



RESEARCH ARTICLE

The Influence of Incentives and Organizational Commitment on Job Satisfaction

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Funding information

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Abstract

This study aims to examine the impact of incentives and organizational commitment on job satisfaction at PT ABC in Pekalongan City. A quantitative approach was employed, with data collected through questionnaires. A sample of 90 employees was selected using purposive sampling. Data analysis was performed using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) method, supported by SmartPLS version 3.2.9 software. The findings reveal that incentives have a significant positive effect on job satisfaction at PT ABC in Pekalongan City. Similarly, organizational commitment also significantly influences job satisfaction. Furthermore, both incentives and organizational commitment together contribute to job satisfaction at PT ABC in Pekalongan City.

Keywords

Job Satisfaction; Incentives; Organizational Commitment; Employees.

1 | INTRODUCTION

An organization is a group of individuals engaged in activities to achieve specific goals. The objectives of an organization are tailored to meet its needs and the background upon which it was established. The term "organizational citizenship behavior" is used to describe actions that go beyond an individual's duties and responsibilities, or voluntary behavior that exceeds role expectations (Sitohang, 2022). When an organization successfully achieves its established goals, it can be said to have met the standards of its planning. Achieving these objectives requires strong performance from all parties involved. As individual job satisfaction increases, it is highly likely that organizational performance will also improve, as there is a close relationship between the two. Enhanced performance will, in turn, provide positive feedback for organizational efforts. Employee job satisfaction is influenced by various factors, including incentives and organizational commitment.

The provision of proper incentives can have significant benefits for both employees and the organization. For employees, receiving incentives helps them feel valued and recognize their important role within the company. For organizations, incentives serve as a motivational tool that drives employees to achieve high levels of performance (Hidayat *et al.*, 2022). Incentives positively affect job satisfaction as they provide both recognition and encouragement for employees who excel. This recognition fosters motivation and enthusiasm, driving employees to work more efficiently. By receiving incentives, whether in the form of financial rewards like bonuses or non-financial rewards, employees feel appreciated for their efforts, leading to higher job satisfaction. Incentives not only reward employees' results but also acknowledge their ongoing commitment to the organization. When employees are motivated and satisfied, they tend to put more effort into achieving the organization's objectives, benefiting both the employee and the company. A study by Ridwan & Febrianti (2022) found that incentives positively influence job satisfaction, reinforcing the idea that employee motivation and performance are closely connected to the rewards they receive. Recognizing employees' hard work through incentives helps create an engaged and productive workforce. In addition to financial rewards, non-financial incentives such as recognition, professional development, and a positive work environment play a crucial role in increasing employees' sense of value within the company. Therefore, a balanced approach to incentives is necessary to maintain motivation, satisfaction, and overall organizational success.

Organizational commitment refers to the loyalty and dedication an employee feels toward their organization. It is reflected in how well an employee embraces the organization's values, their willingness to put in effort toward achieving its goals, and their desire to remain a member. Employees who are committed tend to align their personal goals with the organization's objectives, fostering a deeper connection with their workplace. High organizational commitment often leads to increased job satisfaction, as employees who feel connected to their organization are generally more engaged and motivated in their work. Simmons (2005) suggests that organizational commitment positively affects job satisfaction. Employees who are more committed to their organization tend to be more satisfied with their roles, which leads to higher productivity and better overall performance. Commitment creates a sense of ownership, prompting employees to go beyond basic job requirements and contribute meaningfully to the organization's success. McNeese-Smith (1996) also found a significant positive relationship between organizational commitment and job satisfaction. Employees who feel a strong sense of loyalty and attachment to their company are more likely to express satisfaction with their job. Similarly, Suliman (2002) observed that organizational commitment is strongly linked to job satisfaction, showing that committed employees tend to have a more positive outlook on their work and their workplace environment. Encouraging organizational commitment is essential for improving job satisfaction. When employees feel valued and emotionally invested in their organization, they are more motivated to perform well. This creates a mutually beneficial situation where both the employee and the organization thrive. Companies that prioritize fostering commitment are more likely to see long-term success and employee retention.

The purpose of this study is to analyze how incentives and organizational commitment influence job satisfaction at PT ABC in Pekalongan City. The research examines the impact of both financial and non-financial incentives on employee motivation and satisfaction, as well as how organizational commitment affects employees' attachment and contentment within the company. A quantitative approach is used, with data collected through questionnaires distributed to employees at PT ABC. The survey captures information about employees' views on incentives, their level of commitment to the organization, and their overall job satisfaction. This method ensures consistent data collection, allowing for a thorough analysis of the relationships between these variables. The results of this study aim to provide insights that can help organizations improve employee satisfaction and performance. By understanding these factors, PT ABC can implement better strategies to motivate employees and create a positive work environment that leads to enhanced organizational success.

2 | BACKGROUND THEORY

Incentives and Job Satisfaction

Incentives are a form of reward linked to employee performance evaluations. The higher the employee's performance, the greater the incentive provided by the company. The implementation of an incentive system is aimed at improving employee performance and the output produced. According to experts, such as Hariandja (2005), "Incentives are direct payments linked to performance and Gain Sharing, and are defined as profit-sharing for employees resulting from increased productivity or cost savings." Based on this explanation, incentives can be concluded as monetary rewards given by management to employees to motivate them to work with high enthusiasm and to excel in achieving organizational goals or as recognition for their work achievements and contributions outside of their salary. Incentives positively impact job satisfaction because they act as a stimulus and recognition for high-performing employees, thus enhancing their work motivation and spirit to work more effectively. By receiving incentives, whether financial (such as bonuses) or non-financial, employees feel valued for their contributions and sacrifices, ultimately leading to increased job satisfaction. A person's attitude toward their work reflects both pleasant and unpleasant experiences, as well as expectations for the future. According to Luthan (2005), job satisfaction is the result of employees' perceptions of how well their job meets what they consider important. Previous research by Ridwan & Febrianti (2022) found that incentives positively influence job satisfaction. H1: Incentives positively affect job satisfaction.

Organizational Commitment and Job Satisfaction

Organizational commitment refers to the strength of an employee's attachment to the goals and values of the organization (McNeese-Smith, 1996). Robbins & Timothy (2011) found that organizational commitment influences job satisfaction. Desiana & Soetjipto (2006) stated that organizational commitment is viewed as a value orientation toward an organization, indicating that individuals genuinely consider and prioritize their work and organization. An individual will strive to do their best to help the organization achieve its goals. According to George & Jones (2012), job satisfaction is the feeling employees have regarding their current conditions at the workplace. Church (1995) further defines job satisfaction as the result of various attitudes an employee holds toward their work. McNeese-Smith (1996) explains that job satisfaction is the feeling employees have toward their jobs; it is an overall attitude based on evaluations of the aspects of the job. Previous research by McNeese-Smith (1996), Suliman (2002), and Rosyid & Darajat (2022) found that organizational commitment positively influences job satisfaction. H2: Organizational commitment positively affects job satisfaction.

3 | METHOD

This study is a quantitative research. The research begins with identifying a problem and developing a framework to address the issue. A preliminary answer to the research problem is formulated as a hypothesis. To test the validity of the hypothesis, data collection is required from specific objects (Sugiyono, 2017). The type of research used in this study is explanatory research, which explains the influence between specific variables through hypothesis testing. The study aims to test hypotheses and explain the relationship between independent variables (incentives and organizational commitment) and the dependent variable (employee job satisfaction). Primary data is obtained directly from the research object through a questionnaire distribution.

1) Population and Sample

Population refers to the group of objects or subjects with specific characteristics determined by researchers for the purpose of study and drawing conclusions (Sugiyono, 2017). The population in this study consists of 90 employees from PT ABC in Pekalongan City. According to Sugiyono (2017), a sample is a subset of the population that possesses certain characteristics. The sampling method used in this research is a census approach, where the entire population of 90 employees is surveyed.

2) Types and Sources of Data

The data required for this research is quantitative. The primary data for this study was collected directly from respondents through a questionnaire.

3) Data Collection Method

Primary data was collected using a questionnaire, a method where a series of written questions are provided to respondents to answer (Sugiyono, 2017). The questionnaire was distributed directly to employees of PT ABC in Pekalongan City. The measurement of variables in this study was done using the Likert scale, which is used to assess attitudes, opinions, and perceptions about social events at both individual and group levels.

4) Analysis with Structural Equation Modelling (SEM) Using SmartPLS

Structural Equation Modelling (SEM) is a method used to address the limitations of regression techniques.

Researchers classify SEM into two approaches: Covariance-Based SEM (CBSEM) and Variance-Based SEM, also known as Partial Least Squares (PLS). The analysis method used in this study is Partial Least Squares (PLS), and each hypothesis will be analyzed using SmartPLS 3.2.9 software to examine the relationships between variables.

4 | RESULTS AND DISCUSSION

4.1 Results

4.1.1 Description of Research Variables

Understanding the variables in this study is crucial to clarify the aspects being analyzed. In this research, a questionnaire was used to measure the influence of incentives and organizational commitment on employee job satisfaction at PT ABC in Pekalongan City. A 5-point Likert scale was employed to score the responses, allowing for a clear assessment of attitudes and perceptions related to each variable. Incentives, the first independent variable, were measured based on both financial rewards, such as bonuses, and non-financial rewards, like recognition. These rewards are meant to motivate employees and acknowledge their contributions to the company. The second independent variable, organizational commitment, was measured by the level of attachment and loyalty employees feel toward the organization, which directly influences their job satisfaction. Job satisfaction, the dependent variable, was assessed based on employees' perceptions of their working conditions, the recognition they receive, and their overall feelings toward their roles within the organization. The data collected from the questionnaires were then analyzed using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach. This analysis tested the hypotheses and explored the relationships between incentives, organizational commitment, and job satisfaction. The findings are expected to shed light on how incentives and organizational commitment impact employee satisfaction. Understanding these relationships will help identify effective strategies to enhance employee motivation, improve job satisfaction, and ultimately boost organizational performance.

4.1.2 Data Analysis Results

The data analysis using Partial Least Squares (PLS) involves two stages to assess the model fit of the research model. The first stage is evaluating the outer model or measurement model, which involves three criteria: convergent validity, discriminant validity, and composite reliability. Convergent validity is assessed based on the correlation between item scores or component scores estimated by the PLS software. An individual reflective indicator is considered high if it correlates more than 0.70 with the construct being measured, which is generally considered adequate. In this study, a loading factor threshold of 0.70 will be applied. This means that any item with a loading factor greater than or equal to 0.70 is considered to meet the minimum standard for convergent validity, indicating a strong relationship between the indicator and the underlying construct. Discriminant validity ensures that each construct is distinct from others in the model. This is checked by comparing the square root of the Average Variance Extracted (AVE) for each construct with the correlations between constructs. If the square root of the AVE for each construct is greater than its correlation with other constructs, this confirms adequate discriminant validity. Composite reliability measures the internal consistency of the indicators for each construct. A value above 0.70 typically indicates good reliability, suggesting that the indicators consistently measure the construct they are intended to represent. Together, these criteria ensure the outer model or measurement model is valid and reliable, allowing for accurate conclusions in the analysis.

Table 1. Outer Loadings (Measurement Model)

Variable	Indicator	Loading Factor
Incentives	X1.1	0.831
Incentives	X1.2	0.820
Incentives	X1.3	0.860
Incentives	X1.4	0.891
Organizational Commitment	X2.1	0.854
Organizational Commitment	X2.2	0.810
Organizational Commitment	X2.3	0.816
Organizational Commitment	X2.4	0.796
Job Satisfaction	Y1	0.790
Job Satisfaction	Y2	0.876
Job Satisfaction	Y3	0.854
Job Satisfaction	Y4	0.847

Source: Data processing with SmartPLS, 2025

The results from the analysis using SmartPLS are presented in Table 1. The outer model values, or the correlations between constructs and variables, meet the requirements for convergent validity since all loading factors are above 0.70. This indicates that the constructs for all variables are valid and can be used for hypothesis testing. Discriminant validity is considered adequate when the loading value of each indicator for a latent variable is higher than its loading value with other latent variables. The results show that the loading values for each latent variable are greater than 0.7. This confirms that the latent variables have good discriminant validity, meaning they are distinct and properly measure the intended construct without overlap with others. Reliability and Average Variance Extracted (AVE) values provide additional information about the model's validity. A construct is reliable if its composite reliability value is above 0.70, and its AVE exceeds 0.50. These thresholds ensure that the construct is consistently measured and explains a sufficient amount of variance in its indicators. The table below will display the composite reliability and AVE values for all variables, confirming the reliability and validity of the measurement model. These tests convergent validity, discriminant validity, and reliability are crucial for ensuring that the measurement model is robust and can provide accurate results for hypothesis testing. They help confirm that the variables used in the study are correctly measured and that the relationships between them can be reliably tested.

Table 2. Composite Reliability and Average Variance Extracted

Variable	Cronbach Alpha	Composite Reliability	Average Variance Extracted
Incentives	0.958	0.963	0.725
Organizational Commitment	0.878	0.911	0.671
Job Satisfaction	0.908	0.926	0.609

Source: Data processing with SmartPLS, 2025

Based on the table, it can be concluded that all constructs meet the reliability criteria. This is evident from the Cronbach alpha values greater than 0.7, composite reliability values exceeding 0.70, and Average Variance Extracted (AVE) values above 0.50, all of which align with the recommended standards. The structural model, or inner model, is evaluated by examining the percentage of variance explained, which is determined by the R^2 value. The R^2 value indicates how well the independent variables account for the variation in the dependent variables. A higher R^2 value means the model explains a greater proportion of the variance in the data. When testing the structural model, the focus shifts to the relationships between variables and the overall fit of the model. The R^2 value helps assess the strength of the connections between the constructs. In this study, the R^2 value will be used to evaluate the explanatory power of the model. The results from this calculation will help determine how effectively the independent variables such as incentives and organizational commitment explain job satisfaction. A higher R^2 value suggests that the model provides a better fit, with incentives and organizational commitment having a stronger impact on job satisfaction. These results are key to understanding the strength of the relationships and how well the model represents the data.

Table 3. R-Square Values

No.	Variable	R-Square
1	Job Satisfaction	0.573

Source: Data processing with SmartPLS, 2025

This study focuses on how incentives and organizational commitment influence job satisfaction. Based on the results in Table 3, the R-square value for job satisfaction is 0.573. This means that 57.3% of the variation in job satisfaction can be explained by the combined effects of incentives and organizational commitment. The R-square value helps assess how well the independent variables predict the dependent variable. A value of 0.573 indicates that while incentives and organizational commitment have a moderate influence on job satisfaction, there are other factors outside of these variables that also contribute to employees' overall satisfaction. This suggests that organizations should consider a variety of factors when aiming to improve job satisfaction, not just financial incentives or commitment levels. It's clear that while these two variables are important, other aspects such as work environment, leadership, and personal growth opportunities may also play a role in shaping employees' experiences.

4.1.3 Hypothesis Testing

Hypothesis testing in this study is based on the values found in the output results for the inner weights. These values are essential for evaluating the structural model and understanding the relationships between the variables. The estimation results for testing the structural model are displayed in the following table. By examining the inner weights, we can determine the strength and direction of the relationships between the independent variables (incentives and organizational commitment) and the dependent variable (job satisfaction). These output results are crucial for testing the proposed hypotheses and validating whether the model's predictions align with the collected data. This step ensures that the model is reliable and provides insights into how incentives and organizational commitment affect job satisfaction. The

analysis helps clarify how these factors influence employee satisfaction within the organization.

Table 4. Result For Inner Weights

Path	Original Sample (O)	T Statistics ($ O/STDEV $)	P Values
Incentives -> Job Satisfaction	0.377	3.029	0.003
Organizational Commitment -> Job Satisfaction	0.441	3.284	0.001

Source: Data processing with SmartPLS, 2025

The results from the PLS analysis in this study are as follows.

- 1) Hypothesis 1: Incentives have a significant impact on Job Satisfaction
The relationship between incentives and job satisfaction shows a path coefficient of 0.377, with a t-statistic of 3.029. This value exceeds the t-table value of 1.6624 ($df = n - k = 90 - 2 = 88$), which means Hypothesis 1 is accepted. The results indicate that incentives have a positive and significant impact on job satisfaction at PT ABC in Pekalongan City. This suggests that incentives are an important factor in driving employee satisfaction. Employees who receive incentives are more motivated and likely to experience higher levels of job satisfaction, which ultimately benefits the organization.
- 2) Hypothesis 2: Organizational Commitment has a significant impact on Job Satisfaction
The relationship between organizational commitment and job satisfaction shows a path coefficient of 0.441, with a t-statistic of 3.284. This value is greater than the t-table value of 1.6624 ($df = n - k = 90 - 2 = 88$), indicating that Hypothesis 2 is accepted. These findings reveal that organizational commitment plays a significant role in enhancing job satisfaction at PT ABC in Pekalongan City. Employees who are committed to the organization are more likely to feel satisfied with their work, which leads to higher engagement and better overall performance.

4.2 Discussion

The first hypothesis tested in this study reveals a significant relationship between incentives and job satisfaction among employees at PT ABC in Pekalongan City. Incentives serve as a motivator, encouraging employees to perform better and stay committed to their roles. They are a key tool for rewarding employees' efforts and ensuring they remain engaged in achieving company goals. Offering fair and timely incentives ensures that employees feel valued, which can positively impact their job satisfaction. When workers see that their hard work is being acknowledged, they feel more motivated to contribute, leading to higher job satisfaction. Research by Ridwan & Febrianti (2022) supports these findings, showing a positive relationship between incentives and job satisfaction. Their study emphasized that structured incentive programs help improve employee morale and satisfaction, which in turn boosts organizational performance. Incentives are not just compensation; they play a vital role in maintaining high levels of engagement and motivation. Given this, the first hypothesis (H1), which proposes that incentives positively influence job satisfaction, is accepted. This result clearly shows that when employees are motivated by appropriate incentives, their satisfaction with their work increases, leading to greater productivity and overall success for the company.

The second hypothesis demonstrates that organizational commitment has a significant effect on job satisfaction among employees at PT ABC. Organizational commitment refers to the psychological attachment and loyalty employees feel toward the company. It reflects the extent to which an employee identifies with the organization's values and goals. Employees who are committed to their organization align their personal objectives with those of the company, which encourages them to work harder and contribute more to its success. Commitment to the organization is critical because it fosters a sense of belonging, which in turn enhances job satisfaction. Employees who feel connected to their organization are more likely to invest their time and energy into their work, resulting in a positive work experience. This attachment reduces turnover, enhances retention, and improves overall performance, all of which contribute to higher job satisfaction. The findings of this study align with the research by McNeese-Smith (1996), Suliman (2002), and Rosyid & Darajat (2022), who all found a positive link between organizational commitment and job satisfaction. Their research shows that employees who are committed to their organization tend to be more satisfied with their jobs. This satisfaction leads to better job performance, loyalty, and a greater sense of purpose at work. Thus, the second hypothesis (H2), which suggests that organizational commitment influences job satisfaction, is also supported. The results confirm that when employees feel deeply connected to their organization, their satisfaction with their job increases. This highlights the importance of fostering organizational commitment as a strategy for improving employee morale, satisfaction, and performance. In summary, both incentives and organizational commitment play crucial roles in influencing job satisfaction. By offering fair and motivating incentives and promoting a strong sense of organizational commitment, PT ABC can improve employee satisfaction, enhance performance, and achieve long-term organizational success. The study reinforces that these two factors are vital for creating a motivated, engaged, and productive workforce.

5 | CONCLUSIONS AND FUTURE WORK

From the data gathered in this study, it can be concluded that incentives have a positive and significant impact on job satisfaction among employees at PT ABC in Pekalongan City. Organizational commitment also plays a positive and significant role in increasing job satisfaction at PT ABC. Moreover, both incentives and organizational commitment together have a positive and significant effect on job satisfaction at PT ABC in Pekalongan City. These results show how important both incentives and organizational commitment are in driving employee satisfaction. Incentives act as a motivator, pushing employees to work harder, while organizational commitment creates a strong bond between employees and the company, leading to greater satisfaction. When these two factors align, they help foster a more engaged and motivated workforce. In summary, offering appropriate incentives and cultivating a strong sense of organizational commitment are key strategies for improving job satisfaction. Both factors significantly contribute to creating a more productive and satisfied team, which ultimately benefits the overall success of the organization.

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How to cite this article: Kuspriyono, T. K., Sitohang, M., Setiawan, R., Munizu, M., & Wa Ode Nur. (2025). The Influence of Incentives and Organizational Commitment on Job Satisfaction. *Indonesian Journal Economic Review (IJER)*, 5(2), 303-310. <https://doi.org/10.59431/ijer.v5i2.624>.