

Impact of Compensation Work Culture, And Commitment of The Organization To The Employer's Works In Agrodana Futures Surabaya

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ABSTRACT

Companies must have high-quality human resources along with scientific and technological advances. Human resources play an important role in today's various industries. To deal with the factors of employment in such a way takes a lot of effort. The main purpose of this article is to find out how the performance of employees at PT. Agrodana Futures Surabaya is influenced by salary, working environment, and organizational commitment. A quantitative approach is used in this kind of research. Primary (survey) data and secondary (related library study) data are the types of data and sources used in this research. The participants in this study are all employees of PT. Agrodana Futures Surabaya. Using probability sampling, samples were taken for this study, with a total of 75 respondents. This research uses questionnaire techniques, documentation, observation, and library expression to gather data. The validity test of the information in the expression emphasized the legitimacy test, the dependence test, and the speculation test. Based on the results of data analysis, the performance of employees at PT. Agrodana Futures Surabaya is influenced by the cost factor (thitung 7,638 > table 1,9939), the work culture (Thitung 2,839 > table 1,99939), and the commitment of the organization (5,213) > table 1.9939. To further develop employee performance, PT. Agrodana Futures Surabaya is advised to encourage its employees to think creatively and dare to take risks in order to increase employee confidence in accepting the values and goals of the company.

Keywords: Work Culture, Employee Performance, Organizational Commitment, Compensation

INTRODUCTION

Human resources are the source of life for every business because they are the driving force behind every successful enterprise. Human resources are one of the most important assets of a company. Given the strategic importance of human resources to any organization, these assets must be used as productively and successfully as possible. According to (AA Anwar Prabu Mangkunegara, 2009:1) the human resources of a company are the most valuable assets because they determine the fate of the company. To strike a balance between what employees need and what a company can provide, good human resource management is crucial. Maintaining this balance is essential for any business that wants to grow successfully.

An organization must be able to handle the employment variable in a balanced way for the entire company's employees because of the importance of human resources in any business. Employees fulfill dual roles as workers and customers of corporate goods. When evaluating the success of a company, human resources play an important role. The remuneration of staff is another factor that determines the performance of an organization. Employees will be more

dedicated and satisfied in their working lives if they are paid with fair wages.

It is consistent with the Opinion (Hasibuan, 2015) defining compensation as any form of monetary or non-monetary gain obtained by workers in return for services rendered to the employer.

The need for a competent workforce is increasing with the advancement of technological capabilities. Some industries are now heavily dependent on human resources. In order to improve the quality of its human resources, an organization must give significant and comprehensive attention to its staff, as human resources play a crucial role. The success or failure of an organization is directly correlated with the quality of its human resources and the extent to which the set goals are achieved.

It is in accordance with the statement (AA Anwar Prabu Mangkunegara, 2016) affirming that the performance of an official is the end result of the work measured by the quantity and quality of what he did during the fulfillment of the assigned obligations.

In addition to paying employees, the business world also needs to know what makes them committed to the company, or how much they're willing to work rather than accept job offers from competitors. The statement supported by this (S Robbins & Judge 2016) means you are willing to give your support to the organization's mission and strive to its goal if you want to remain a member.

Organizations are like a big family; in order to succeed, they have to take care of their employees and provide the support they need to grow professionally. It's important for any company or organization that wants to succeed. how organizational culture is shaped by mythology and history of its communication patterns. The integrity of an organization's culture is a goal for a variety of reasons, including the fact that culture helps bring and maintain employees who share values and views. An acknowledgement of this organizational culture emerged over time.

It is in line with the statement (A.A. Anwar Prabu Mangkunegara 2016) The assumption or system of ideas, values, and habits developed within an organization, known as a work culture, determines how workers should behave to overcome obstacles through internal integration and external adaptation.

In an increasingly competitive business environment, companies are looking for ways to improve employee performance. PT. Agrodana Futures is no exception; as a brokerage company specializing in international trade (with a focus on indices, currencies, and commodities), this company needs employees who can assure its clients of the safety and security of their money. An organization can provide the best possible service to its customers if it has a high-quality human resource. Workers should give everything, but it would be ideal if companies also offered

competitive salaries to motivate them to work well and meet production targets.

In business for more than 20 years, PT. Agrodana Futures has been carrying out its mission to provide the best to customers. In its endeavor to improve products and services, PT. Agrodana Futures also relies on customer input.

RESEARCH METHODS

This research uses quantitative research strategies. This research was carried out using the PT. Agrodana Futures Surabaya as its target and all its employees as its inhabitants. The information used in this study comes from written questions sent to 75 people who work at PT. Agrodana Futures Surabaya for direct answers.

The technique of gathering data on this study with observation methods, interviews, and documentation. Researchers often rely only on validity and reliability tests when evaluating the credibility of their data. With the help of SPSS for Windows version 27.0, authors process and analyze data.

RESULTS AND DISCUSSION

RESULT

Validity Test

The validity test is used to determine the reliability of data obtained from the replies of 75 respondents on Compensation (X1), Working Culture (X2), and Organizational Commitment (X3) towards Employee Performance. (Y).

Using the statistical package SPSS 21.0, validity tests are carried out on four questions related to the following variables: compensation (X1), work culture (X2), organizational commitment (X3), and employee performance (Y).

The following table shows the validity test results performed against the research variable:

Table 1. Validity test of compensation variables (X₁)

Correlations			
	TotalX1		
	Pearson Correlation	Sig. (2-tailed)	N
X1.1	,744	,000	75
X1.2	,725	,000	75
X1.3	,663	,000	75
X1.4	,615	,000	75
TotalX1	1		75

Based on the results of the validity test of the compensation variable (X₁) in the table above, it is seen that the entire indicator is valid because the Pearson correlation value (calculation) > r table (0,30).

Table 2. Validity test of work culture variables (X_2)

Correlations			
	TotalX2		
	Pearson Correlation	Sig. (2-tailed)	N
X2.1	,799	,000	75
X2.2	,712	,000	75
X2.3	,815	,000	75
X2.4	,533	,000	75
TotalX2	1		75

Based on the validity test results of the Work Culture variable (X_2) in the table above, it is seen that the entire indicator is valid because the Pearson correlation value (calculation) > r table (0,30).

Table 3. Validity test of organizational commitment variables (X_3)

Correlations			
	TotalX3		
	Pearson Correlation	Sig. (2-tailed)	N
X3.1	,696	,000	75
X3.2	,774	,000	75
X3.3	,778	,000	75
TotalX3	1		75

It can be concluded that the entire indicator is valid because, as seen in the table above, the Pearson correlation value (calculated) > r table (0.30) is the result of the validity verification of the variable Organization Commitment (X_3).

Table 4. Validity test of employee performance variables (Y)

Correlations			
	TotalY		
	Pearson Correlation	Sig. (2-tailed)	N
Y.1	,828	,000	75
Y.2	,818	,000	75
Y.3	,698	,000	75
Y.4	,693	,000	75
TotalY	1		75

Based on the validity test results of the Employee Performance (Y) variable in the table above, it can be concluded that the entire indicator is valid because of the Pearson correlation value (calculation) > r table (0,30).

Reliability Testing

To determine whether the variable of this study is reliable, a statistical procedure called the Cronbach Alpha variation coefficient reliability test is used. A reliable questionnaire can be

produced if the Cronbach Alpha value is equal to or greater than 0.60 when evaluating reliability using the Alpha coefficient technique.

The following table shows the reliability tests performed using the SPSS 21.0 computer program for the variables: compensation (X_1), working culture (X_2), organizational commitment (X_3), and employee performance (Y).

Table 5. Compensation Variable Reliability Test (X_1)

Reliability Statistics	
Cronbach's Alpha	N of Items
,616	4

Based on the reliability test findings in the table above, it can be concluded that the compensation variable (X_1) is reliable because the Cronbach alpha value is $0.616 \geq 0.60$.

Table 6. Work Culture Validity Test (X_2)

Reliability Statistics	
Cronbach's Alpha	N of Items
,676	4

It can be concluded that the Work Culture variable (X_2) is reliable based on the reliability test results in the above table, which show the Cronbach alpha value of $0.676 > 0.60$.

Table 7. Validity Test of Organizational Commitments (X_3)

Reliability Statistics	
Cronbach's Alpha	N of Items
,611	3

Based on the reliability test findings in the table above, the organizational commitment variable (X_3) can be said to be reliable because its Cronbach alpha value is $0.611 > 0.60$.

Table 8. Validity Test of Employee Performance (Y)

Reliability Statistics	
Cronbach's Alpha	N of Items
,758	4

The results of the reliability test of the variable Employee Performance (Y) in the table above show reliability, as the Cronbach alpha value is $0.758 \geq 0.60$.

Double Linear Regression Test

Employee performance (Y) is a bound variable, and the relationship between compensation (X_1), work culture (X_2), and organizational commitment (X_3) can be determined using double linear regression analysis.

Below is a table showing the results of various linear regression evaluations:

Table 9. Double regression coefficient

Coefficient ^a					
Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	1,704	,575	2,962	,004
	Kompensasi (X1)	,785	,103	7,638	,000
	Budaya Kerja (X2)	,239	,084	2,839	,006
	Komitmen Organisasi (X3)	,492	,094	5,213	,000

a. Dependent Variable: Kinerja Karyawan (Y)

Here is the expression of the double regression equation obtained from this study:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 1,704 + 0,785 X_1 + 0,239 X_2 + 0,492 X_3$$

Based on this dual linear regression model, it can be explained that:

a. A value of = 1,704

With a value of 1,704 we can see how much the impact of Compensation (X_1), Work Culture (X_2), and Organizational Commitment (X_3) on Employee Performance (Y), its bound variable.

b. The value of b_1 is = 0.785

Employee performance will experience an increase of 0.785 units for each one-unit compensation (X_1) increase, in accordance with the regression coefficient (b_1) of this variable.

Assuming no change in organizational commitment (X_3) and work culture (X_2)

c. The value of b_2 is = 0.239

Employee performance will experience an increase of 0.239 units for every one-unit increase in Working Culture (X_2), according to the regression coefficient (b_2) of this variable. Assume X_1 : Compensation and X_3 : Organization commitment unchanged.

d. The value of b_3 is = 0.492

An increase in organization commitment by one unit (X_3) is associated with an improvement in employee performance (b_3) by 0.492 units, based on a regression coefficient (b_3). Assuming no change in X_1 (compensation) and X_2 (Budaya Kerja).

Koefisien Korelasi (R) dan Koefisien Determinasi (R^2)

Correlation Coefficient (R) and Determination Coefficient (R^2)

One way to measure the degree of similarity between two variables is to use a correlation coefficient. Having a good relationship, a bad relationship, or no relationship at all are three ways to classify the degree of relationship.

To determine the magnitude of the relationship between the free variable and the bound variable, respectively, use the correlation coefficient (R) and the determination factor. (R^2).

Here are the calculations of R and R^2 coefficients, or correlation and determination, respectively:

Table 10. Double Correlation Coefficient (R) and Double Determination (R^2)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,781 ^a	,610	,593	,511

a. Predictors: (Constant), Komitmen Organisasi (X3), Budaya Kerja (X2), Kompensasi (X1)

From the table, it can be seen that there is a strong relationship between the independent variables (compensation, work culture, and organizational commitment) and the dependent variable (employee performance) thanks to a double correlation coefficient (R) of 0.781, higher than 0.5.

With the adjusted R-squared value of 0.593, it can be seen that the three independent variables of PT. Agrodana Futures Surabaya—Compensation (X_1), Work Culture (X_2), and Organizational Commitment (X_3)—explain and influence the dependent variable of Employee Performance (Y)—more than 59.3%. This shows that X_1 , X_2 , and X_3 have a major influence on Y, while other independent variables contribute 40.7%.

Hypothesis Test

Here are the steps to be taken to verify the hypothesis by putting the analytical findings through the F and T tests:

1. Simultaneous testing (Uji F)

One way to check all the regression coefficients at once is by using the F test. We run this test to see how much the impact of each model's independent variable on our dependent variable is simultaneously.

At PT. Agrodana Futures Surabaya, we use the F test to find out how X_1 , Compensation, X_2 , Working Culture, and X_3 , Organizational Commitments, all play a role in determining Y, Employee Performance.

Here are the test results obtained from the SPSS 21.0 program using the F test:

Table 11. Simultaneous testing (Uji F)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28,961	3	9,654	36,974	,000 ^a
	Residual	18,535	71	,261		
	Total	47,497	74			

a. Predictors: (Constant), Komitmen Organisasi (X₃), Budaya Kerja (X₂), Kompensasi (X₁)

b. Dependent Variable: Kinerja Karyawan (Y)

The steps of testing using simultaneous testing (Test F) are as follows:

- a. Formulate the hypothesis to be tested:

$$H_0 : b_1, b_2, b_3 = 0$$

There is no impact of compensation (X₁), work culture (X₂), and organizational commitment (X₃) simultaneously on employee performance (Y) at PT. Agrodana Futures Surabaya.

$$H_1 : b_1, b_2, b_3 \neq 0$$

There is an impact of compensation (X₁), work culture (X₂), and organizational commitment (X₃) simultaneously on employee performance (Y) at PT. Agrodana Futures Surabaya.

- b. The results of the calculation show that the $F_{\text{calculation}}$ is 36,974.
- c. Calculate the level of significant (α) of 5% and the degree of freedom (df) = (3; 71) so that F_{table} is known (2.73).
- d. The criteria for acceptance and rejection are:
- H_0 rejected when $F_{\text{calculated}} > F_{\text{table}}$
- H_0 received when $F_{\text{calculated}} \leq F_{\text{table}}$
- e. Because of $F_{\text{calculated}}$ (36,974) > F_{table} (2.73) then H_0 was rejected and H_1 accepted. Thus it can be concluded that compensation (X₁), work culture (X₂), and organizational commitment (X₃) simultaneously affect employee performance (Y) at PT. Agrodana Futures Surabaya.
- f. Area of acceptance and rejection of hypotheses

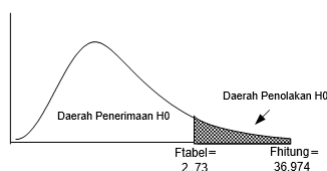


Figure 1. Area of simultaneous acceptance/rejection

2. Partial testing (Uji T)

One way to test half the regression coefficient is by using the T-test, sometimes called the partial test. Assuming the whole of the other independent factors remain constant, this test is used to determine how much the influence of the independent variable on the dependent variable is.

This study uses the T test to determine to what extent compensation (X₁), work culture (X₂), and organizational commitment (X₃) at PT. Agrodana Futures Surabaya have an impact on

employee performance. (Y).

This is how the SPSS 21.0 program produces the following T test results:

Table 12. Partial testing (Uji T)

Coefficients ^a			
Model	t	Sig.	Correlations Partial
1 (Constant)	2,962	,004	
Kompensasi (X1)	7,638	,000	,672
Budaya Kerja (X2)	2,839	,006	,319
Komitmen Organisasi (X3)	5,213	,000	,526

a. Dependent Variable: Kinerja Karyawan (Y)

The following steps will be discussed in testing using the T-Test:

a. Impact of Compensation (X₁) on Employee Performance (Y)

1. $H_0 : b_1 = 0$: there is no impact of compensation (X₁) on employee performance (Y) in PT. Agrodana Futures Surabaya.
 $H_1 : b_1 \neq 0$: There is an influence of compensation (X₁) upon employee performance (Y) in Pt. Agrodana Futures Surabaya.
2. The calculations showed a $t_{\text{calculated}}$ of 7,638
3. Using the magnitude of significance (α) = $0.05/2 = 0.025$ and the degree of freedom (df) = 71, the known t_{table} is 1.9939.
4. Acceptance and rejection criteria are:
 H_0 is accepted when $-t_{\text{table}} \leq t_{\text{calculated}} \leq t_{\text{table}}$
 H_0 rejected when $t_{\text{calculated}} > t_{\text{table}}$ or $t_{\text{calculated}} < -t_{\text{table}}$
5. H_0 rejected while H_1 received because of $t_{\text{calculated}}$ (7,638) > t_{table} (1,9939). Therefore, the performance of employees at PT. Agrodana Futures Surabaya (Y) is heavily affected by compensation. (X₁).
6. Area of acceptance and rejection of hypotheses

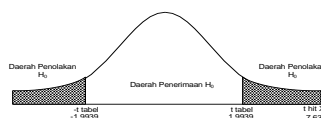


Figure 2. Area of Acceptance/Rejection of Partial Impact of Compensation (X₁) on Employee Performance (Y)

b. Impact of Work Culture (X₂) on Employee Performance (Y)

1. $H_0 : b_2 = 0$, no influence of Work Culture (X_2) on Employee Performance (Y) at PT. Agrodana Futures Surabaya.
 $H_i : b_2 \neq 0$, there is an influence of the working culture (X_2) on employee performance (Y) at PT. Agrodana Futures Surabaya.
2. The results of the calculation showed a $t_{\text{calculated}}$ of 2,839
3. Using the magnitude of significance (α) = $0.05/2 = 0.025$ and the degree of freedom (df) = 71, the known t_{table} is 1.9939.
4. Acceptance and rejection criteria are :
Ho is accepted when– $t_{\text{table}} \leq t_{\text{calculated}}$ or $t_{\text{calculated}} \leq t_{\text{table}}$
Ho is rejected when $t_{\text{calculated}} > t_{\text{table}}$ or $t_{\text{calculated}} < -t_{\text{table}}$
5. Ho rejected while H_i received due to $t_{\text{calculated}}$ (2,839) $> t_{\text{table}}$ (1,9939). Therefore, the work culture at PT. Agrodana Futures Surabaya (X_2) has a significant and positive impact on employee performance. (Y).
6. Area of acceptance and rejection of hypotheses



Figure 3. Area of acceptance/rejection of partial influence of work culture (X_2) on employee performance (Y)

c. Impact of Organizational Commitment (X_3) on Employee Performance (Y)

1. $H_0 : b_3 = 0$, no influence of organization commitment (X_3) on employee performance (Y) at PT. Agrodana Futures Surabaya
 $H_i : b_3 \neq 0$, there is an influence of organization commitment (X_3) on employee performance (Y) at PT. Agrodana Futures Surabaya.
2. The results of the calculation showed a $t_{\text{calculated}}$ of 5,213
3. Using the magnitude of significance (α) = $0.05/2 = 0.025$ and the degree of freedom (df) = 71, the known t_{table} is 1.9939.
4. Acceptance and rejection criteria are:
Ho is accepted when – $t_{\text{table}} \leq t_{\text{calculated}}$ or $t_{\text{calculated}} \leq t_{\text{table}}$
Ho rejected when $t_{\text{calculated}} > t_{\text{table}}$ or $t_{\text{calculated}} < -t_{\text{table}}$
5. Ho rejection and H_i acceptance caused by $t_{\text{calculated}}$ (5,213) $> t_{\text{table}}$ (1,9939). Therefore, the organizational commitment in PT. Agrodana Futures Surabaya (X_3) has a significant and positive impact on the performance of employees. (Y).
6. Area of acceptance and rejection of hypotheses

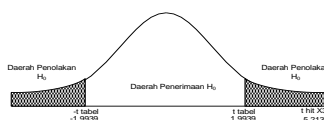


Figure 4. Area of Acceptance/Rejection of Partial Impact of Organizational Commitment (X_3) on Employee Performance (Y)

Discussion

Effects of Compensation (X_1), Working Culture (X_2), and Organizational Commitment (X_3) simultaneously on employee performance (Y)

The F test results for hypothetical testing showed that at PT. Agrodana Futures Surabaya, the independent variables X_1 , X_2 , and X_3 all influenced the dependent variable Y, which is employee performance. It is supported by the fact that $F_{\text{calung}} (36,974) > F_{\text{table}} (2,73)$. The first hypothesis stating that “compensation, work culture, and organizational commitment simultaneously affect the performance of employees at PT. Agrodana Futures Surabaya” is valid.

Employee performance (Y) at PT. Agrodana Futures Surabaya will increase along with improvements in compensation (X_1), working culture (X_2), and organizational commitment (X_3). On the other hand, a decrease in one of these three factors will lead to a decline in Y.

The bound variable, namely employee performance (Y), can be described simultaneously by three free variables: compensation (X_1), work culture (X_2), and organizational commitment (X_3). The findings are supported by an adjusted R square coefficient of 59.3% of the available data. Foreign independent variables account for 40.7% of the remaining variation.

Impact of Compensation (X_1) on Employee Performance (Y)

The t count value of 7,638 is greater than the t value of the table of 1,9939, showing that the remuneration (X_1) has a positive and significant impact on the performance of PT. Agrodana Futures Surabaya. Therefore, hypothesis 2 stating that “compensation has a partial impact on employee performance at PT. Agrodana Futures Surabaya” was accepted.

It can be concluded that compensation (which includes a salary of PT. Agrodana Futures Surabaya that corresponds to employee expectations, substantial incentives for PT. Agrodana Futures Surabaya that vary depending on working time, a bonus of PT. Agrodana Futures Surabaya for good performance, and an additional surcharge of PT. Agrodana Futures Surabaya calculated by working hours) can have a significant and positive impact on employee performance (Y) at PT.

An incentive, a monetary reward given to a worker when his performance exceeds expectations, is one of the types of remuneration, as proposed by Panggabean (2015). Those who work hard are likely to prefer if their wages are linked to the results of their work, if that's the case. To do this, one must be able to determine the appropriate criteria. Companies lose if their standards are too simple and lose spirit if they are too strict.

This is in line with what was revealed (Gryphon, 2017), that there are some concrete things a company can do to make its employees happier at work. People will be happier and take action that can improve that attitude if they work in a company that treats them well, gives them a fair

salary, and guarantees them a job in the future.

Research (Ginting, 2020) supports this, showing that the performance of KPP workers in Pratama Medan Petisah is positively and significantly influenced by the remuneration variables. The findings of this study were supported by Bolung et al. (2018), who found that wage rates had a significant impact on productivity in the North Sulawesi BPMD.

Impact of Working Culture (X₂) on Employee Performance (Y)

Based on the results of the T test for the hypothesis test, it was proved that the work culture at PT. Agrodana Futures Surabaya (X₂) had a positive and significant impact on the performance of employees (Y) less than expected. Thus, hypothesis 3 that the “culture of work has a partial influence on employee performance at PT. Agrodana Futures Surabaya” was accepted.

It can be concluded that if the work culture at Agrodana Futures Surabaya can have a major impact and benefit on the performance of employees at Agroda, then the truth is: Agroda encourages employees to think creatively and courageously, Agroda promotes excellence in process engineering, and Agroda appreciates teamwork above individual efforts. The output of employees at PT. Agrodana Futures Surabaya is directly compared to the quality of the company's working environment.

According to Sarplin, as quoted in Sunjaya (2020), an organization's culture is a set of rules of conduct that are formalized based on the values, beliefs, and habits of its members. We can conclude from the description of these experts that an organization's working culture is a fundamental pattern of shared values, expectations, habits, and beliefs that guide the execution of tasks to the goals of the organization. The better the quality, the better the organizational performance and the performance of the staff. It is proven that the work culture has a good influence on employee performance.

The findings from the study (Ginting et al., 2020) strengthened the idea, suggesting that the performance of KPP employees of Pratama Medan Petisah was enhanced by the characteristics of organizational culture. (Sunjaya et al. 2020) found that working culture had a positive impact on employee performance by 45.1%, which reinforced the findings of the study. In other words, performance improvement by 45.1% of initial performance was possible with a superior work culture.

Impact of Organizational Commitment (X₃) on Employee Performance (Y)

With a thit value of 5,213 > table value of 1,9939, then the T test results for hypothesis 4 show that “organization commitments have a partial influence on employee performance at PT. Agrodana Futures Surabaya” is acceptable, indicating that the organization commitment (X₃) has a partially positive impact on employee performance (Y) in PT Agrodana Futures Surabaya.

Based on this interpretation, the commitment of the organization can greatly affect the

performance of employees at PT. Agrodana Futures Surabaya. These commitments include: PT. Employees Agrodana Futures Surabaya have a strong belief and commitment to the values and goals of the company; Employee PT. Agradana Futuras Surabaya is prepared to work diligently for the company; and Employment of PT. Agrodana Futures Surabaya wants to see the company to the end. The output of the staff at PT. Agrodana Futures Surabaya is directly comparable to the level of organizational commitment within the company; on the contrary, a decrease in the organization's commitment is linked to a decreased output for the staff.

In line with the affirmation (Krech, 2015), there are three components of organizational commitment that affect employee performance: the benefits of improving productivity for employees, sharing success to strengthen commitment, and eliminating management and employee gaps. Increased productivity targets followed by fair wage increases can have an impact on the organization's commitment to performance. Both managerial and staff salaries are driven by a fairer distribution of profits. As stated (Miner, 2017), a high level of employee engagement is associated with a low level of absence and good productivity, and the peace offered to managers and workers can reduce both.

Evidence for this comes from research that shows that organizational commitment has a significant impact on employee performance. (Sunjaya et al., 2020). The significance level of less than 0.05 is met because the assured effect measurement is 0.020. The research carried out by Anwar and Prihatini (2020) reinforces these findings by showing that the performance of PT employees is positively and significantly influenced by organizational commitment. Adi Soemarmo Surakarta International Airport is the location of Space Pura I (PERSERO). Evidence like this suggests that there is a positive correlation between the level of an organization's commitment to its employees and their level of performance.

CONCLUSION

From the results and the interpretation, we can draw the following conclusions:

1. In testing simultaneously using the F test, it is known that compensation (X1), working culture (X2), and organizational commitment (X3) have a concurrent effect on employee performance (Y) at PT. Agrodana Futures Surabaya.
2. In partial testing using the t test, it is known that compensation (X1) has a partial effect on employee performance (Y) in PT. Agrodana Futures Surabaya.
3. In partial testing using the t test, it is known that work culture (X2) has a partial influence on employee performance (Y) in PT. Agrodana Futures Surabaya
4. In partial testing using the t test, it is known that organizational commitment (X3) has a partial influence on employee performance (Y) at PT. Agrodana Futures Surabaya.

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