfaction will indirectly impact the level of public satisfaction with Polri performance, both in terms of professionalism, speed of service, and law enforcement. Low job satisfaction can have a negative impact on both the agency and the members themselves, including stress and other problems. According to Azeem (2010), Improving effective HR management practices is key to increasing member job satisfaction, and this will also improve the quality of service to the public. The digitalization of services such as SKCK contributes to increasing public satisfaction with Polri services, although it has not fully addressed the issue of individual member job satisfaction. According to Cahyono et al. (2020), by opening up to public demands for internal reform, Polri can increase public satisfaction with their performance. Fulfillment of needs and adequate compensation is one effort to increase job satisfaction.

According to Daniel (2019), the phenomenon of Polri organizational commitment includes a strong commitment to serving the community, which is demonstrated through the slogan "Polri for the Community" and an emphasis on sincerity, hard work, and professionalism. However, there is also a phenomenon of low commitment as seen from violations committed by members and suboptimal performance, which is often caused by a lack of organizational support and the personality of members. The slogan "Polri for the Community" reflects a commitment to provide protection, care, and the best service to all levels of society, regardless of differences. According to Feinstein et al (2006), There is a continuous emphasis from Polri leaders for members to demonstrate professionalism, sincerity, and hard work in carrying out their duties. The Polri profession is seen as a noble profession that requires good appreciation from its members to be able to carry out authority and public trust responsibly. According to Muhtar and Wahyuni (2023), various forms of violations committed by members are an indication of the phenomenon of low organizational commitment within them. Several studies show the phenomenon of declining performance and many unfinished tasks, which are related to low organizational commitment. Low commitment can be influenced by various factors, including the personality of members and lack of organizational support, such as facilities, awards, and attention to member aspirations. The National Police institution needs to provide more support, such as facilitating, giving awards to outstanding members, and listening to input from members. Increased commitment can be encouraged through the development of quality human resources and a deep understanding of organizational values. Research also suggests the need to pay attention to aspects of member personality, in addition to organizational commitment, to improve performance.

According to Novitasari et al. (2021), the phenomenon of police compensation refers to issues related to compensation for police officers, including salaries, allowances, and facilities. These issues are often analyzed in terms of their impact on member performance and motivation, such as the view that compensation has not yet fully implemented a strategic compensation system and the organization's attention to providing rewards or recognition is still lacking. On the other hand, compensation policy is also seen as a government effort to increase work motivation by improving member welfare. Increases in compensation such as salaries, performance allowances (*tukin*), the 13th salary, and facilities such as official housing, transportation, and honorary awards aim to improve member motivation and performance. Several studies have shown that despite the facilities provided, the rewards or recognition provided are insufficient and the strategic compensation system based on performance has

not yet been fully implemented. There is a phenomenon that the compensation system has not been fully implemented evenly or has not fully run as expected.

Imron et al. (2020) assert that compensation exerts a positive and statistically significant impact on employee performance, a phenomenon that extends to personnel of the Indonesian National Police. Furthermore, compensation is intricately linked to employees' organizational commitment, mediated through job satisfaction. Another phenomenon is the use of scholarships as a form of compensation and intellectual development to prepare personnel to face the challenges of a complex era. According to Gunawan and Gunawan (2019), the phenomenon of compensation, organizational commitment, and satisfaction of the Indonesian National Police are three interrelated things, where good compensation can increase job satisfaction, which in turn encourages member commitment. Fair and adequate compensation is the key to motivating, retaining members, and ultimately improving the performance and credibility of the Indonesian National Police.

According to Ridwan and Anik (2020), providing appropriate compensation, whether in the form of salary, allowances, or additional benefits, aims to attract, retain, and motivate members. Inadequate compensation can reduce work morale, while appropriate compensation can increase productivity. Member job satisfaction is influenced by various factors, including compensation and working conditions, as well as respect and recognition. High job satisfaction indicates that members feel comfortable and appreciated in their work. Commitment is a member's strong desire to remain in the organization because of the alignment of goals and values. This commitment is influenced by compensation and job satisfaction. Members who feel satisfied and receive good compensation tend to be more committed. According to Vizano et al. (2020), members who receive adequate compensation tend to be more satisfied with their work. High job satisfaction creates an environment where members feel more engaged and committed to remaining in the organization. As a whole, good compensation and high job satisfaction will produce members who are more loyal and have a strong commitment to the goals of the Indonesian National Police.

Building upon the phenomena and scholarly works previously outlined, the present study seeks to examine the influence of compensation and the satisfaction of individual needs on the job satisfaction of Indonesian National Police (Polri) personnel. At the same time, the study evaluates the role of organisational commitment as a potential driver of improved institutional performance. In addition, this research attempts to generate empirical evidence concerning the relational dynamics linking compensation, job satisfaction, and organisational commitment within the organisational framework of Polri. The results are expected to provide a basis for strengthening human resource management strategies within the police institution, particularly with regard to enhancing member welfare, cultivating stronger organisational commitment, and improving the quality of services provided to society.

2. Literature Review

2.1. Organizational Commitment

Gunawan et al. (2019) posit that organizational commitment constitutes an employee's attitudinal disposition, emblematic of a psychological tether, fidelity, and allegiance to the overarching goals and ethos of the organization. In scholarly discourse, Griffin delineates it as the degree to which an individual internalizes and identifies with the organization, whereas Steers conceptualizes it in terms of identification, engagement, and loyalty. Allen and Meyer (1993) further stratify commitment into three distinct dimensions: affective, continuance, and normative. Gunlu et al. (2010) similarly define organizational commitment as an attitudinal

posture reflecting the extent of personal identification with and attachment to the organizational entity, encompassing: identification (internalization of organizational values), involvement (willingness to exert maximal discretionary effort), and loyalty (intentional persistence within the organization). It epitomizes a conscious covenant to act in favor of oneself, colleagues, the collective, or the organization itself. Such loyalty manifests in sustained tenure, proactive contribution toward institutional objectives, and the aversion to disengagement, thereby reflecting an overarching commitment to the organization's enduring prosperity and advancement.

Paik et al. (2007) characterize organizational commitment as an employee disposition imbued with fidelity, affective attachment, and an intrinsic resolve to maintain membership, concomitant with the motivation to actualize organizational objectives. Organisational commitment is commonly conceptualised through three principal dimensions: affective commitment, referring to an individual's emotional attachment to and identification with the organisation; continuance commitment, which reflects an awareness of the potential costs or losses associated with leaving the organisation; and normative commitment, representing a sense of moral responsibility or ethical obligation to remain within the organisation. Individuals who exhibit stronger levels of commitment across these dimensions tend to demonstrate greater productivity, increased initiative, and more proactive involvement in organisational activities.

Vizano et al. (2020) further explicates these dimensions, noting that committed employees experience emotional affinity toward the organization, derive satisfaction and ardor from their contributions, judiciously evaluate the costs and benefits of attrition, and recognize a moral or ethical imperative to remain aligned with organizational objectives. Ridwan and Anik (2020) enumerate salient characteristics of highly committed personnel, including: embracing and internalizing organizational values and objectives, demonstrating proactivity and discretionary effort in support of institutional aims, minimizing engagement in counterproductive behaviors, exhibiting a resolute desire to sustain organizational membership, and manifesting heightened motivation to produce quality outputs while actively collaborating within teams.

Within the Indonesian National Police (Polri), organizational commitment is epitomized by members' predilection to prioritize institutional imperatives over personal interests, underpinned by a profound sense of identification, involvement, and loyalty. This commitment is tangibly manifested in endeavors that advance the vision and mission of the police institution, such as enhancing service efficacy and safeguarding national security stability.

2.2. Compensation

Adeoye and Fields (2014) assert that compensation constitutes any form of remuneration or acknowledgment conferred by an organization upon its employees in recompense for their contributions, encompassing both tangible and intangible forms. This reward can be monetary (such as salary, wages, bonuses) or other forms (such as insurance, benefits, or flexible working hours). Its primary purpose is to motivate, attract, and retain qualified employees. According to Anis et al. (2011), Types of compensation are Rewards that employees receive directly, usually in the form of money, Regular payments for services provided, can be monthly (salary) or daily/weekly (wages), Additional income outside of basic salary, often related to individual or company performance. The purpose of compensation is to encourage employees to work more effectively and efficiently so that the company achieves its goals, to be an attraction for competent prospective employees to join the company, to prevent high-performing employees from moving to other companies by providing

commensurate rewards, to create a positive work environment so that employees feel appreciated and more loyal to the company, to ensure that employee contributions are commensurate with the rewards given, so that the company gets greater value from employee work performance.

According to Azeem et al. (2010), compensation encompasses any form of remuneration or acknowledgment, whether financial or non-financial—bestowed upon employees in recognition of their contributions and services to the organization. Scholars such as Veithzal Rivai, Sedarmayanti, and Sastrohadiwiryo conceptualize compensation as a recompense for services rendered or an expression of appreciation for employee efforts, whereas Hasibuan frames it as an organizational expenditure. In essence, compensation constitutes any benefit received by employees in exchange for their labor and intellectual contributions to the organization, serving as a tangible or intangible reward for their efforts.

Cahyono et al. (2020) further elucidate that compensation includes all forms of remuneration or rewards provided by the organization in acknowledgment of employees' energy, skills, and intellectual input toward organizational advancement. This encompasses monetary income, direct or indirect material benefits, and other incentives designed not only to remunerate service but also to enhance employee job satisfaction. In sum, compensation constitutes any form of reward conferred upon employees as recognition of their contributions, whether financial or non-financial. Compensation is an expense and cost for the company. According to Daniel (2019), Police Compensation is wages, allowances, and other financial rewards given to members of the Police, such as basic salary, allowances (wife/husband, children, food, general, and position), as well as other forms of appreciation such as promotions and performance allowances. In addition, "service compensation" can also mean compensation given to the public who use services that do not meet service standards, such as an apology.

2.3. Job Satisfaction

Feinstein et al. (2006) posit that job satisfaction constitutes a positive disposition or pleasurable affect that employees experience toward their occupational roles, emerging from their appraisal of both their job responsibilities and the surrounding work environment. It reflects the degree to which a position fulfills an employee's needs, expectations, and aspirations, and is shaped by multifaceted determinants such as remuneration, promotional opportunities, working conditions, collegial interactions, and supervisory relationships. Broadly, job satisfaction can be conceptualized as an employee's emotional response of gratification or discontentment toward their work, encapsulating both affective and evaluative dimensions of the employment experience. It arises from comparing employees' expectations with the reality they experience at work. Job satisfaction is a positive or negative emotional attitude toward work, arising from employees' evaluations of their jobs and their work experiences. It encompasses feelings of pleasure or displeasure toward various aspects of a job, such as pay, working conditions, relationships with coworkers and superiors, and opportunities for personal development.

Job satisfaction represents a cognitive and affective response that emerges from an individual's evaluation of their job and overall work experiences. It reflects the degree to which employees perceive their work as fulfilling or rewarding. As noted by Hakim et al. (2018), job satisfaction can be understood as a positive emotional state arising from an individual's assessment of various job characteristics. When employees experience high levels of job satisfaction, they tend to develop favourable attitudes and positive feelings toward their work, whereas low levels of satisfaction are generally associated with negative perceptions of the job. Behavioral characteristics of satisfied workers include high work motivation and enjoyment in

their work, in contrast to dissatisfied workers who tend to be lazy. Job satisfaction refers to the emotional condition in which employees perceive and evaluate their work, which may manifest as either positive or negative feelings toward their job. According to Igalens and Roussel (1999), Indonesian National Police (Polri) job satisfaction is a feeling of pleasure or displeasure among Polri members regarding their work and work environment, arising from assessments of various job aspects such as tasks, wages, supervisors, coworkers, and physical and psychological factors. It is a positive emotional attitude influenced by the fulfillment of personal needs, expectations, and desires while carrying out duties. Polri job satisfaction is a member's emotional attitude toward their work, reflecting morale, discipline, and work performance. It is a member's positive assessment of their work, which can be influenced by factors such as leadership, compensation, and work professionalism. According to Novitasari et al. (2021), high job satisfaction is believed to have a positive impact on improving the overall performance of Polri members. Members who perceive good leadership tend to have higher job satisfaction. High work professionalism is also positively correlated with Polri members' job satisfaction levels. Fulfillment of work needs and compensation influence Polri members' job satisfaction.

2.4. Framework of Thought

In public sector organisations such as the Indonesian National Police (Polri), job satisfaction plays a strategic role because it can influence the professionalism of members in carrying out their duties to serve the community. One factor that influences job satisfaction is organisational commitment, which is the level of emotional attachment, identification, and involvement of individuals towards the organisation where they work (Astuti et al., 2024; Wahyudi et al., 2024). Based on the social exchange theory perspective, individuals with high organisational commitment tend to show a positive attitude towards their work because they feel they are an important part of the organisation.

Research by Chalil and Santosa (2024) and Muktamar et al. (2024) shows that organisational commitment has a positive relationship with job satisfaction because individuals who have strong attachment to the organisation will be more accepting of organisational policies and feel proud of their work. In addition, based on equity theory, individuals will feel satisfied if the rewards received are considered fair and commensurate with the effort given. Research by Astuti et al. (2023), Bhattacharyya and Rahman (2019), Garg and Gupta (2020), also Malik and Hussein (2021) shows that a fair and competitive compensation system can increase job satisfaction because employees feel valued by the organisation and motivated to work better. Accordingly, this study posits that both organisational commitment and compensation are positively associated with the job satisfaction of members of the Indonesian National Police serving within the North Sulawesi Regional Police.

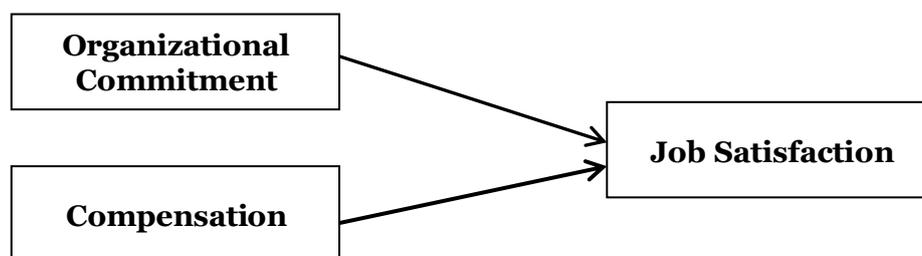


Figure 1. Research Model

As shown in Figure 1, the hypotheses of this study are as follows:

H1: Organizational Commitment has a positive relationship with job satisfaction among Indonesian National Police (Polri) officers at the North Sulawesi Regional Police.

H2: Compensation has a positive relationship with job satisfaction among Indonesian National Police (Polri) officers at the North Sulawesi Regional Police.

3. Methods

3.1. Research Design

The present study is grounded in a quantitative methodological orientation and employs an explanatory research design to investigate the relationships among organisational commitment, compensation, and the job satisfaction of members of the Indonesian National Police (Polri). A quantitative strategy was considered appropriate because the inquiry emphasises the examination of empirically measurable variables whose associations can be statistically assessed. Through this framework, the research attempts to generate empirical verification regarding the extent to which organisational commitment and compensation contribute to variations in the job satisfaction of Polri personnel. To evaluate these relationships, the collected data were processed using multiple linear regression procedures supported by the Statistical Package for the Social Sciences (SPSS) analytical software.

3.2. Research Population and Sample

The population of this study comprised all members of the Indonesian National Police assigned to the North Sulawesi Regional Police. From this population, the sample was drawn using a random sampling procedure, allowing every individual within the population to possess an equal probability of being selected as a respondent. The use of this technique was intended to enhance the representativeness of the sample in relation to the broader population under investigation. In total, 352 police officers participated as respondents in this study. This number was considered sufficient for statistical analysis and to represent the characteristics of the population in this study.

3.3. Data Collection Techniques

Data collection in this study was conducted using a structured questionnaire compiled based on research variable indicators adapted from various relevant previous studies. The questionnaire was distributed to respondents online via social media to facilitate the distribution and completion process by respondents. This method was chosen because it was more efficient in reaching respondents and allowed the data collection process to be carried out in a relatively short time.

Each item in the questionnaire was assessed using a five-point Likert scale designed to capture the extent of respondents' agreement with the statements presented. The scale ranged from 1, representing strong disagreement, to 5, representing strong agreement. The Likert scale was used to measure respondents' perceptions of the variables under study in a more systematic manner.

3.4. Research Variables

The empirical model of this study incorporates three primary constructs, comprising two explanatory variables and one outcome variable. Organisational commitment and compensation function as the predictor variables, whereas job satisfaction is positioned as the criterion variable within the analytical framework. These three variables were analysed to determine their relationship and influence in the context of the Indonesian National Police organisation.

3.5. Data Analysis Techniques

Prior to undertaking the primary data analysis, the measurement instruments were first subjected to validity and reliability assessments to ensure their adequacy for empirical examination. The validity test was performed to evaluate the degree to which each questionnaire item accurately represented and measured the intended research variables. In parallel, the reliability test was conducted to verify the internal consistency of the instrument, ensuring that it produced stable and dependable measurements across the observed variables.

Once the instrument met the required standards of validity and reliability, the analysis proceeded with classical assumption testing as a prerequisite for the application of multiple linear regression. These diagnostic procedures included a normality test to examine whether the data distribution approximated normality, a multicollinearity test to detect potential intercorrelations among the independent variables, and a heteroscedasticity test to determine whether the variance of the regression residuals remained constant across observations.

Subsequently, the data were analysed using multiple linear regression techniques facilitated by SPSS in order to examine the extent to which organisational commitment and compensation influence the job satisfaction of members of the Indonesian National Police. Hypothesis evaluation employed the t-statistic to assess the individual contribution of each explanatory variable to the dependent variable. In addition, an F-test was applied to determine the collective effect of the independent variables on job satisfaction. The analysis also incorporated the coefficient of determination to estimate the proportion of variance in the dependent variable that could be accounted for by the independent variables. Through these analytical procedures, the study seeks to generate empirical insight into the influence of organisational commitment and compensation on the job satisfaction of police personnel within the North Sulawesi Regional Police jurisdiction.

4. Results and Discussion

4.1. Research Results

4.1.1. Hypothesis Testing

Hypothesis testing is a rigorous statistical procedure employed to evaluate the validity of a conjecture regarding a population, based on sample data. Its principal objective is to objectively and systematically ascertain whether the empirical evidence is sufficient to accept or refute the proposed hypothesis. This procedure typically involves the formulation of a null and alternative hypothesis, subsequent data analysis, and inferential decision-making, which may include comparing the calculated test statistic against a critical threshold or determining the p-value. In the context of a t-test, a t-statistic exceeding 1.96 signifies that the null hypothesis may be rejected, indicating a statistically significant effect whereby the independent variable exerts an influence on the dependent variable at the 5% significance level. The outcomes of the hypothesis testing conducted in this study are presented in Table 1 below:

Table 1. T-Test Results (Partial)

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.354	2.321		.189	.856
	Organizational Commitment (X1)	.312	.067	.387	4.243	.001
	Compensation (X2)	.316	.109	.312	3.189	.000

a. Dependent Variable: Job Satisfaction (Y)

As indicated by the results displayed in Table 1, the computed t-statistic surpasses the critical threshold of 1.96, suggesting that the independent variables demonstrate a statistically significant influence on the dependent variable at the 5% level of significance.

4.1.2. Simultaneous Test

The simultaneous F-test conducted in SPSS is intended to evaluate whether the independent variables collectively exert a significant influence on the dependent variable. The decision rule applied in this test is that a significance value (Sig.) below 0.05 indicates a statistically significant joint effect of the independent variables, whereas a significance value exceeding 0.05 suggests that the effect is not statistically significant. In addition, the F-test serves to assess the overall adequacy of the regression model, determining whether the model is appropriate for predictive or explanatory purposes. The results of the hypothesis testing using the simultaneous F-test are presented in Table 2 below.

Table 2. Simultaneous Test Results

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	336.069	3	112.023	42.804	.000b
Residual	251.241	96	2.617		
Total	587.310	99			

a. Dependent Variable: Job Satisfaction (Y)

b. Predictors: (Constant) : Organizational Commitment (X1), Compensation (X2)

Based on Table 2, the Sig. <0.05 value indicates that all independent variables collectively have a significant effect on the dependent variable.

4.2. Discussion

4.2.1. The Relationship between Compensation and Job Satisfaction of Indonesian National Police Members

Compensation has a significant influence on job satisfaction of Indonesian National Police members, as fair and adequate compensation can increase their motivation, performance, and commitment. Conversely, inequity in compensation can decrease job satisfaction. Good, fair, and performance-based compensation can increase job satisfaction, motivation, and a sense of responsibility among Indonesian National Police members. The amount of compensation is often considered a measure of an employee's value and recognition of their achievements. Adequate compensation can directly influence the work commitment of Indonesian National Police members, which can also be mediated by job satisfaction. With adequate compensation, Indonesian National Police members will be more motivated to maintain and improve the quality of their professional performance, which is crucial in facing increasingly complex tasks. Inequity in compensation can reduce job attractiveness and job

satisfaction, which ultimately can increase the likelihood of dissatisfaction or even leaving the organization.

According to Gunawan et al. (2019), compensation plays a crucial role in increasing job satisfaction among Polri members because it fulfills basic needs, motivates performance, and retains competent members. Fair and contribution-based compensation can increase motivation, productivity, and satisfaction, which in turn reduces dissatisfaction and the potential for members to leave the organization. According to Gunlu et al. (2010), compensation is the primary source of income for Polri members to meet their living needs, so adequate fulfillment directly increases job satisfaction. Fair and contribution-based compensation motivates members to work harder, excel, and achieve organizational goals. A competitive compensation system helps attract qualified candidates and retain existing members, thus maintaining organizational stability and competence. According to Pertiwi and Supartha (2021), compensation based on the principle of fairness, both internally and externally, makes members feel valued and contribute equally to their colleagues. According to Paik et al. (2007), compensation can be a reward tool given to members who demonstrate beneficial behavior and align with organizational values, thus motivating other members to follow suit. Apart from being an incentive, compensation also functions as a tool to control and manage the budget allocated for human resources.

According to Vizano et al. (2020), compensation has a significant positive relationship with the job satisfaction of Polri members. Providing fair and appropriate compensation, such as salary and benefits, can increase the motivation, sense of appreciation, and well-being of Polri members, which ultimately contributes to higher job satisfaction. When compensation is perceived as fair and commensurate with contributions, Polri members feel the value of their work is recognized. Adequate compensation can increase motivation to work better and achieve organizational goals. The amount of compensation reflects appreciation for members' work achievements, which greatly influences job satisfaction. Adequate compensation supports the personal and family well-being of members, which indirectly increases job satisfaction. Increased job satisfaction resulting from good compensation can also have a positive impact on overall performance and productivity. Conversely, inadequate compensation can reduce work morale.

4.2.2. The Relationship Between Organizational Commitment and Job Satisfaction in the Indonesian National Police

According to Hariyasasti and Purwanto (2025), organizational commitment to job satisfaction in the Indonesian National Police involves a series of programs and policies to improve member well-being, such as training, adequate work facilities, a positive work environment, and recognition and rewards. The goal is to create a healthier work environment, which in turn will increase member job satisfaction and commitment to the organization. Some programs and approaches that can be implemented include evaluating the work environment, involving members in decision-making, and improving communication and relationships with subordinates. According to Wajdi and Nafisa (2023), organizational commitment and job satisfaction have a strong positive relationship among Indonesian National Police members; the higher the organizational commitment, the higher the job satisfaction, which in turn will impact performance improvement. This means that if Indonesian National Police members are highly committed to the organization, they tend to be more satisfied with their jobs. Conversely, research suggests that efforts to increase job satisfaction, such as through training programs or improving the work environment, can contribute to increased organizational commitment. Indonesian National Police members with strong commitment tend to be more satisfied with their jobs. According to Triana (2017),

they feel a strong psychological connection to the organization, adopt its values, and feel satisfied with their work. Conversely, when Polri members feel satisfied with their work, this will positively influence their organizational commitment. Increasing job satisfaction, for example through skills enhancement programs and facility improvements, can have a positive impact on their organizational commitment. This positive relationship creates a virtuous cycle: high commitment leads to higher job satisfaction, which ultimately improves overall individual and organizational performance. According to Wajdi et al (2021), in addition to the direct relationship between job satisfaction and organizational commitment, there are other factors that also influence Polri organizational commitment. Examples include organizational culture, perceived organizational support, and interpersonal communication. Other studies have shown that other factors such as workload, job stress, and the level of trust in superiors also play an important role and can be areas of focus for further improvement. Organizational commitment plays an important role in Polri members' job satisfaction by increasing motivation, performance, and the desire to continue working in the institution. Conversely, low commitment can trigger negative work behaviors.

According to Hariyasasti and Purwanto (2025), high commitment will create a sense of joy and loyalty to the organization, which positively affects job satisfaction. Strong organizational commitment encourages Polri members to focus more on organizational goals and deliver better performance. Members who have high commitment tend to feel satisfied and have a strong desire to continue working in the Polri institution, because they have a positive attitude towards the organization as a whole, not just their work. Organizational commitment is considered a development of job satisfaction, where a member is not only satisfied with their job, but also with the organization where they work. Studies show that high organizational commitment has a positive impact on job satisfaction, which in turn can improve member performance. The level of organizational commitment is also influenced by other factors such as organizational support, job satisfaction, organizational culture, and personality. Polri can increase member job satisfaction by building stronger organizational commitment. Programs such as increasing skills training, improving work facilities, and involving members in decision making can be effective ways to increase job satisfaction and commitment. Organisational commitment demonstrates a strong positive influence on the job satisfaction of members of the Indonesian National Police, indicating that higher levels of commitment are associated with greater job satisfaction. Conversely, elevated levels of job satisfaction may also reinforce and strengthen employees' commitment to the organisation. This finding suggests the existence of a significant positive relationship between organisational commitment and job satisfaction. This indicates that strong commitment creates a greater sense of attachment and satisfaction in working in the Police. High commitment can encourage improved performance of Polri members because they are more motivated and have pride in the institution.

5. Conclusion

Organisational commitment and compensation have been proven to have a positive influence on the job satisfaction of members of the Indonesian National Police in the North Sulawesi Regional Police. High organisational commitment makes members feel more attached and satisfied with their work, while a fair and motivating compensation system also contributes to increasing job satisfaction, as explained in various related studies. Strong organisational commitment can increase the job satisfaction of Polri members, which ultimately has an impact on improving performance. In addition, organisational support such

as fair policies, support from superiors, and good working conditions also play an important role in creating a more productive work environment. The compensation system within the organisation is designed to attract, retain, and motivate competent employees through the provision of appropriate and fair rewards.

The findings of this study are significant because they show that increasing the job satisfaction of Polri members does not only depend on individual factors, but also on how the organisation builds commitment and provides a fair compensation system. The practical implication of this study is that police institutions need to strengthen organisational commitment through transparent policies, consistent leadership support, and the creation of conducive working conditions. In addition, the development of a more fair and performance-based compensation system can also be a strategy to improve the job satisfaction and performance of members. For further research, it is recommended that researchers examine other variables that have the potential to influence job satisfaction, such as leadership style, organisational culture, and work-life balance, so as to provide a more comprehensive understanding of the factors that influence the performance of Polri members.

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