



THE INFLUENCE OF ORGANIZATIONAL COMMITMENT, JOB RISK AND WAGE LEVELS ON JOB SATISFACTION PT EMPLOYEES NINJA EXPRESS BRANCH TEBING TINGGI CITY

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Abstract

The purpose of this research is to determine the influence of organizational commitment, work risk and wage levels on job satisfaction of PT employees. Ninja Express Tebing Tinggi City branch. The population in this study were all employees of PT. Ninja Express branch of Tebing Tinggi City works as a courier with 44 respondents. The data source in this research comes from primary data, namely from the results of collecting questionnaires filled in directly by respondents. Hypothesis testing uses multiple regression analysis on the SPSS version 25 application. The results of this study show that partially organizational commitment and work risk do not have a significant effect on employee job satisfaction at PT. Ninja Express Tebing Tinggi City Branch. Meanwhile, the wage level influences the job satisfaction of PT employees. Ninja Express Tebing Tinggi City Branch. Simultaneously or together, organizational commitment, work risk and wage levels influence PT employee job satisfaction. Ninja Express Tebing Tinggi City Branch.

Keywords: Organizational Commitment, Job Risk, Level of Rewards & Job Satisfaction

Introduction

In this era of globalization, the development of human resources has always been an important factor in carrying out the goals and functions of an organization. Therefore, every organization must be able to maintain its survival. One of the factors that plays a role in maintaining the survival of an organization is human resources. The welfare and comfort of human resources in the organization needs to be considered (Irma & Yusuf, 2020). Employee job satisfaction is an important issue that must be considered in relation to employee work productivity and dissatisfaction is often associated with high levels of job demands and complaints. (Edy Sutrisno, 2016). Job satisfaction is a positive feeling about a job, which is the impact or result of evaluation of various aspects of the job (Robbins & Judge, 2015). Job satisfaction is an important consideration for employees to be loyal to provide the best performance optimally and stay with an organization and vice versa if there is a feeling of employee dissatisfaction at work it will influence their performance to be less than optimal and ultimately they decide to stop working and look for a new organization. (Irma & Yusuf, 2020).

Like the problem of job satisfaction experienced by employees of PT. Ninja Express, Tebing Tinggi City branch, is a private company that operates goods delivery services. In the business services of PT. The Tebing Tinggi city branch of Ninja Express is very dependent on the performance of employees who work as couriers or deliverers of goods and services because they are the ones who directly serve consumers. In contrast to this, unfortunately couriers as the spearhead of company services are often underestimated by leaders and managers even though the performance of goods delivery service companies is very dependent on their performance. Especially at PT. Ninja Express has recently had quite a number of couriers resign. This happens of course because of their dissatisfaction with work. Meanwhile, employee dissatisfaction with a company can be seen from the level of turnover intention (employee resignations) data on the number of resignations of PT employees. Ninja Express Tebing Tinggi city branch in 2022 can be seen in the following table:

Table 1 Data on the number of employee resignations from PT. Ninja Express Tebing Tinggi City Branch 2022

Field of Duty Position	Gender		Number of employees	Number of employees who resigned
	Man	Woman		
Customer Service	-	2 persons	2 persons	1 person
Warehouse/Goods Admin	1 person	1 person	2 persons	-
Courier	40 people	-	40 people	5 people
Amount	41 people	3 people	44 people	6 people

Source: PT data. Ninja Express Tebing Tinggi city branch 2024

The data in the table above explains that there was 1 female employee in the customer service position who resigned and there were 5 male employees in the courier position who resigned with a total of 6 employees leaving in 2022 or 13.6% of The total number of employees is 44 people. According to(Silalahi, 2019). The turnover intention level is said to be high if the value is more than 10% per year. This of course shows the low level of employee satisfaction which has an impact on resigning from the company where they work and looking for another company. This is in accordance with the theory presented by(Puspitawati & Riana, 2014)which states that employees will tend to leave the organization if they feel dissatisfied with the work climate and job characteristics.

For this reason, in increasing employee productivity, companies must be able to create job satisfaction for employees in order to increase maximum company service performance. Job satisfaction can be viewed from two sides, from the employee side, job satisfaction will give rise to pleasant feelings at work, while from the company side, job satisfaction will increase productivity, improve employee attitudes and behavior in providing excellent performance. So when a company wants to achieve business goals optimally, the company must be able to create employee satisfaction(Puspitawati & Riana, 2014).

Based on the theory explained previously, of course companies must appreciate the performance of these couriers so that they can be happy, satisfied and comfortable in carrying out their duties. Where when employees feel fasting it will certainly improve their performance. To obtain information regarding Job Satisfaction at PT. Ninja Express Tebing Tinggi City, the researchers conducted a Pre-Survey with 30 employee respondents who work as couriers to obtain an overview of the phenomenon of job satisfaction with the following results:

Table 2 Employee Satisfaction Survey

Statement	Agree		Don't agree	
1. I feel comfortable working as a courier at PT. Ninja Express	8	26.7%	22	73.3%
2. I feel happy and comfortable with the job I am currently doing	7	23.3%	23	76.7%
3. I feel satisfied and want to continue working at PT. Ninja Express	9	30%	21	70%
Total	8	26.7%	22	73.3%

From the table above, the results of the survey that have been carried out show that around 73.3% of employees still feel uncomfortable working as couriers and around 76.7% feel less satisfied with the work they are currently doing and around 70% feel less satisfied with continuing to work at PT. . Ninja Express with a total of only around 26.7% who felt satisfied while 73.3% felt less satisfied working at PT. Ninja Express Tebing Tinggi city branch. This dissatisfaction with work will certainly have an impact on commitment to carrying out work tasks. Where employees will lack enthusiasm in carrying out their duties and of course this will result in less efficient performance.

Job satisfaction has a relationship with organizational commitment. Organizational commitment is seen as a condition where an employee is aligned with the organization's goals. High commitment makes employees more loyal and work hard to achieve company goals and progress(Kusumaputri, 2015). Organizational commitment is the main factor, where employees are required to have the willingness to be in line and in accordance with



company goals. This commitment is able to produce a sense of satisfaction at work supported by the reciprocity provided by the company to employees and is able to encourage employees to improve their performance. Because job satisfaction is the result of organizational commitment (Riris Anggun et al., 2020). The current problems faced by PT. Ninja Express in the city of Tebing Tinggi has several employees whose attendance always decreases every week. Due to the absence of one of the employees, delivery was delayed. Apart from that, several employees quit and changed professions. Because of this, the company was forced to recruit new employees.

To be able to answer service needs. Almost every year there are always employees who stop working or resign. This is based on several reasons such as discomfort, incompatibility with the field of work duties and other than that. Lack of company commitment in providing employee job satisfaction. However, given large work demands, this becomes a problem regarding incompatibility of organizational commitment. An employee's organizational commitment to work can be seen based on the responsibility for carrying out their work, such as attendance and adhering to work discipline as well as being faithful and faithful to the company where they work. The following is the attendance data for employees of PT Ninja Express, Tebing Tinggi city branch, which can be seen in the following table:

**Table 3 Employee Work Performance Absence and Attendance
PT Ninja Express Tebing Tinggi city branch**

No.	Month	Number of employees	Alpha	Permi ssion	Sick	Late Entry	Present
1	January	44	-	2	1	8	41
2	February	44	1	3	-	12	40
3	March	44	-	3	-	10	41

Based on the table above, it shows that every month there are still many employees who lack discipline by not arriving on time. This clearly shows that employees lack commitment regarding their responsibilities at work. So that employees lack discipline in carrying out the tasks given. Apart from that, the data regarding the number of resignations of PT Ninja Express employees in 2021-2023 is as follows:

**Table 4
Employee Resignation Data 2021-2023**

Year	Number of employees	Employees Who Quit	Percentage
2021	40 people	4 people	10 %
2022	42 people	5 people	11.9%
2023	44 people	5 people	11.3%

From the data in the table above, it is clear that in the last 3 years, namely 2021 - 2023, the presentation of employee resignation rates was quite high because it reached more than 10 percent of the total employee population. This of course happened because of the lack of employee organizational commitment in the form of loyalty. and loyalty to the company where he works. Apart from that, the issue of work risks that employees have to bear is also one of the factors that influences employee satisfaction at work and is one of the reasons why many employees leave. Because satisfaction can be formed, one of which is related to security (work risk). occupational Health and Safety (Kurniawan et al., 2018). The work risks that are often experienced by PT Ninja Express employees include damage to goods during delivery which must be borne by the courier, even though the condition of the goods delivered was previously unknown to the courier because they were neatly wrapped in packaging and there was loss of goods, delivery errors. This is an occupational risk that the courier must bear. Travel risks are also a consideration because each destination area has a different geography and of course has different risks and obstacles. Apart from that, the lack of occupational health and safety guarantees is also a consideration in continuing to work. Because of these problems, many employees feel dissatisfied at work and sometimes feel stressed because the terrain and objectives are different.

Table 5
Goods Delivery Performance Report January-March 2024

Month	Incoming goods	Damage to Goods	Delivery unit error	Sent items	Percentage
January	1560 units	20 items	143 units	1397 units	89.5%
February	1451 units	25 units	137 units	1289 units	88.8%
March	1509 units	18 units	168 units	1323 units	87.6%
Average Goods Delivery Success					88.6%

Source: PT data. Ninja Express Tebing Tinggi Branch

Based on the table above, it shows that from the goods delivery report data for the last 3 months, only 88.6% of goods were sent according to demand and were not damaged, while the remaining 11.4% of goods that were damaged, lost or delivered incorrectly were borne by the employees. . This is of course a risk of work responsibility that must be accepted as a courier employee delivering goods or packages, where this is of course a heavy risk of responsibility because the level of wages or salaries given is still below the minimum wage so that employees are very burdened, plus there are problems on the road faced by couriers. such as damaged roads and it is not uncommon for people to experience work accidents when delivering goods without work safety assurance and die, this is of course an occupational risk for employees. This is of course a consideration faced by employees to continue working as goods (package) couriers at PT. NinjasExpressTebing Tinggi city. For this reason, it is necessary to pay special attention to private employees in carrying out the work risks they face so that they are not harmed.

Apart from the issue of organizational commitment and work risks, the issue of wage levels is also a factor that influences job satisfaction and a person's consideration in carrying out a job.(Titania et al., 2021). The wage level is a financial reward that is directly paid to workers in accordance with the work agreement and based on hours worked, the number of goods produced or the number of services produced.(Hidayat, 2018). The problem of low salaries is also a problem for employees. Employees as human resources also have various needs that they want to fulfill. To achieve high employee work productivity, companies must pay attention to employee job satisfaction(Natassia, 2015). Therefore, the problem of job satisfaction cannot be separated from the problem of the level of wages that the company provides to its employees. With a high level of wages, of course, employees will become committed to carrying out their duties and vice versa, when the level of wages given is low, employees feel less satisfied and their work commitment also decreases because the wages they receive are not able to meet their needs.

The problems faced by PT employees. Ninja Express's salary is relatively small and still below the minimum wage. Where in carrying out their duties they also have costs such as transportation and vehicle maintenance costs that must be borne by themselves. Not to mention unexpected costs such as replacing lost or damaged items which will inevitably be borne by employees who work as couriers. Therefore, many employees do not want to continue working as couriers. And they also try to find new jobs because of the great demand and more adequate wage levels. The wage levels assigned to PT. Ninja Express Tebing Tinggi City Branch is as follows:

Table 6 Wage Levels of PT Courier Employees. Ninja Express Tebing Tinggi City Branch
2021-2024 period

Year	Fixed Salary/Month	Target Achievement Bonus 75% Delivery	Total salary
2021	Rp. 1,500,000	Rp. 250,000	Rp. 1,750,000
2022	Rp. 1,550,000	Rp. 250,000	Rp. 1,800,000
2023	Rp. 1,600,000	Rp. 250,000	Rp. 1,850,000
2024	Rp. 1,650,000	Rp. 250,000	Rp. 1,900,000

Based on the wage level data above, it is clear that the maximum income earned by employees of PT. Ninja Express, which works as a courier, is classified as quite low. In 2024, the fixed salary earned by employees will only reach Rp. 1,650,000 and the employee will get an additional bonus if he has successfully delivered 75% of the total goods delivered in 1 month by getting an additional bonus of IDR. 250,000 with details of the maximum total



income and salary of Rp. 1,900,000. The level of wages earned by employees who work as couriers is quite low because the level of wages received is still below the minimum wage for the city of Tebing Tinggi in 2023, which reaches around Rp. 2,731,150. Apart from that, if there is damage to the goods delivered, employees will experience a salary cut to replace the damaged product. Not to mention the costs of motorbike engine maintenance that must be carried out every month and fuel costs, of course this is less significant given the workload received by an employee which results in a minimal level of employee satisfaction because the level of remuneration or salary received is not able to fully meet their needs or is not comparable. with the workload received. From several explanations that have been presented previously, I am interested in conducting research on employee job satisfaction. Based on this description, research can be carried out with the title "The Influence of Organizational Commitment, Work Risk and Wage Levels on Employee Job Satisfaction at PT. Ninja Express Tebing Tinggi Branch".

Research Methods

Research uses quantitative methods. Quantitative research methods can be defined as research methods based on the philosophy of positivism, used to research certain populations or samples. Data collection uses research instruments, quantitative/statistical data analysis with the aim of testing predetermined hypotheses, proven through questionnaires given to respondents or samples from several populations selected randomly (Sugiyono, 2015). This research is developmental in nature. Development research is a form of research that provides the addition of new variables or indicators (Sugiyono, 2015). This research was developed from research Setiawan, (2020) with the title "The Influence of Organizational Commitment on Employee Job Satisfaction in the Bantargebang District, Bekasi City", the difference between this research and previous research lies in the research object and the addition of work risk variables and wage levels. The method for determining the number in this research uses total sampling, namely a technique for determining the number of samples by using all members of the population as samples (Sugiyono, 2015). The sample in this study was all employees who work as couriers, totaling 44 respondents.

Results and Discussion

Classic assumption test

Normality Test

The Normality Test aims to test whether in the regression model, confounding or residual variables have a normal distribution (Ghozali, 2016).

**Table 7 Data Normality Test Results
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residuals	
N		44	
Normal Parameters, b	Mean	.0000000	
	Std. Deviation	1.2354985	
Most Extreme Differences	Absolute	.063	
	Positive	.063	
	Negative	-.055	
Statistical Tests		.063	
Asymp. Sig. (2-tailed)		.200c,d	
Monte Carlo Sig. (2-tailed)	Sig.	1,000e	
	99% Confidence Interval	Lower Bound	.901
		Upper Bound	1,000

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

- d. This is a lower bound of the true significance.
- e. Based on 44 sampled tables with starting seed 2000000.

From the output in table 7, it can be seen that the significance value (Monte Carlo Sig.) for all variables is 1.00, where the significance value is more than 0.05, then the residual value is normal, so it can be concluded that all variables are normally distributed.

Multicollinearity test

The multicollinearity test in this research is seen from the tolerance value or variance inflation factor (VIF). The calculation of the tolerance value or VIF using the SPSS 25.00 for Windows program can be seen in Table 4.12 below.

Table 8 Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Organizational Commitment	,506	1,975
Occupational Risks	,355	2,819
Wage Levels	,414	2,418

a. Dependent Variable: Job Satisfaction

Based on table 8, it can be seen that the tolerance value of the variable Organizational Commitment is 0.506, the Work Risk variable is 0.355, the Wage Level variable is 0.414, all of which are greater than 0.10, while the VIF value of the Organizational Commitment variable is 1.975, the Work Risk variable is 2.819, the Wage Level variable is 2.418, all of which are smaller. of 10. Based on the calculation results above, it can be seen that the tolerance value for all independent variables is greater than 0.10 and the VIF value for all independent variables is also smaller than 10 so that there are no symptoms of correlation in the independent variables. So it can be concluded that there are no symptoms of multicollinearity between the independent variables in the regression model.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether the regression model has unequal variances from the residuals of one observation to another. A good regression model is one that is homoscedastic or does not have heteroscedasticity.

**Table 9
Glejser Test Results**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	sig.
	B	Std. Error			
(Constant)	2,757	,957		2,882	006
Organizational Commitment	-.119	,077	-.321	-1,554	128
Occupational Risks	-.108	,098	-.272	-1.103	277
Wage Levels	,098	,067	,335	1,468	150

a. Dependent Variable: ABS_RES

The results of the Glejser test show that the significance value of the Organizational Commitment variable is 0.128, Job Risk is 0.277 and Wage Level is 0.150, both of which are greater than 0.050 so it can be concluded that there are no symptoms of heteroscedasticity.



Multiple Linear Regression Testing

Multiple linear regression testing explains the large role of the customer statistics variable and the servicecape variable on the brand experience variable. Data analysis in this study used multiple linear regression analysis using SPSS 25.00 for windows. The analysis of each variable is explained in the following description:

Table 10
Multiple Linear Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	5,970	1,676	
Organizational Commitment	,259	.134	,228
Occupational Risks	.123	,171	.102
Wage Levels	,539	.117	,601

a. Dependent Variable: Job Satisfaction

Based on these results, the multiple linear regression equation has the formulation:

$Y = a + b_1X_1 + b_2X_2 + b_3X_3$ so we get the equation:

$$Y = 5.970 + 0.259X_1 + 0.123X_2 + 0.539X_3$$

The description of the multiple linear regression equation above is as follows:

- The constant value (a) of 5.970 indicates the magnitude of the job satisfaction variable if the variables of organizational commitment, work risk and wage level are equal to zero.
- The regression coefficient value for the Organizational Commitment variable (b1) is 0.259, indicating the large role of the organizational commitment variable in the job satisfaction variable assuming that the job risk variable and wage level are constant. This means that if the organizational commitment variable increases by 1 value unit, it is predicted that the job satisfaction variable will increase by 0.259 value units assuming that the Work Risk and Wage Level variables are constant.
- The regression coefficient value for the Job Risk variable (b2) is 0.123, indicating the large role of the Job Risk variable in the job satisfaction variable assuming organizational commitment and constant wage levels. This means that if the Job Risk variable increases by 1 value unit, then the job satisfaction variable will increase by 0.123 value units assuming the organizational commitment variable and wage level are constant.
- The regression coefficient value of the Wage Level variable (b3) is 0.539 indicating the large role of the Wage Level variable on the Job Satisfaction variable with the assumption that Organizational Commitment and Work Risk are constant. This means that if the Wage Level variable increases by 1 unit value, then it is predicted that the Job Satisfaction variable will increase by 0.539 unit value assuming that the Organizational Commitment and Work Risk variables are constant.

Coefficient of Determination (R²)

The coefficient of determination is used to see how much the independent variable contributes to the dependent variable. The greater the value of the coefficient of determination, the better the ability of the independent variable to explain the dependent variable. The value used to view the coefficient of determination in this research is in the adjusted R square column. This is because the adjusted R square value is not susceptible to the addition of independent variables. The coefficient of determination value can be seen in Table 11 below:

Table 11 Coefficient of Determination
Model Summary b

Model	R	R Square	Adjusted R Square
1	.847a	.717	.696

a. Predictors: (Constant), Wage Level, Organizational Commitment, Job Risk

b. Dependent Variable: Job Satisfaction

Based on table 11, it can be seen that the adjusted R square value is 0.696 or 69.6%. This shows that the variables of organizational commitment, work risk and wage level can contribute to the Job Satisfaction variable of 69.6%, the remaining 30.4% (100% - 69.6%) is explained by other variables outside this research model, such as leadership style, compensation and rewards.

Hypothesis test

1. t Test (Partial)

The t statistical test is also called the individual significance test. This test shows how far the independent variable partially influences the dependent variable. In this research, partial hypothesis testing was carried out on each independent variable as in Table 13 below

**Table 12 Partial Test (t)
Coefficientsa**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5,970	1,676		3,563	,001
Organizational Commitment	,259	,134	,228	1,927	,061
Occupational Risks	,123	,171	,102	,720	,476
Wage Levels	,539	,117	,601	4,594	,000

- a) From table 12, the tcount value is 1.927. With $\alpha = 5\%$, $t_{table} (5\%; 44-3 = 41)$, the t_{table} value is 2.019. From this description it can be seen that $t_{count} (1.927) < t_{table} (2.019)$, as well as the value The significance is $0.061 > 0.050$, so it can be concluded that the first hypothesis is rejected, meaningorganizational commitment has no effecton job satisfaction. The results of this study are not in line with the results of previous research conducted by(Setiawan, 2020)in his research entitled "The Influence of Organizational Commitment on Employee Job Satisfaction in the Bantargebang District, Bekasi City."
- b) From table 12, the tcount value is 0.720. With $\alpha = 5\%$, $t_{table} (5\%; nk = 44)$, the t_{table} value is 2.019. From this description it can be seen that $t_{count} (0.720) < t_{table} (2.019)$, and the significance value is $0.476 > 0.05$ then it can be concluded that the second hypothesis is rejected, meaningthe work risk variable has no effecton the job satisfaction variable. The results of this research are not in line with the results of previous research conducted by (Prakoso, 2023) in his research entitled "The relationship between preference for risk and job satisfaction at dealers in Jakarta".
- c) From table 12, the tcount value is 4.594 with $\alpha = 5\%$, $t_{table} (5\%; 44-3 = 41)$, the t_{table} value is 2.019. From the description it can be seen that $t_{count} (4.592) > t_{table} (2.019)$, and the significance value is $0.006 < 0.000$, it can be concluded that the third hypothesis is accepted, meaningThe Wage Level variable has an effecton the Job Satisfaction variable. The results of this research are in line with the results of previous research conducted by(Trisnia et al., 2022), in his research entitled "The Influence of Wages on the Level of Worker Job Satisfaction at PT. Sawit Mas Sejahtera (SMS)".

F Test (Simultaneous)

This test basically shows whether all the independent variables included in this model have a joint influence on the dependent variable. The results of the F test can be seen in table 4.16 below:

**Table 13
Simultaneous Test Results (F)
ANOVAa**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	166,090	3	55,363	33,739	,000b
Residual	65,638	40	1,641		



Total	231,727	43		
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a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Wage Level, Organizational Commitment, Job Risk

Source: Data processed from attachment 4 (2023)

The form of hypothesis testing based on statistics can be described as follows:

From table 13, the Fcount value is 33.739. With $\alpha = 5\%$, numerator dk: 3, denominator dk: 44-3-1 (5%; 3; 40), the Ftable value is 2.84. From this description it can be seen that Fcount (33.739) > F table (2.84), and the significance value is $0.000 < 0.05$, it can be concluded that the fourth hypothesis is accepted, meaning Organizational commitment, work risk, and wage levels influence the job satisfaction variable simultaneously (simultaneously).

Conclusion

The results of hypothesis testing using multiple linear regression analysis with three independent variables and one dependent variable show that:

1. Organizational commitment has no effect on PT Employee Job Satisfaction. Ninja Express Tebing Tinggi Branch.
2. Work risks have no effect on Job Satisfaction (Y) of PT Employees. Ninja Express Tebing Tinggi Branch.
3. Wage levels influence Job Satisfaction (Y) of PT employees. Ninja Express Tebing Tinggi Branch.
4. Organizational Commitment, Work risks and Wage levels simultaneously influence PT Employee Job Satisfaction. Ninja Express Tebing Tinggi Branch

Suggestions

Based on the results of this research, the author provides the following suggestions or input:

1. For the company PT. Ninja Express Tebing Tinggi Branch should implement an organizational commitment that is not only oriented towards profit but also oriented towards improving the quality of human resources both in terms of quality, such as conducting service delivery training and not forgetting to also pay attention to the level and welfare of employees so that employees are more loyal at work. . Apart from that, it is necessary to carry out a risk analysis related to the types of products delivered and received by compiling risk standards for each product based on SOPs so as to reduce damage to goods and companies need to pay attention to wage levels that are in accordance with the UMR of the area where they work.
2. For future researchers, they can carry out research again using different characteristics of respondents or the scope of other products used or renew the research period so as to produce information that supports

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