

# THE EFFECT OF COMPENSATION AND WORKLOAD ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT ( Study at the Department Fire Extinguisher Surabaya City Fire and Rescue )

Pengaruh Kompensasi Dan Beban Kerja Terhadap Kinerja Pegawai Melalui Komitmen Organisasi  
 (Studi pada Dinas Pemadam Kebakaran dan Penyelamatan Kota Surabaya )

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**Abstract**

This study investigates the influence of compensation and workload on employee performance, mediated by organizational commitment, in the Fire Extinguisher and Rescue Department of Surabaya City. Employee performance is a critical factor in achieving organizational objectives, significantly influenced by compensation, workload, and organizational commitment. Compensation reflects an organization's appreciation for its employees, while workload represents the tasks and responsibilities undertaken. Organizational commitment serves as an intervening variable connecting compensation and workload to employee performance. A quantitative research method was employed, utilizing a survey distributed to 77 respondents selected through simple random sampling from 647 total employees. Data were analyzed using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach. The findings reveal that compensation positively and significantly impacts organizational commitment and employee performance. Workload, while significantly affecting employee performance, does not directly influence organizational commitment. Organizational commitment positively mediates the relationship between compensation and employee performance. However, it does not significantly mediate the relationship between workload and employee performance. These results highlight the role of fair compensation and employee engagement in enhancing performance, despite increasing workloads. This study underscores the importance of comprehensive human resource strategies focusing on balanced compensation systems and supportive organizational practices to maintain employee commitment and productivity. Future research is encouraged to explore other mediating variables and expand the scope to include broader organizational contexts. produce through Commitment Organization as variable intermediary or moderation . Workload borne by the troops Service Fire Extinguisher Fire and Rescue Surabaya city is influential significant to Performance The employees they produce through Commitment Organization as variable intermediary or moderation.

**INTRODUCTION**

Results achieved A organization will very depends to performance of its employees . Performance employee is results work by employee For produce goods or service . Good the bad

performance employee Can influenced Lots factors , such as salaries and wages in general , expenses Work as well as commitment organization in Work .Dewi (2023) dalam bukunya yang berjudul Kinerja Pegawai explain that performance employee is factor key in reach success and achievement objective organization . Improve performance employee is effort sustainable which requires understanding deep about factors that influence motivation , competence and development source Power man .

Performance employee influence how much Lots employee give contribution to organizations which include , among others output quantity , output quality , output term output time , presence on site work , and attitude cooperative . Often happen performance employee decrease because of existence discomfort in work , salary or minimum wage , motivation and dissatisfaction in work . Frimayasa dan Lawu (2020) mention that performance is results Work in a way quality and quantity achieved by a person employee in carry out his job in accordance with not quite enough the answer given to him .

Performance is performance real shown a employee after the person concerned operate duties and roles in company . Every employee have great expectations For performing tall in company in order to be able to get proper compensation too , so that push his motivation in work and be satisfied his desire For work . Performance high official will help organization reach objective strategic .

Factors that influence performance according to Sri (2024) performance employee influenced by several factor that is competence , training employee , environment work , culture work , leadership , motivation , discipline , and satisfaction work . While factors that influence performance that is motivation , satisfaction work , stress levels , conditions work , system compensation , and design work . (Handoko, 2023).

In study this , three things that become attention researcher is factor compensation , burden work , and commitment organization influential to performance employee . Third factor the rated is things that can increase and decrease performance employee Where matter the Certain will impact to performance organization .

According to Hasibuan (2019) compensation is something that is accepted employee as replacement contribution service them to the Company. Giving compensation is one of implementation related HR functions with all type giving individual awards as exchange in do task organizational . Compensation or reply service generally aiming For interest companies and employees .

(Munajah, 2019) state that in a way general objective management compensation is For help company reach objective success strategic company and guarantee the occurrence internal and external justice . Compensation must customized with condition work assigned to employee like not quite enough responsibility and risk , must also be endeavored comparable with conditions outside company specifically company that runs business similar . Compensation provided by the company For satisfying hope employee should can fulfil various need employee in a way reasonable . Research results (Kresmawan et al., 2021) mention that compensation has a positive and significant effect on employee performance at PT. Inti Dufree Promosindo.

Compensation received by troops fire extinguisher fire and rescue in 2023 , occurred decline the nominal value relatively range between Rp . 600,000,- until Rp . 1,300,000,- his acceptance every month ( depending on class position ) , if compared to with reception compensation wages troops 2020 – 2022, at the time beginning enforced implementation Innovation 7 Layer Bread .

Table 1 List of receipts compensation troops fire extinguisher

No	Tugas Pokok	2022		2024		selisih
		Jabatan	gaji	Jabatan	gaji	
1	Komandan Regu	tenaga ops/ admin 1	5,788,800	level 4b	4,455,800	1,333,000
2	Tim Rescue	tenaga ops/ admin 2	5,476,300	level 4	4,135,000	1,341,300
3	Juru Mudi	tenaga ops/ admin 3	5,096,000	level 4	4,135,000	961,000
4	Angota Pemadam lama	tenaga ops/ admin 4	4,717,500	level 4	4,135,000	582,500
5	Angota Pemadam baru	tenaga ops/ admin 5	4,375,479			
6	Command Center	tenaga ops/ admin 3	5,096,000	level 5	4,375,479	720,521
7	Posko Terpadu	tenaga ops/ admin 4	4,717,500	level 4	4,135,000	582,500
8	Linmas-OB	tenaga ops/ admin 5	4,375,479	level 3	3,759,000	616,479
9	Staff	tenaga ops/ admin 4	4,717,500	level 5	4,375,479	342,021

Source : Processed data Service Fire Extinguisher Fire And Rescue (2024)

Decrease salary / compensation happen consequence adjustment existing regulations namely Constitution number 5 of 2014 concerning Apparatus State Civil Service (ASN) , which eliminates power Outsourcing in the environment Government . Next only There are 2 categories ASN employees , namely PNS and PPPK. Then power outsourcing previously paid in accordance Regulation Minister of Labor with City Regional Minimum Wage because considered as group workers (whose services still required ) must replaced with Minister of Finance Regulation Republic of Indonesia Number 49 of 2023 Concerning Standard Cost Input Year The 2024 budget , which assesses officer fire extinguisher fire including in Shopping Goods / Services that are direct contract individual with Service Fire Extinguisher Fire and Rescue . The nominal amount of salary has set up in accordance with group his position ( namely class position group security ) . The nominal value of course No reach the amount of UMR, but get addition in the form of 13th salary .

Besides compensation given , burden work can also influence performance employee . Workload can seen from burden Work physique or mentally, if burden work covered a employee too heavy or ability weak physique Of course will result in a obstacle in work . Referring to (A.R. Vanchapo, 2020), " burden Work can defined as series task or activities that must be done completed by a individual in period time certain " .

Ability individual For manage and complete tasks the in a way effective will determine whether tasks the truly become burden Work or no . In other words, the burden Work No only related with quantity tasks , but also with ability individual in adapt and overcome demands work . Research that done Yulianti et al. (2022) explain that burden Work influential significant to A performance employees . Different research results done by Ramadan & Handayani (2024) explaining that burden Work No influential significant to A performance employee .

The workload currently assigned to the employees of the Department Fire Extinguisher Fire and Rescue in Surabaya City can be said to be increasing. According to Regulation of the Minister of Home Affairs Number 114 of 2018 concerning Basic Service Technical Standards in the Minimum Service Standards Sub-Division

The District/City Fire Department stated that the response time is 15 minutes. This is related with the fire growth phase , where the average fire incident shows that on 3 - 4 minutes early, the fire began to grow and spread to the surrounding material, which has the potential for greater losses. Based on the rules above, as well as the experience of extinguishing in the field, the Fire Service Fire Extinguisher Surabaya City Fire and Rescue needs to speed up the response time to 7 minutes to minimize greater losses/damage, save fire victims who can overwrite Who only and when just specifically residents of Surabaya City.

The workload is borne by all troops Service Fire Extinguisher Surabaya City Fire and Rescue based on amount incident The fires in the Surabaya City area are shown in Table 2 below :

Table 2 Total Handling Case Fire

o	Type Case Fire		Amount Case				
			020	021	022	023	024
	uilding	ousing area	0	9	00	2	07

		industry	4	8	2	7	5
		eneral and Trade	4	0	4	1	2
	ehicle	ehicle Wheels < 4			8	9	3
		ehicle 4 Wheels	6	6	9	1	7
		ehicle Wheels > 4					
	on-Building	eedds	56	22	22	39	27
		ubbish	9	14	2	39	42
		tc	77	45	03	48	76
Total			94	44	14	217	053

Source : Service Fire Extinguisher Surabaya City Fire and Rescue (2024)

About details , case fires handled Service Fire Extinguisher Surabaya City Fire and Rescue is categorized to in 3 categories that is fire building , fire vehicles , and non- building fires . Based on the Incident Cover data Fire 2020-2024 , cases fire dominated by cases non- structural fire by 72.23%. Non- building fires consists of from fire reeds , garbage , and so on . Case fire in Surabaya City experienced decline from 2020 to 2022. In 2020 the number of case fire reached 694 cases and decreased by 64.4 % in 2021 with total 644 cases . In 2022 cases fire in Surabaya City again decrease by 68.5% of in 2021, namely amounting to 614 cases . Starting 2023 and 2024, the numbers the fire rose due to drought extreme amounting to 1217 cases and 1053 cases .

About commitment in organization , indeed required as one of the indicator performance employee . According to results study (Jamal et al., 2021) say commitment Work in a organization that is as loyalty employee or A the degree to which a person employee identify self to organization and want For continue participate in a way active in organization Supported by the results study (Suhardi et al., 2021)which states that loyalty and commitment organization in a way simultaneous influential to performance employee .

opinion by (Hidayat & Agustina, 2020) commitment employee pushed with condition environment fair work For employees , increasingly tall employee appreciated , the more high commitment too employee at the company said . Commitment organization as variable intervening or connector in the relation compensation and burden Work to performance employees , of course participate enlarge or reduce influence between interrelated variables influence .

The phenomenon that happened at the Department Fire Extinguisher Surabaya City Fire and Rescue is importance maintain achievement performance The service that has well , even need improved Again with optimize source Power human at the time condition the occurrence burden Work increase with increasing duration of working hours , lack of personnel who should be supported a number of employees , increasing other duties as consequences addition nomenclature rescue ,

but at the same time amount compensation received employee experience decline and commitment organization from the employees still awake his loyalty and discipline in the Service Fire Extinguisher Fire and Rescue .

## LITERATURE REVIEW

### Review Theoretical and Empirical Compensation

Hidayat & Agustina (2020) explain package compensation consists of on salary and allowances which are expenditure big influence in a way critical position competitive company . Compensation level determine style life , status, price self and attitude employee to organization . Compensation can have scan big on recruitment , motivation , productivity and level round employee.

Dwinati et al. (2019)define compensation as overall reply services received by employees as consequence from implementation jobs in the organization in form Money or others , which can in the form of salary , wages , bonuses, incentives and allowances other like allowance health , benefits day raya , money eat , money leave and others.

Farla et al. (2019)to explain that compensation financial consists of from salaries , wages , and incentives . Wages is reply service in form money received employee as consequence from his position as a employees who provide donation energy and mind in reach objective company . Wages is reply fair and reasonable service given to the workers on his services in reach objective organization . Wages is reward financial directly given to employee based on working hours , number of goods produced or the amount services provided .

Winaryo et al.,(2021)to explain that compensation financial direct is payment received somebody in form wages , salaries , commissions , and bonuses. Compensation financial No direct ( allowance ) includes all over reward financial that is not including in compensation financial direct . Compensation type This covering diverse reward which is usually accepted in a way No directly by employees .

Aspect non -financial compensation covers factors psychological and physical in environment Work company . Simamora (2021) to argue that non -financial compensation consists of on satisfaction obtained somebody from work That alone , or from environment psychological and/ or physical where the person is work . Type compensation non -financial covering satisfaction gained from implementation significant tasks related with work .

Research result Monica et al., (2019)proves that compensation has a negative effect on employee performance. The problem compensation to performance employees in the company Warunk Bendito Manado. Research results Sumiatik et al., 2021) show that in a way partial compensation , motivation , environment work , leadership influential significant to Commitment Organization . Also shown is the influence signify from compensation influential to performance employee in Literacy ReviewHerry (2022).

### Workload

According to Abdul & Moch (2021) burden Work is a bunch or a number of activities that must be done completed by an organizational unit or holder position in term time certain . According to Sholikhah et al., (2022) burden Work is a process or too much activity many and can cause tension in self somebody .

According to Rolos & Sambul (2018)burden Work is magnitude work to be done carried by a position or organizational unit and is product of volume work and norms time . If ability worker more tall than demands work , later will boredom appears and vice versa , if ability worker more low than demands work , then will appear excessive fatigue .

Research result Nabawi (2019)prove that In general partial Environment Work , Satisfaction Work and Workload No influential significant to performance employee Service Work Public and Public Housing of Aceh Tamiang Regency . Research results Nurhasanah et al., (2022) with the title The Influence of Work Ethics, Organizational Culture and Workload on Employee Performance with Job Satisfaction as an Intervening Variable, the results of the study show that organizational culture

directly has a positive and significant effect on performance, workload has a positive and significant effect on performance, job satisfaction has a positive and significant effect on performance.

The research Kurniawan & Al Rizki (2022) entitled The Influence of Work Stress, Workload and Work Motivation on Employee Performance at PT Perkebunan Mitra Ogan, shows the results of stress work and motivation Work influential positive significant to performance employees . Workload influential negative significant to performance employees . Workload found influential negative significant to performance employees . Research results Utami et al., (2019) show that Workload influential positive and significant to commitment organization , where study This aiming For analyze influence burden Work to commitment organization with stress Work as intervening variable , research This conducted at PT. Indolakto Purwosari.

### Commitment Organization

According to Yusuf & Syarif ( 2022) said that commitment Work in a organization that is as loyalty employee or A the degree to which a person employee identify self to organization and want For continue participate in a way active in organization the . Other opinions by Frimayasa & Lawu (2020) commitment employee pushed with condition environment fair work For employees , increasingly tall employee appreciated , the more high commitment too employees in the company the .

Research result Pane & Fatmawati (2017) show commitment affective , commitment normative and commitment continuous , in a way simultaneous ( together ) influential in a way significant to Performance Employees . Research Results Suhardi et al., (2021) show that influence commitment to performance employee own influence positive and influential significant . So that can conclude that with existence high commitment to organization will make performance employee more Good towards the Company. While in study Suhardi et al., (2021) entitled Analysis Influence Loyalty and Commitment Organization to Performance Employee .

### Performance Employee

According to Mangkunegara ( 2019), i term performance originate from the word *job performance* or *actual performance* ( achievement) Work or performance actually achieved by someone ) . According to him performance ( achievement) work ) is results Work in a way quality and quantity achieved by a person employee in carry out his job in accordance with not quite enough the answer given to him .

Silas et al., (2019) that performance employees basically is results Work somebody employee during period certain compared to with various possibilities , for example : standards , targets, goals or other specified criteria moreover first and agreed together so that evaluation performance between company between the one with others different .

## CONCEPTUAL FRAMEWORK

### Conceptual Model

Based on background back , formulation problem , goal research , description theoretical , and results study previous in researching influence Compensation and Workload to Performance Employee through Commitment Organization ( Study on the Department Blackout Surabaya City Fire and Rescue ), then framework conceptual or framework think can served in Figure 1 following .

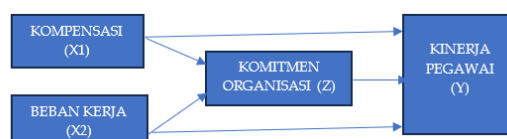


Figure 1. Conceptual Model

Based on the hypothesis model research that has been made , then formulated hypothesis his research as following :

1. Compensation influential significant to Commitment Organization
2. Workload influential significant to Commitment Organization
3. Compensation influential significant to Performance Employee .
4. Workload influential significant to Performance Employee .
5. Commitment Organization influential significant to Performance Employee
6. Commitment Organization mediate influence between Compensation to performance employee.
7. Commitment Organization mediate influence between Workload to performance employee .

## RESEARCH METHODS

Type study This is associative that is For test connection between hypothesized variables, with approach quantitative . In this type study This there is the hypothesis that will tested the truth . Technical data analysis using the Structure Equation Model (SEM), for test influence in a way partial and simultaneous , with PLS assisted to processing the data .

Population in study This is all over Non-ASN employees at the Department Fire Extinguisher Fire and Rescue . Based on the criteria that have been determined , as many as 647 employees in accordance with required criteria in study this . In study This withdrawal sample done with use method *simple random sampling* in which each member have chance The same For chosen become part from sample , without pay attention to existing strata in population . Number population in study This is as many as 647 employees are divided into 8 ( eight ) tasks main function in the Department Fire Extinguisher Fire and Rescue with limit tolerance (e) used is 10 % (0.1) formula used as following :

$$n = \frac{N}{1 + N(d^2)}$$

n : number of samples

N : total number of population members

e : significance level (0.05 or 0.01)

Based on formula said , with level the relaxation is 10% or 0.1 or at the level 90% confidence and the number population there are 647 existing employees in 8 tasks main function in the Department Fire Extinguisher Fire and Rescue , then obtained amount sample as following :

$$n = \frac{647}{1 + (647 \times (0,1)^2)}$$

$$n = \frac{647}{1 + 6,47}$$

$$n = \frac{647}{7,47}$$

$$n = 77$$

Use formula on sampling in study This will obtained details of the sampling data in Table 3 as following :

**Table 3. Total Population and Sample**

No	Task Main Point Function	Amount Population	Number of Samples
1	Commander Team	90	11
2	Rescue Team	54	6
3	Helmsman	127	15
4	Linmas - OB	14	2

5	Command Center		11	1
6	Post Integrated		18	2
7	Members	Fire	296	35
	Extinguisher			
8	Staff		37	4
<b>Total</b>			<b>647</b>	<b>77</b>

Source : processed data researcher (2024)

Location study This implemented in the Office Fire Extinguisher Surabaya City Fire and Rescue .

Validity value For all items as many as 32 statement items on the questionnaire considered valid and for mark reliability achieved on each variable everything more big from 0.6 to reliability test results in study This reliable as well as reliable as tool measure . Method own data collection use distribution questionnaire and interview .

## RESULTS AND DISCUSSION

### Testing Hypothesis H<sub>1</sub>

Test results Hypothesis H<sub>1</sub> state that there is significant influence from compensation to commitment organization , with coefficient path in relationship This of 0.812 with p.Value = 0.000, so can concluded that the research data support hypothesis H<sub>1</sub> , giving good compensation will impact significant to commitment organization . Compensation received by the troops Service Fire Extinguisher Surabaya City Fire and Rescue is assessed Enough good , because matter This impact to commitment organization adopted by the troops itself . Compensation on the indicator benefits that include allowances given in accordance with the position held , gives rise to commitment strong organization within self troops . Giving allowance day raya the No look at position certain , so that impact on a strong sense of *belonging* by the troops to his organization .

Benefits of The facilities felt by the troops also affect commitment organization in a way strong . Some routine facilities used by the troops includes BPJS Health and Employment , screening Health routine in a way periodic , and also Kinetic -X. Tools Protector Self is items that every moment used by the troops when on duty , and tools the always ready and hygienic For used . Office of the Service Fire Extinguisher Surabaya City Fire and Rescue also has a uniform layout For placement tools and vehicles so that make it easier troops For hurry up in down to field . Place worship also participates strengthen commitment organization of the troops when need time For worship . Equipment The work used by the troops is also feasible and reliable as well as latest For used on duty in the field .

### Testing Hypothesis H<sub>2</sub>

Test results Hypothesis H<sub>2</sub> state that No existence significant influence from burden Work to commitment organization , with coefficient path in relationship This by 0.117 with p.Value = 0.121, so can concluded that the research data No support hypothesis H<sub>2</sub> , because mark p.value exceeds 0.05. Can concluded burden work obtained by officers Service Fire Extinguisher Surabaya City Fire and Rescue does not impact big to commitment organization .

Emphasis indicator of the workload that causes No influential to Commitment Organization is about Use of Working Time . At point a troops need time work longer than previously For finish work with good and complete , thing the No cause troops feel stressed or even fed up . The feelings experienced by the troops the still guard commitment they to organization . The troops choose For more Good need time work longer than previously However oriented towards good and completeness A work . On the side others , the troops No feel That become A burden and they still committed full to his organization . This is also indicated with additional working hours in the situation



certain from 8 hours to 12 hours per day . The troops still Can enjoy his job so that commitment his organization still awake .

Work hard to have to carried out by the troops For reach a target, also not lower commitment organization of the troops . More effort hard This like challenge For achieve a response time of 7 minutes , where matter This become the jargon of the Department Fire Extinguisher Surabaya City Fire and Rescue when There is calling on duty , no make burden Work for the troops . They often trained in period time certain with limitation time the settlement that has been determined .

Every time there is orders and tasks new from superiors , troops choose For need time more For understand the work that becomes duties and responsibilities the answer is , but work Can understood in a way overall and targeted finished in accordance the specified time . This also does not become burden hard work for the troops , so that commitment his organization still awake .

### Testing Hypothesis H<sub>3</sub>

Test results Hypothesis H<sub>3</sub> state that there is significant influence from compensation to performance employee , with coefficient path in relationship This of 0.400 with p.value = 0.000 so can concluded that the research data support hypothesis H<sub>3</sub> , giving more compensation Good will increase performance employee .

Salaries received by troops rated Already in accordance with burden Work or tasks given by superiors . This is give motivation alone for the troops remember the task of the troops Service Fire Extinguisher Surabaya City Fire and Rescue has share risk Good in a way physical and psychological , then salary received the rated become comparable thing with risk the work they do get from field when on duty .

The salaries earned by the troops every the month is also assessed can fulfil need they . This is in line with rules that apply in the Service Fire Extinguisher Surabaya City Fire and Rescue, namely Job Analysis . In Job Analysis written level wages based on position and authority certain for the troops and things the Already under consideration based on need living in the city big like Surabaya.

Incentives outside the salaries received by the troops , such as recreation , activities outbound , appreciation awards , up to on- site consumption incident fire was also assessed by the troops can increase performance in the field . The need will matter the become supplement alone besides the salary they get accept every the month . Besides that , activity recreation and outbound are also possible impact on the mental health of employees, which is This Certain impact on its performance daily .

Incentives provided organization rated by the troops Already in accordance with performance his work during This . Incentive the like group promotion position to Rescue, Danru , Danton, and Kapos . Positions the is positions that impact the level of trust the troops themselves For on duty daily . Promoted troops to get promoted to positions the evaluate that during This organization Already give great opportunity for its employees in matter This troops , for good performance so that promotion mentioned truly felt by the winning troops .

### Testing Hypothesis H<sub>4</sub>

Test results Hypothesis H<sub>4</sub> state that there is significant influence from burden Work to performance employee , with coefficient path in relationship This of 0.248 with p.value = 0.002 so can concluded that the research data support hypothesis H<sub>4</sub> , load work received by officers fire extinguisher fire Surabaya city is influential to performance employee .

Excessive workload heavy can result in results Work not optimal, troops agree will matter They.They No take issue with burden Work the will the impact to commitment his organization , but

related to the target that must be achieved matter the so significant felt . The workload is too much heavy for example when the troops must extinguish fire in building or Tall Buildings . Efforts blackout what we can be certain of is need equipment and energy as well as amount extra troops . This is Can cause the psyche of the troops will concern If burden work with situation the difficult For controlled , then will impact on the results its work is not optimal.

The amount work to be done can also be completed make quality Work not enough good . This is reflected when must There is effort blackout in some place in almost time simultaneously . The troops in one side must respond to it with fast and precise , on the other hand the troops also feel overwhelmed when must shift to other locations in time close together even though There is addition a number of personnel or even help from other rayons.

Additions task rated by the troops can result in No achievement a target. However matter This is things that are not Can controlled by the troops , remember calling officer for they is from report community reporting existence incident fire or situation rescue in the Surabaya City area. Especially If enter season drought , increasingly often Lots incident fires in various areas in Surabaya City and even in open areas like expanse weeds .

Giving tasks that are not in accordance ability will result in No completed task the appropriate time , the troops agree matter The training received by the troops when beginning enter and during work in the Department Fire Extinguisher Surabaya City Fire and Rescue allows a troops own skill certain in effort blackout or rescue . However , if conditions on the ground require a troops change role certain with his partner , his tendency during This is the results are not optimal and not appropriate time .

### Testing Hypothesis H<sub>5</sub>

Test results Hypothesis H<sub>5</sub> state that there is significant influence from commitment organization to performance employee , with coefficient path in relationship This of 0.390 with p.value = 0.003 , so that can concluded that the research data support hypothesis H<sub>5</sub> , the existence of commitment good organization influential to performance officer fire extinguisher fire Surabaya city .

The troops feel proud when tell work and even every detail of the work , especially when do firefighting and rescue to other people. The troops also told about organization Service Fire Extinguisher Surabaya City Fire and Rescue is well -established and involved organization notice the welfare of his troops . Good organization mentioned , also emphasized the troops with to explain structure organization and analysis position in the organization .

The troops also assessed that organization Service Fire Extinguisher Surabaya City Fire and Rescue is good place for they For work . Atmosphere family and togetherness that always awake , making the troops comfortable and ready give optimal performance to organization . They also feel guaranteed related with promotion position for the troops who have performance when career .

Troops Service Fire Extinguisher Surabaya City Fire and Rescue feels comfortable moment work and be in environment his work . Atmosphere close and harmonious family harmonious , making the troops feel find House both of them other than in their respective families . The atmosphere comfortable work make the troops comfortable and memorized will every corner room place they work , and things the make it easier for the troops when come calling For on duty . They Already understand the layout of his office , so that matter this also speeds up movement of the troops For take equipment and tools protector self when leave on duty .

Troops Service Fire Extinguisher Surabaya City Fire and Rescue assesses that place its working to make they motivated For Work more Good again . Place comfortable work Can categorized as form non- financial compensation that can be felt benefits by the troops . When a troops motivated in place work , then they will tend Work with smart and tough in effort extinguishing and rescue later day .

### Testing Hypothesis H<sub>6</sub>

Test results Hypothesis H<sub>6</sub> state that there is significant influence from compensation to performance employee through commitment organization, with coefficient path in relationship This of 0.316 with p.value = 0.006, so that can concluded that the research data support hypothesis H<sub>6</sub>, the existence of compensation and commitment good organization influential to performance officer fire extinguisher fire Surabaya city.

Salaries received by troops rated Already in accordance with burden Work or tasks given by superiors. This is give motivation alone for the troops remember the task of the troops Service Fire Extinguisher Surabaya City Fire and Rescue has share risk Good in a way physical and psychological, then salary received the rated become comparable thing with risk the work they do get from field when on duty.

The salaries earned by the troops every the month is also assessed can fulfil need they. This is in line with rules that apply in the Service Fire Extinguisher Surabaya City Fire and Rescue is Job Analysis. In analysis position written level wages based on position and authority certain for the troops and things the Already under consideration based on need living in the city big like Surabaya.

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Explanation above show that Compensation influential significant to Performance Employee through Commitment Organization as variable intermediary or moderation. This is show that the more Good compensation received troops, will increase sense of commitment its organization, and things This impact on the performance of the troops produce.

### Testing Hypothesis H<sub>7</sub>

Test results Hypothesis H<sub>7</sub> state that there is influence that is not significant from burden Work to performance employee through commitment organization, with coefficient path in relationship This of 0.046 with p.value = 0.110, so that can concluded that the research data No support hypothesis H<sub>7</sub>, because burden existing work No make commitment organization decrease so that influential to performance officer fire extinguisher fire Surabaya city.

The amount work to be done can also be completed make quality Work not enough good. This is reflected when must There is effort blackout in some place in almost time simultaneously. The troops in one side must respond to it with fast and precise, on the other hand the troops also feel overwhelmed when must shift to other locations in time close together even though There is addition a number of personnel or even help from other rayons.

Additions task rated by the troops can result in No achievement a target. However matter This is things that are not Can controlled by the troops, remember calling officer for they is from report community reporting existence incident fire or situation rescue in the Surabaya City area. Especially If enter season drought, increasingly often Lots incident fires in various areas in Surabaya City and even in open areas like expanse weeds.

Troops Service Fire Extinguisher Surabaya City Fire and Rescue feels comfortable moment work and be in environment his work. Atmosphere close and harmonious family harmonious, making

the troops feel find House both of them other than in their respective families . The atmosphere comfortable work make the troops comfortable and memorized will every corner room place they work , and things the make it easier for the troops when come calling For on duty . They Already understand the layout of his office , so that matter this also speeds up movement of the troops For take equipment and tools protector self when leave on duty .

Troops Service Fire Extinguisher Surabaya City Fire and Rescue assesses that place its working to make they motivated For Work more Good again . Place comfortable work Can categorized as form non- financial compensation that can be felt benefits by the troops . When a troops motivated in place work , then they will tend Work with smart and tough in effort extinguishing and rescue later day .

Explanation above show that Workload influential significant to Performance Employee through Commitment Organization as variable intermediary or moderation . This is show that the more measurable Good burden perceived work troops , will increase sense of commitment its organization , and things This impact on the performance of the troops produce .

### Limitations Study

From the results research that has been done No Can denied Still There is a number of matter limitations . As for limitations in study This as following .

1. The existence of limitations time research , manpower and capabilities researcher . Research This done in the term a short time , so that No capable describe dynamics object of research when compared to with study in term longer time .
2. Distribution questionnaire as device main research also limits results study this , because part big Respondent in study This own limitations time Because study done during working hours , then No it is possible For use other instruments such as interview deep For dig more carry on information and overview influence hypothesized variables in study with maximum .
3. Conclusions drawn only based on acquisition data analysis , then expected existence further research carry on about compensation and burden Work through motivation organization to performance employee with method different research , larger samples area , and use instrument different and more research complete .

### CONCLUSION

Based on study in depth in the Results and Discussion Chapter study this , then can concluded a number of matter following :

1. Compensation received by the troops Service Fire Extinguisher Fire and Rescue Surabaya city is influential significant to Commitment The organization they feel .
2. Workload borne by the troops Service Fire Extinguisher Fire and Rescue Surabaya city no influential and not significant to Commitment The organization they feel . This is due to Because even though the troops get burden work piling up , no There is pressure psychic certain things that the troops felt , because the troops so trained For finish work until complete and fast . They still have a strong sense of belonging against organization .
3. Compensation received by the troops Service Fire Extinguisher Fire and Rescue Surabaya city is influential significant to Performance The employees they produce .
4. Workload borne by the troops Service Fire Extinguisher Fire and Rescue Surabaya city is influential significant to Performance The employees they produce .
5. Commitment The organization felt by the troops Service Fire Extinguisher Fire and Rescue Surabaya city is influential significant to Performance The employees they produce .

6. Compensation received by the troops Service Fire Extinguisher Fire and Rescue Surabaya city is influential significant to Performance The employees they produce through Commitment Organization as variable intermediary or moderation .
7. Workload borne by the troops Service Fire Extinguisher Fire and Rescue Surabaya city is influential significant to Performance The employees they produce through Commitment Organization as variable intermediary or moderation .

### Suggestion

Suggestions that can be given submitted researcher in study this and for material consideration study furthermore with theme similar is with add amount respondents and added some variables source Power other humans , such as motivation work , satisfaction work , performance organizations , and others .

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