



## Organizational Climate, Compensation, and DPRD Members' Performance: The Mediating Role of Organizational Commitment

Surya Jufri<sup>1</sup>, Suhelmi<sup>2</sup>

<sup>1,2</sup>, Sekolah Tinggi Ilmu Ekonomi KBP

### ARTICLE INFO

Research Paper

#### Article history:

Received: 5 December 2025

Revised: 20 December 2025

Accepted: 10 January 2026

**Keywords:** *organizational climate, compensation, organizational commitment, performance*

### ABSTRACT

This study aims to examine the effect of organizational climate and compensation on the performance of members of the Padang City DPRD, with organizational commitment as an intervening variable. A quantitative approach was employed using path analysis, with data processed through IBM SPSS version 25. The results indicate that organizational climate, compensation, and organizational commitment have positive and significant effects on members' performance. A supportive organizational climate characterized by open communication, leadership support, and harmonious working relationships enhances legislative task effectiveness. Fair and proportional compensation, both financial and non-financial, directly improves performance and strengthens members' loyalty. Furthermore, organizational commitment plays a mediating role that reinforces the influence of organizational climate and compensation on performance. These findings suggest that improving the performance of DPRD members can be achieved through the development of a positive organizational climate, transparent compensation systems, and sustained strengthening of organizational commitment.

*This work is licensed under a Creative Commons Attribution-Non Commercial 4.0 International License.*

### INTRODUCTION

Regional legislative institutions (Dewan Perwakilan Rakyat Daerah/DPRD) play a strategic role in regional governance through legislative functions, oversight of local government implementation, and representation of public aspirations. The performance of DPRD members therefore becomes a crucial indicator in assessing the effectiveness of these functions. Suboptimal performance among legislative members may lead to declining quality of public services, weakened public trust, and reduced accountability of regional governance. Consequently, improving the performance of DPRD members constitutes a critical issue in strengthening local government governance. In public sector organizations, individual performance is shaped not only by personal competencies but also by organizational and contextual factors. Previous studies suggest that internal organizational factors, such as organizational climate, as well as external factors related to individual rewards, such as compensation, significantly influence work behavior and performance in public institutions (O'Neill et al, 2018; Riyanto, 2021), (2020). However, empirical investigations focusing specifically on legislative institutions at the regional level remain limited.

Organizational climate refers to individuals' shared perceptions of organizational policies, practices, and procedures, including leadership support, communication openness, procedural justice, and

opportunities for development Schneider et al, 2017). A positive organizational climate fosters job satisfaction, psychological attachment, and engagement, which ultimately enhance individual and organizational performance. Denison et al, 2018) demonstrate that a supportive organizational climate is positively associated with organizational commitment and performance outcomes. In the context of DPRD institutions, a conducive climate may encourage members to perform legislative duties more effectively, transparently, and collaboratively.

In addition to organizational climate, compensation constitutes an essential external factor influencing employee motivation and performance. Compensation encompasses not only financial rewards such as salaries and allowances but also non-financial rewards, including recognition, facilities, and opportunities for professional development Dessler, 2020). According to equity theory, individuals evaluate the fairness of compensation by comparing their inputs (effort, time, and expertise) with the outcomes they receive. When compensation is perceived as fair, individuals are more likely to experience job satisfaction, loyalty, and enhanced performance Kim & Kang, 2017; Allen et al, 2019). Within legislative institutions, proportional and transparent compensation systems are expected to encourage professionalism, accountability, and a stronger orientation toward public interest Prasetyo & Suharti, 2019).

Nevertheless, the relationship between organizational climate and compensation with performance is not always direct. Organizational commitment is often identified as a critical psychological mechanism that mediates these relationships. Organizational commitment reflects an individual's emotional attachment, identification, and involvement with an organization Meyer & Allen, 1997), Employees who demonstrate high organizational commitment tend to align personal goals with organizational objectives and exhibit a greater willingness to exert effort for organizational success. Empirical studies indicate that a positive organizational climate and fair compensation systems can strengthen organizational commitment, which in turn enhances individual performance (Kurniawan & Haryanto, 2020; Putra & Utama, 2022). In legislative contexts, committed DPRD members are more likely to demonstrate integrity, accountability, and sustained engagement in legislative, supervisory, and representative functions. Thus, organizational commitment can be conceptualized as a mediating variable that bridges the influence of organizational climate and compensation on performance (iskamto, 2025).

Despite the growing body of literature on organizational climate, compensation, commitment, and performance, most prior research has concentrated on local government bureaucracies or private sector organizations Putra & Yuliana, (2021). Studies focusing on legislative institutions, particularly DPRD members, remain scarce. Existing research on DPRD performance often emphasizes formal outputs such as the number of enacted regulations or meeting attendance rates, without adequately considering underlying organizational and psychological factors. Moreover, empirical evidence regarding the mediating role of organizational commitment in the relationship between organizational climate, compensation, and performance among DPRD members in Indonesia is still limited.

This research seeks to address this gap by examining the influence of organizational climate and compensation on the performance of DPRD members in Padang City, with organizational commitment serving as an intervening variable. By integrating organizational and motivational perspectives, this study is expected to contribute both theoretically and practically. Academically, it enriches the literature on public sector performance by extending empirical evidence to regional legislative institutions. Practically, the findings may provide policy-relevant insights for improving DPRD performance through the development of a positive organizational climate, transparent compensation systems, and sustained strengthening of organizational commitment.

## **LITERATURE REVIEW**

### **Performance**

Performance refers to the level of achievement attained by individuals in carrying out their tasks and responsibilities in accordance with predetermined standards and organizational objectives. In the public sector context, performance is not solely measured by output quantity but also by quality, effectiveness, accountability, and contribution to public value (Van Dooren et al., 2020). Legislative performance, in particular, encompasses the effectiveness of policy formulation, oversight functions, budgeting roles, and representation of public interests. Recent studies emphasize that employee performance in public institutions is strongly influenced by organizational and psychological factors rather than technical competence alone (Perry et al., 2021). High-performing public officials tend to demonstrate stronger engagement, ethical behavior, and commitment to institutional goals. Therefore, understanding the determinants of performance among legislative members is essential to improving governance quality and public trust.

### **Organizational Climate**

Organizational climate is defined as employees' shared perceptions of organizational policies, practices, and procedures that shape the work environment (Schneider et al., 2017). A positive organizational climate is characterized by open communication, leadership support, procedural fairness, trust, and opportunities for growth. These elements create a supportive environment that encourages motivation, engagement, and performance. Empirical research conducted after 2020 confirms that organizational climate plays a significant role in shaping employee attitudes and behaviors. For instance, Bakker et al (2021), (2020) find that a supportive organizational climate enhances work engagement and task performance in public organizations. Similarly, O'Neill and Arendt (2021) report that a positive climate strengthens employees' psychological attachment to organizations and improves performance outcomes.

In the context of public institutions, including legislative bodies, a conducive organizational climate facilitates collaboration, transparency, and effective decision-making. When members perceive fairness and support within the organization, they are more likely to perform their duties responsibly and in alignment with institutional objectives.

### **Compensation**

Compensation refers to all forms of financial and non-financial rewards provided to individuals in exchange for their contributions to an organization (Dessler, 2020). Financial compensation includes salaries, allowances, and incentives, while non-financial compensation covers recognition, career development opportunities, and work facilities. In the public sector, compensation also serves as a symbol of recognition and fairness rather than merely an economic reward. Recent studies highlight that fair and transparent compensation systems significantly influence motivation, job satisfaction, and performance (Kim & Kang, 2021; Allen et al., 2022). Equity theory suggests that individuals evaluate compensation by comparing their efforts and rewards with those of others. When compensation is perceived as equitable, individuals tend to demonstrate higher commitment and improved performance. In legislative institutions, appropriate compensation is particularly important due to the high level of responsibility and public accountability required. Research by Setyaningsih and Priyono (2020) indicates that proportional compensation enhances professionalism and reduces opportunistic behavior among public officials. Thus, compensation remains a critical external factor in improving performance and organizational attachment.

### **Organizational Commitment**

Organizational commitment refers to an individual's psychological attachment to an organization, reflected in emotional involvement, identification with organizational goals, and willingness to remain a member (Meyer et al., 2021). High organizational commitment is associated with loyalty, reduced turnover intentions, and greater discretionary effort. Post-2020 empirical evidence consistently shows that organizational commitment positively affects performance across public and private sectors. For example, Putra and Utama (2022) demonstrate that committed employees are more willing to exert extra effort and contribute to organizational success. In public organizations, commitment is particularly important because employees are expected to prioritize public interest over personal gain. Organizational commitment is also influenced by organizational climate and compensation. A

supportive climate fosters emotional attachment, while fair compensation strengthens continuance and normative commitment (Kurniawan & Haryanto, 2020; Riyanto et al., 2021). Consequently, organizational commitment is frequently positioned as a mediating variable linking organizational factors to performance outcomes.

### **Relationships among Organizational Climate, Compensation, Organizational Commitment, and Performance**

Recent literature suggests that organizational climate and compensation influence performance both directly and indirectly through organizational commitment. A positive organizational climate enhances trust and engagement, which strengthens commitment and subsequently improves performance (Bakker et al., 2021). Similarly, fair compensation increases employees' sense of justice and loyalty, leading to stronger commitment and higher performance levels (Kim & Kang, 2021). Several studies confirm the mediating role of organizational commitment in the relationship between organizational climate and performance, as well as between compensation and performance (Putra & Utama, 2022; Riyanto et al., 2021). This mediation mechanism explains why improvements in organizational climate or compensation may not immediately translate into performance gains unless employees develop a strong psychological attachment to the organization. However, empirical findings in legislative institutions remain limited, particularly in developing countries such as Indonesia. Most existing studies focus on bureaucratic organizations or private firms, leaving a research gap regarding the performance of DPRD members. Therefore, examining organizational commitment as an intervening variable in the relationship between organizational climate, compensation, and performance among DPRD members is both theoretically and empirically justified.

Based on the research background and the review of relevant literature, this study proposes several hypotheses.

**H1:** Organizational climate has a positive and significant effect on the performance of members of the Padang City DPRD.

**H2:** Compensation has a positive and significant effect on the performance of members of the Padang City DPRD.

**H3:** Organizational commitment has a positive and significant effect on the performance of members of the Padang City DPRD.

**H4:** Organizational climate has a positive and significant effect on the organizational commitment of members of the Padang City DPRD.

**H5:** Compensation has a positive and significant effect on the organizational commitment of members of the Padang City DPRD.

**H6:** Organizational commitment mediates the relationship between organizational climate and the performance of members of the Padang City DPRD.

**H7:** Organizational commitment mediates the relationship between compensation and the performance of members of the Padang City DPRD.

The conceptual framework of this study is developed based on the assumption that the performance of DPRD members is influenced by internal organizational factors, particularly organizational climate and compensation. In addition, organizational commitment is considered to play a crucial role as an intervening variable that mediates the effects of these factors on performance.

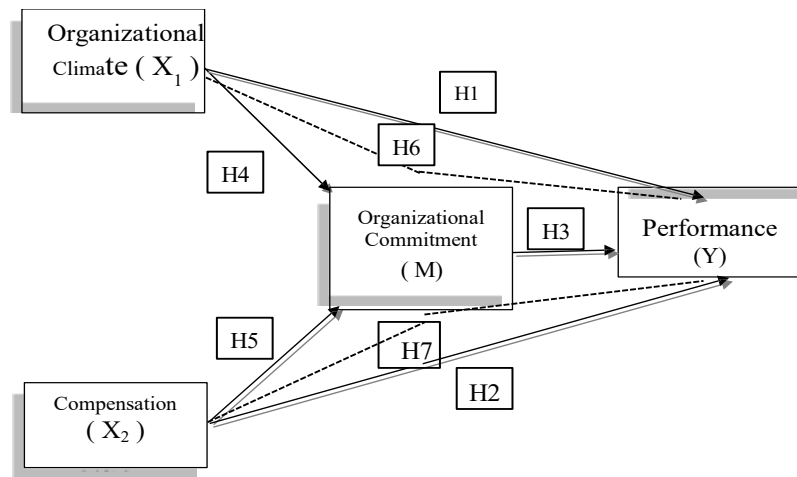


Figure 1. Research Conceptual Framework

### Data Processing

The data processing in this study was conducted to examine the relationships and effects among the variables. The independent variables consist of organizational climate ( $X_1$ ) and compensation ( $X_2$ ), the dependent variable is the performance of members of the Padang City DPRD ( $Y$ ), and organizational commitment ( $Z$ ) serves as the intervening variable. The analysis was carried out in stages using inferential statistical techniques, including multiple linear regression and path analysis, with the assistance of IBM SPSS version 25.

### Substructure 1

Based on the results of the analysis, the three independent variables—organizational climate ( $X_1$ ), compensation ( $X_2$ ), and organizational commitment ( $Z$ ) partially have positive and significant effects on the performance of members of the Padang City DPRD ( $Y$ ). This is evidenced by significance values (Sig.) of less than 0.05, indicating that the observed effects are statistically significant and not due to random chance.

#### Substructure 1: Multiple Linear Regression Analysis

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-5.406	2.277		-2.374	0.022
	<i>Organizational Climate (<math>X_1</math>)</i>	0.166	0.065	0.124	2.536	0.015
	<i>Compensation (<math>X_2</math>)</i>	0.79	0.066	0.695	11.986	0.000
	<i>Organizational Commitment (M)</i>	0.304	0.05	0.348	6.068	0.000

a. Dependent Variable: Performance (Y)

#### 1. The Effect of Organizational Climate on the Performance of DPRD Members

The regression coefficient for organizational climate is 0.166, with a t-value of 2.536 and a significance level of 0.015 ( $p < .05$ ). This result indicates that organizational climate has a positive and significant effect on the performance of members of the Padang City DPRD. In other words, a more conducive organizational climate leads to higher performance levels. Theoretically, this finding supports the

perspective of Robbins and Judge (2019), who argue that organizational climate reflects shared perceptions of the internal work environment that influence motivation and work behavior. A positive organizational climate is characterized by open communication, leadership support, role clarity, and harmonious working relationships. Empirically, this result suggests that members of the Padang City DPRD perceive their work environment as relatively supportive, reflected in effective communication among members, support from faction leaders, and good coordination in carrying out legislative duties. Such conditions encourage work motivation and responsibility in performing legislative, supervisory, and budgeting functions, thereby contributing to improved individual and institutional performance.

## 2. The Effect of Compensation on the Performance of DPRD Members

The regression coefficient for compensation is 0.790, with a t-value of 11.986 and a significance level of 0.000 ( $p < .001$ ), indicating that compensation has a positive and highly significant effect on performance. This finding implies that compensation is a key factor in motivating DPRD members to achieve optimal performance. From a theoretical perspective, this result is consistent with the views of Hasibuan (2018) and Mangkunegara (2020), who emphasize that compensation plays a crucial role in motivating individuals to enhance job performance. Fair and adequate compensation, including basic salary, allowances, and work facilities, increases job satisfaction and strengthens commitment to work. Field evidence supports this theoretical explanation, as members of the Padang City DPRD receive compensation that is relatively proportional to their workload and public responsibilities. Financial compensation such as representation allowances, communication allowances, and recess allowances serves as a strong motivator for members to perform optimally. In addition, non-financial compensation, including social recognition and opportunities to contribute to society, further enhances work motivation.

## 3. The Effect of Organizational Commitment on the Performance of DPRD Members

The regression coefficient for organizational commitment is 0.304, with a t-value of 6.068 and a significance level of 0.000 ( $p < .001$ ), indicating that organizational commitment has a positive and significant effect on performance. This finding suggests that higher levels of commitment among DPRD members are associated with better performance outcomes. This result is consistent with the organizational commitment theory proposed by Meyer and Allen (1997), which conceptualizes commitment as comprising affective commitment (emotional attachment), continuance commitment (cost-benefit considerations of remaining in the organization), and normative commitment (a sense of obligation to remain). Members with strong commitment tend to demonstrate loyalty, responsibility, and a willingness to exert greater effort in achieving organizational goals.

## Calculation of Error Term ( $e_1$ )

The coefficient of determination ( $R^2$ ) indicates the proportion of variance in the dependent variable explained by the independent variables. Based on the analysis, the  $R^2$  value is 0.905, meaning that 90.5% of the variation in the performance of DPRD members is explained by organizational climate, compensation, and organizational commitment. The remaining variance is attributed to other factors not included in the model. The error term ( $e_1$ ) is calculated using the following formula:

**Substructure 1: Table 1. Coefficient of Determination (R<sup>2</sup>)**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.951 <sup>a</sup>	.905	.898	1.192

a. Predictors: (Constant), Komitmen Organisasi, Iklim Organisasi, Kompensasi

$$e1 = \sqrt{1 - R^2}$$

$$e1 = \sqrt{1 - 0.905} = \sqrt{0.0905} = 0.308$$

Thus, the error term ( $e_1$ ) is 0.308. Based on the regression analysis presented in Table 4.12, the coefficient of determination ( $R^2$ ) is 0.905. This indicates that the independent variables—organizational climate, compensation, and organizational commitment—simultaneously explain 90.5% of the variation in the dependent variable, namely the performance of members of the Padang City DPRD. The remaining 9.5% ( $1 - 0.905$ ) is explained by other factors outside the scope of this study, such as work environment conditions, leadership style, workload, and individual motivation that were not included in the research model. The error value ( $e_1$ ) of 0.308 indicates that the level of residual error in the model is relatively low. In other words, the regression model demonstrates strong predictive capability, as the proportion of unexplained variance is relatively small. Theoretically, a lower error term reflects a greater proportion of variance in the dependent variable explained by the independent variables (Ghozali, 2021).

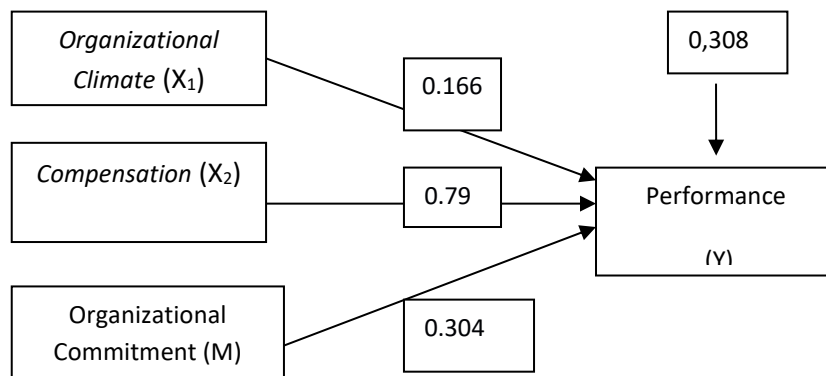


Figure 2. Substructure 1

This finding confirms that the regression model demonstrates a high level of goodness of fit, indicating that it can be used to explain the effects of organizational climate, compensation, and organizational commitment on the performance of members of the Padang City DPRD accurately and significantly. Based on these results, the structural equation is formulated as follows:

$$Y = 0,166 .X_1 + 0,794.X_2 + 0,304.M + 0,308$$

### Substructure 2

Based on the multiple linear regression analysis presented in Table 4.xx, organizational commitment (M) is treated as the dependent variable, while organizational climate ( $X_1$ ) and compensation ( $X_2$ ) serve as independent variables. The estimated coefficients indicate differing effects of the two independent variables on organizational commitment. The constant value of 18.587 suggests that when organizational climate and compensation are held constant or assumed to be zero, the baseline level of organizational commitment remains at 18.587. This implies that organizational commitment persists



even in the absence of direct influences from the independent variables, likely due to other factors not included in the research model.

**Table 2. Multiple Linear Regression Analysis**  
Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.587	6.397		2.906	.006
	<i>Organizational Climate (X<sub>1</sub>)</i>	-.113	.200	-.074	-.564	.576
	<i>Compensation (X<sub>2</sub>)</i>	.716	.170	.550	4.209	.000

a. Dependent Variable: Komitmen Organisasi (M)

### Effect of Organizational Climate on Organizational Commitment

The results indicate that organizational climate (X<sub>1</sub>) does not have a significant effect on organizational commitment. The regression coefficient is  $-0.113$ , with a t-value of  $-0.564$  and a significance level of  $0.576$  ( $> 0.05$ ). The negative coefficient suggests an inverse relationship between organizational climate and organizational commitment; however, this relationship is not statistically significant. These findings imply that a favorable work environment alone is not sufficient to enhance organizational commitment. Organizational commitment is more likely to be strengthened when a positive organizational climate is accompanied by other supporting factors, such as fair compensation, rewards and recognition systems, career development opportunities, leadership support, and employee welfare. Without these complementary elements, improvements in organizational climate may not translate into higher levels of employee commitment to the organization.

### Effect of Compensation on Organizational Commitment

In contrast, compensation (X<sub>2</sub>) has a positive and significant effect on organizational commitment, with a regression coefficient of  $0.716$ , a t-value of  $4.209$ , and a significance level of  $0.000$  ( $< 0.05$ ). This indicates that higher and fair compensation significantly enhances members' commitment to the organization. This result is consistent with Herzberg's motivation theory (1959) and previous empirical studies (Raziq & Maulabakhsh, 2015; Luthans, 2021), which emphasize compensation as a key determinant of job satisfaction and organizational commitment. Overall, compensation emerges as the dominant factor influencing organizational commitment, while organizational climate shows no significant partial effect.

### Error Term ( $\epsilon$ ) in Path Analysis

In path analysis, the error term ( $\epsilon$ ) represents the proportion of variance in the endogenous variable that cannot be explained by the predictor variables in the model.

**Table 3. Coefficient of Determination (R<sup>2</sup>)**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.545 <sup>a</sup>	.297	.263	3.669

a. Predictors: (Constant), Kompensasi (X<sub>2</sub>), Iklim Organisasi (X<sub>1</sub>)

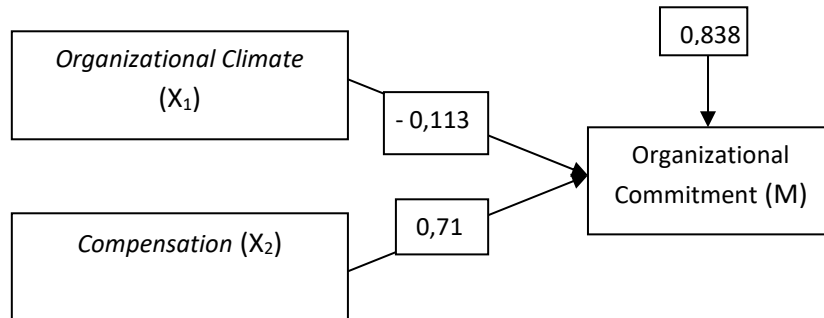
This value is calculated using the following formula:



$$e2 = \sqrt{1 - R^2}$$

$$e2 = \sqrt{1 - 0.297} = \sqrt{0.703} = 0.838$$

Thus, the error value ( $e_1$ ) is 0.838. Based on the Model Summary results presented in Table 3, the coefficient of determination (R Square) is 0.297. This indicates that 29.7% of the variation in the performance variable (Y) can be explained simultaneously by the independent variables, namely organizational climate ( $X_1$ ) and compensation ( $X_2$ ). Meanwhile, the remaining 70.3% is explained by other factors outside the scope of this research model, such as leadership, motivation, organizational culture, or work environment factors that were not included in the analysis.



The error term value ( $e_2$ ) of 0.838 reflects the magnitude of the influence of other variables not explained by the model on performance. A higher error term value indicates a greater proportion of unexplained variance in the dependent variable beyond the independent variables examined in this study.

Based on the hypothesis testing results for H1, H2, H3, and H4, it can be concluded that both organizational climate and compensation indeed contribute to the improvement of performance among the members of the Padang City Regional House of Representatives (DPRD). This indicates that a conducive work environment and a well-structured compensation system can enhance DPRD members' performance through the improvement of organizational commitment. However, the coefficient of determination ( $R^2$ ) obtained in this study shows that a portion of the variation in DPRD members' performance cannot be fully explained by the variables of organizational climate, compensation, and organizational commitment. This implies that there are other external factors influencing the performance of DPRD members, such as leadership, personal motivation, organizational culture, political conditions, public pressure, or work environment factors that were not included in the research model.

Therefore, to develop a more comprehensive and accurate model, further research is recommended to include additional relevant variables. By incorporating these additional factors, subsequent studies are expected to better explain the variation in DPRD members' performance comprehensively and provide more concrete recommendations for organizational management and the enhancement of legislative performance.

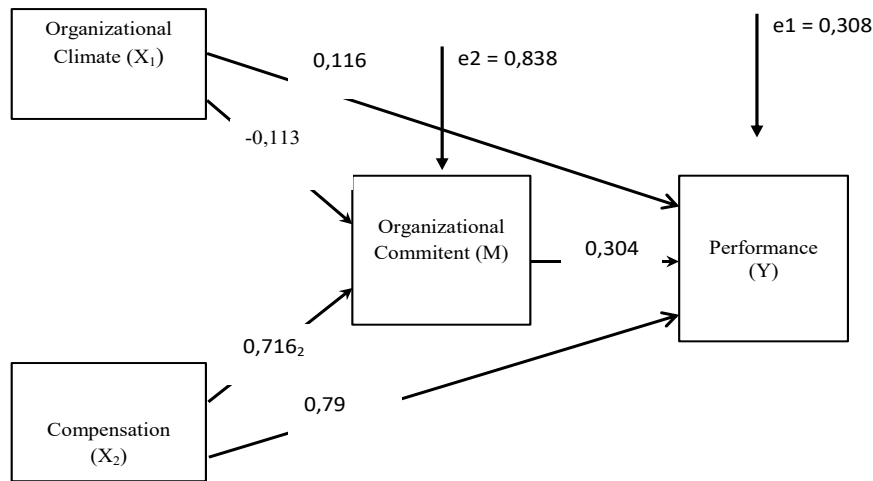


Figure 2. Substructure 1 dan 2

Thus, although organizational climate and compensation contribute to the improvement of the performance of Padang City DPRD members, there are still other external factors that influence performance. Therefore, further research is recommended to include additional variables in order to develop a more comprehensive model.

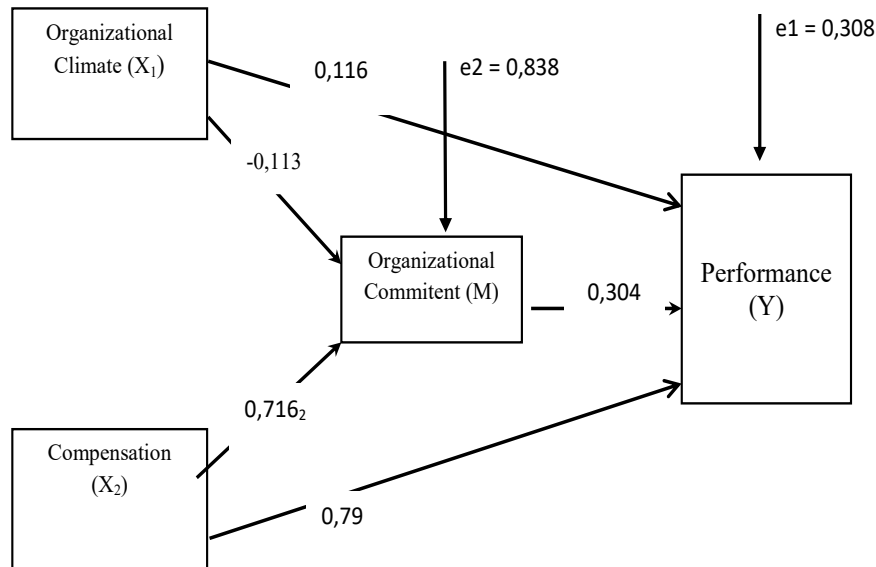
#### 6. Organizational Commitment Mediates The Effect Of Organizational Climate On Performance.

Based on the path analysis, the direct effect of organizational climate ( $X_1$ ) on performance (Y) is 0.116, indicating that a one-unit increase in organizational climate leads to a 0.116-unit increase in performance, assuming other variables remain constant. The indirect effect through organizational commitment (M) is  $0.116 \times 0.304 = 0.035$ . Therefore, the total effect of organizational climate on performance is  $0.116 + 0.035 = 0.151$ . This shows that a better organizational climate contributes positively to higher performance. Academically, this finding supports organizational behavior theory (Robbins & Judge, 2020), which states that a positive organizational climate enhances satisfaction, engagement, and work commitment, ultimately improving individual and organizational performance. It also aligns with Luthans (2019), who highlighted that organizational climate serves as a social context influencing employees' attitudes, motivation, and behavior. In conclusion, organizational climate positively and significantly affects performance, both directly and indirectly through organizational commitment, making the creation of a conducive climate a strategic factor in improving organizational effectiveness and productivity.

#### 7. Organizational Commitment Mediates The Effect Of Compensation On Performance.

Based on the path analysis, the compensation variable ( $X_2$ ) has a direct effect on performance (Y) of 0.79. This indicates that a one-unit increase in compensation leads to a 0.79-unit increase in organizational members' performance, assuming other variables in the model remain constant. This suggests that fair and adequate compensation can directly enhance individual productivity and work motivation (Ghozali, 2021). In addition to the direct effect, this study also identifies an indirect effect of compensation on performance through organizational commitment (M). The indirect effect is calculated by multiplying the path coefficient of compensation to organizational commitment (0.79) by the path coefficient of organizational commitment to performance (0.304), resulting in a value of 0.24. This means that increasing compensation also contributes to performance improvement indirectly by enhancing organizational commitment by 0.24 units. In other words, when compensation is perceived as fair and commensurate with employees' contributions, it not only increases financial satisfaction but also strengthens emotional attachment and loyalty to the organization. The total effect of compensation on performance, combining direct and indirect effects, is  $0.79 + 0.24 = 1.03$ . This total value indicates

that compensation has a very strong contribution to performance improvement. These results underscore that effective compensation policies not only directly impact employee performance but also reinforce organizational commitment, ultimately enhancing overall performance. This finding aligns with Hasibuan (2021), who states that a well-designed compensation system is a key factor in boosting employee motivation and productivity. Therefore, it can be concluded that compensation has a positive and significant effect on performance, both directly and indirectly through organizational commitment as an intervening variable.



## DISCUSSION

The findings indicate that organizational climate has a positive and significant effect on the performance of DPRD members in Padang City. A supportive and conducive work environment fosters higher levels of motivation, responsibility, and effectiveness in performing legislative functions. This suggests that when organizational norms, communication patterns, and leadership support are perceived positively, members are more likely to demonstrate optimal work behavior. These results are consistent with organizational behavior theory, which emphasizes that employees' shared perceptions of their work environment shape attitudes and performance outcomes (Robbins & Judge, (2020). Compensation also exerts a positive and significant influence on performance, indicating that both financial and non-financial rewards play a crucial role in motivating DPRD members to perform effectively. Adequate salaries, allowances, and non-material recognition contribute to increased job satisfaction and productivity. This finding aligns with motivation and compensation theories, which view compensation as a fundamental mechanism for reinforcing desired performance and sustaining work commitment (Hasibuan (2018); Mangkunegara (2020); Luthans (2021 )

Furthermore, organizational commitment is found to significantly enhance performance. Members who exhibit strong emotional attachment, loyalty, and a sense of moral obligation toward the organization tend to display higher levels of discipline, accountability, and dedication in fulfilling their institutional responsibilities. This supports Meyer and Allens (1997) three-component model of organizational commitment, which posits that affective, continuance, and normative commitment jointly contribute to sustained performance. However, the study reveals that organizational climate does not have a significant effect on organizational commitment. This finding implies that, within the context of the DPRD, commitment may not be formed solely through a favorable work environment. Instead, extrinsic factors such as compensation structures, political incentives, and role-related benefits appear to play a more decisive role in shaping members' attachment to the institution. This result highlights the distinctive nature of public and political organizations, where commitment is often influenced by external motivations beyond internal organizational conditions.

In contrast, compensation demonstrates a positive and significant effect on organizational commitment, indicating that fair, transparent, and proportional reward systems strengthen loyalty and organizational

■ attachment. Consistent with Herzberg's motivation-hygiene theory (1959), adequate compensation reduces dissatisfaction and reinforces individuals' willingness to remain engaged with the organization. This finding is further supported by Luthans, (2021), who emphasizes that compensation not only fulfills economic needs but also contributes to psychological attachment and long-term commitment. Path analysis confirms that organizational commitment serves as an intervening variable in the relationship between organizational climate and performance, as well as between compensation and performance. Although the direct effect of organizational climate on performance is relatively limited, its indirect influence through enhanced organizational commitment strengthens overall performance outcomes. Similarly, compensation improves performance not only directly but also indirectly by fostering stronger commitment among DPRD members. Overall, the results demonstrate that compensation is the most dominant factor influencing performance, both directly and through organizational commitment, while organizational climate plays a supportive role by creating a favorable context for work behavior. These findings reinforce contemporary organizational behavior theories that emphasize the integration of structural factors, such as organizational climate, with individual and motivational factors, such as compensation and commitment, in improving the effectiveness and sustainability of public institutions.

## CONCLUSION

This study concludes that organizational climate and compensation have positive and significant effects on the performance of members of the Padang City DPRD. A conducive organizational climate characterized by open communication, leadership support, role clarity, and harmonious working relationships enhances the effectiveness of legislative, supervisory, and budgeting functions. Likewise, fair and transparent compensation, both financial and non-financial, directly motivates DPRD members to perform optimally. The findings also indicate that organizational commitment has a positive and significant effect on performance, reflecting the importance of emotional attachment, loyalty, and responsibility in achieving organizational goals. However, organizational climate does not have a significant direct effect on organizational commitment, suggesting that a supportive work environment alone is insufficient to strengthen commitment without complementary factors.

In contrast, compensation is proven to significantly strengthen organizational commitment, highlighting its role as a key external driver of loyalty and organizational attachment. Furthermore, organizational commitment mediates the relationship between organizational climate and performance, as well as between compensation and performance. This indicates that both organizational climate and compensation influence performance not only directly but also indirectly through the enhancement of organizational commitment. Overall, compensation emerges as the most influential factor in improving the performance of DPRD members, both directly and through organizational commitment. Therefore, strategies to enhance legislative performance should focus on developing fair and transparent compensation systems, fostering a supportive organizational climate, and strengthening organizational commitment to ensure effective, professional, and public-oriented legislative performance.

## ACKNOWLEDGMENT

The author expresses sincere gratitude to all parties who have contributed to the completion of this study. Appreciation is extended to the leadership and members of the Padang City DPRD for their willingness to participate as respondents and for providing the necessary data. The author also acknowledges the Secretariat of the Padang City DPRD for administrative assistance and facilitation throughout the data collection process. Further thanks are conveyed to colleagues and all individuals who provided valuable input, suggestions, and moral support, which greatly contributed to the successful completion of this research. This study was made possible through the cooperation and support of various parties, both directly and indirectly.

## REFERENCES

- Alharbi, M. F., & Alyahya, M. S. (2022). Organizational climate and employee performance: Evidence from public organizations. *Journal of Public Administration Research and Theory*, 32(3), 451–466.
- Almansyah, A. (2023). Pengaruh iklim organisasi terhadap kepuasan kerja dan kinerja pegawai: Studi pada Kantor Kementerian Agama Kabupaten Kolaka. *Lokawati Journal*. <https://journal.arimbi.or.id/index.php/Lokawati/article/view/349>
- Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice* (15th ed.).
- Astuti, E. I. R. (2024). The influence of compensation and career development on organizational commitment. *Biar Journal*.
- Bakotić, D., & Babić, T. (2019). Relationship between working conditions and job satisfaction: The case of Croatian shipbuilding company. *International Journal of Business and Social Science*, 10(2), 89–98. <https://doi.org/10.30845/ijbss.v10n2p10>
- Bass, B. M., & Riggio, R. E. (2018). *Transformational leadership* (3rd ed.). Routledge. <https://doi.org/10.4324/9781315229371>
- Budiarti, A., & Pratama, H. (2021). Kinerja legislatif daerah dalam pelayanan publik: Analisis fungsi representasi dan akuntabilitas DPRD. *Jurnal Ilmu Politik dan Pemerintahan*, 12(1), 88–104.
- Business Perspectives. (2023). Unlocking success: The mediating power of organizational commitment and job satisfaction between work-life balance and employee performance. *Problems and Perspectives in Management*, 21(2), 45–58. <https://doi.org/10.21511/ppm>
- Cappelli, P., & Tavis, A. (2016). The performance management revolution. *Harvard Business Review*, 94(10), 58–67.
- Chen, C. Y., & Hung, S. C. (2020). External environment, organizational climate, and innovation performance. *Journal of Business Research*, 117, 409–419. <https://doi.org/10.1016/j.jbusres.2020.06.043>
- Creswell, J. W., & Creswell, J. D. (2020). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). Sage.
- Deci, E. L., & Ryan, R. M. (2017). *Self-determination theory: Basic psychological needs in motivation, development, and wellness*. Guilford Press.
- Denison, D. R., Nieminen, L., & Kotrba, L. (2018). Diagnosing organizational cultures: A conceptual and empirical review of culture effectiveness surveys. *European Journal of Work and Organizational Psychology*, 23(1), 145–161. <https://doi.org/10.1080/1359432X.2012.713173>
- DeNisi, A. S., & Murphy, K. R. (2017). Performance appraisal and performance management: 100 years of progress? *Journal of Applied Psychology*, 102(3), 421–433. <https://doi.org/10.1037/apl0000085>
- Evry Yanto, H. (2025). Pengaruh kompensasi dan budaya organisasi terhadap kinerja karyawan melalui komitmen organisasi sebagai variabel intervening. *Eprints UMS*. <https://eprints.ums.ac.id/133685/13/Naskah%20Publikasi%20Heru%20Ervy%20Yanto>
- Fitriani, Y., & Harahap, R. H. (2020). Pengaruh gaya kepemimpinan transformasional terhadap kinerja karyawan dengan motivasi sebagai variabel intervening. *Jurnal Ilmiah Manajemen*, 10(2), 150–162. <https://doi.org/10.33510/jim.v10i2.150-162>
- Gohari, P., Ahmadloo, A., Boroujeni, M. S., & Hosseinipour, S. J. (2017). The relationship between rewards and employee performance. *Interdisciplinary Journal of Contemporary Research in Business*, 5(3), 543–570.
- Hair, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2022). *A primer on partial least squares structural equation modeling (PLS-SEM)* (3rd ed.). Sage.
- Han, S. J., Choi, D., & Rhee, S. Y. (2020). Organizational support, work engagement, and organizational climate: Evidence from South Korean firms. *International Journal of Human Resource Management*, 31(12), 1522–1544. <https://doi.org/10.1080/09585192.2017.1408416>
- Hasanuddin, H. (2019). Analisis kinerja Dewan Perwakilan Rakyat (studi kinerja legislatif lokal).
- Hayes, A. F. (2022). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach* (3rd ed.). Guilford Press.
- Himawan, F. (2021). Pengaruh kompensasi dan komitmen organisasi terhadap kinerja karyawan (resume). *Repository Kwik Kian Gie*. <https://eprints.kwikkiangie.ac.id/3389/10/resume.pdf>

- Iskamto, D., Saputra, J., Santosa, B., Jenita, Irjayanti, M., & Rahmadewi, I. (2025a). The Influence of Artificial Intelligence Technology on Repurchase Intention: Mediator Role of Consumer Satisfaction Experience. *PaperASIA*, 41(5b), 482–496. <https://doi.org/10.59953/paperasia.v41i5b.180>
- Iskamto, D., Saputra, J., Santosa, B., Jenita, Irjayanti, M., & Rahmadewi, I. (2025b). The Influence of Artificial Intelligence Technology on Repurchase Intention: Mediator Role of Consumer Satisfaction Experience. *PaperASIA*, 41(5b), 482–496. <https://doi.org/10.59953/paperasia.v41i5b.180>
- Imron, H., Indradewa, R., & Rahmat Syah, T. Y. (2020). Compensation effects and organizational climate on employees' performance by organizational commitment. *Jurnal JoMA*, 1(2), 1–10. Kemala Indonesia Publisher.
- Imron, H., Indradewa, R., & Syah, T. Y. R. (2021). Compensation effects and organizational climate on employees' performance by organizational commitment. *Journal of Management and Business*, 2(1), 45–56.
- Ingrid Smithy Fulmer, & Li, J. (2022). Compensation, benefits, and total rewards: A bird's-eye (re)view. *Annual Review of Organizational Psychology and Organizational Behavior*, 9, 147–169.
- Jianchun, Y. (2024). Enhancing employee job satisfaction through a supportive organizational climate. *International Journal of Organizational Studies*. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC11657427/>
- Kertiriasih, N. N. R. (2024). Pengaruh komitmen organisasi dan kompensasi terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel intervening. *Jurnal Ilmu Ekonomi (JIE)*. <https://jurnal.stie-aas.ac.id/index.php/jie/article/view/11716>
- Kim, H., & Kang, S. (2017). Reward systems and employee creativity: The role of perceived fairness and organizational support. *Human Resource Management*, 56(5), 791–807. <https://doi.org/10.1002/hrm.21802>
- Kim, S., & Kang, H. (2017). Reward systems and employee behavior: Evidence from Korean firms. *International Journal of Human Resource Management*, 28(16), 2301–2323. <https://doi.org/10.1080/09585192.2015.1137611>
- Kooij, D. T. A. M., Jansen, P. G. W., Dikkers, J. S. E., & de Lange, A. H. (2020). Managing aging workers: A mixed methods study on HR practices to sustain employee performance. *Journal of Organizational Behavior*, 41(1), 1–19. <https://doi.org/10.1002/job.2403>
- Kuswandi, A., Nuraini, S., Alrasyid, M. H., Sadiyyah, Z. N., & Hilman, Y. A. (2023). The performance of regency–city DPRDs in the formulation of regional regulations in Indonesia. *Paradigma Journal*, 2(1), 11–25.
- Litwin, G. H., & Stringer, R. A. (2021). *Motivation and organizational climate*. Harvard University Press.
- Lo, Y. C. (2024). Examining the influence of organizational commitment on service quality and performance. *Journal of Business Research*, 169, 115–124. <https://doi.org/10.1016/j.jbusres.2024.04.005>
- Manzilati, A. (2017). Penguatan fungsi legislatif dan evaluasi kinerja DPRD (studi kasus). *Jurnal Ilmu Pemerintahan dan Sosial Politik UMA*, 5(2), 87–95.
- Meyer, J. P., & Allen, N. J. (2020). *Commitment in the workplace: Theory, research, and application*. Sage.
- Miao, R., & Cao, Y. (2021). High-performance work systems, organizational climate, and employee outcomes: The mediating role of transformational leadership. *International Journal of Manpower*, 42(2), 219–236. <https://doi.org/10.1108/IJM-06-2019-0304>
- Mondy, R. W., & Martocchio, J. J. (2021). *Human resource management* (15th ed.). Pearson.
- Novitasari, A. A. I. W. (2023). The role of organizational commitment in mediating the effect of job satisfaction and compensation on employee performance. *Jurnal Ekonomi dan Bisnis*.



- Nursadri, N. (2019a). Pengaruh kompensasi terhadap kinerja anggota DPRD Kabupaten Kampar. *Jurnal Riset Manajemen Indonesia*, 1(2), 55–64.
- Nursadri, N. (2019b). Pengaruh kompensasi terhadap kinerja anggota DPRD (studi pada DPRD Kab/Kota). *Jurnal Pascabangkinang*, 1(1), 15–24.
- Obeng, A. F., Quansah, P. E., Cobbinah, E., & Danso, S. A. (2021). Organizational climate and job performance: Examining the mediating role of organizational commitment and moderating role of perceived organizational support. *SAGE Open*, 11(3), 1–12. <https://doi.org/10.1177/21582440211037659>
- Osei, F. (2024). The mediation effect of organizational commitment in the relation of organization culture and employee performance. *Journal of Organizational Effectiveness*, 11(1), 33–47.
- Park, S., & Kang, H. (2021). Coaching-based performance management: A review and future research agenda. *Human Resource Development Review*, 20(3), 245–269. <https://doi.org/10.1177/15344843211001245>
- Praningrum, P., Suryosukmono, G., Nurhasanah, N., & Ardik, A. (2023). The effect of organizational climate and person–organization fit on organizational commitment: Mediating role of job satisfaction. *Frontiers in Business and Economics*, 2(3), 164–175.
- Pratama, A., & Lestari, D. (2022). Pengaruh Kompensasi terhadap Kinerja Karyawan dengan Komitmen Organisasi sebagai Variabel Mediasi pada Industri Manufaktur di Jawa Barat. Jurnal Manajemen dan Bisnis Indonesia, 11(2), 78–91**
- Praselo, A. (2024). Pengaruh kompensasi, budaya organisasi dan komitmen organisasi terhadap kinerja karyawan. *Ektasi: Jurnal Ekonomi dan Manajemen*. <https://ejurnal.unmuhsember.ac.id/index.php/EKTASI/article/view/2445>
- Pulakos, E. D., & O’Leary, R. S. (2011). Why is performance management broken? *Industrial and Organizational Psychology*, 4(2), 146–164. <https://doi.org/10.1111/j.1754-9434.2011.01315.x>
- Pulakos, E. D., Mueller-Hanson, R., & Arad, S. (2023). Performance management for the new era: Real-time, sustainable, and fair systems. *Annual Review of Organizational Psychology and Organizational Behavior*, 10(1), 257–280. <https://doi.org/10.1146/annurev-orgpsych-032122-123456>
- Putra, A., & Yuliana, R. (2021). Organizational climate, compensation, and employee performance in local government institutions. *Jurnal Ilmu Administrasi Publik*, 9(2), 113–127. <https://doi.org/10.21776/ub.jiap.2021.009.02.2>
- Putri, D. A., Sari, M., & Yusuf, M. (2021). Compensation, job satisfaction, and employee performance: An empirical study in the Indonesian public sector. *Cogent Business & Management*, 8(1), 1–14. <https://doi.org/10.1080/23311975.2021.1922134>
- QEMS Journal. (2022). The influence of organizational climate on employee performance. *QEMS Journal*. <https://qemsjournal.org/index.php/qems/article/download/1519/1012/>
- Rahman, F., & Sari, M. (2023). The Mediating Effect of Organizational Commitment on the Relationship between Compensation and Employee Performance. International Journal of Human Capital Studies, 7(1), 33–47.**
- Repository Unissula. (2023). Pengaruh kompensasi, motivasi kerja dan komitmen organisasi terhadap kinerja pegawai dengan kepuasan kerja sebagai variabel intervening (skripsi). [https://repository.unissula.ac.id/34907/1/Manajemen\\_30402100286\\_fullpdf.pdf](https://repository.unissula.ac.id/34907/1/Manajemen_30402100286_fullpdf.pdf)
- Rifai, R. F. (2023). The mediating role of organizational commitment and job satisfaction in the influence of work environment on employee performance. *International Journal of Economics, Business and Management Research*. [https://ijebmr.com/uploads/pdf/archivepdf/2023/IJEBMR\\_1166.pdf](https://ijebmr.com/uploads/pdf/archivepdf/2023/IJEBMR_1166.pdf)
- Robbins, S. P., & Judge, T. A. (2019). *Organizational behavior* (18th ed.). Pearson.
- Robbins, S. P., & Judge, T. A. (2020). *Organizational behavior* (18th ed.). Pearson.
- Saleh, A., Udin, & Djastuti, I. (2021). Organizational structure, innovation climate, and performance: Evidence from SMEs. *Problems and Perspectives in Management*, 19(2), 123–135. [https://doi.org/10.21511/ppm.19\(2\).2021.10](https://doi.org/10.21511/ppm.19(2).2021.10)
- Sari, D. P., & Nugroho, A. (2019). Pengaruh kompensasi terhadap kinerja karyawan pada usaha mikro kecil menengah (UMKM). *Jurnal Manajemen dan Kewirausahaan*, 21(1), 55–63. <https://doi.org/10.9744/jmk.21.1.55-63>
- Schneider, B., Ehrhart, M. G., & Macey, W. H. (2017). Organizational climate and culture. *Annual Review of Psychology*, 64, 361–388. <https://doi.org/10.1146/annurev-psych-113011-143809>



- Setyaningsih, D., & Priyono, S. (2020). Compensation fairness and performance of local parliament members: Evidence from Indonesia. *Journal of Public Administration Studies*, 4(1), 45–58.
- Sugiarto, I. (2018). Organizational climate, organizational commitment, job satisfaction and employee performance. *Diponegoro International Journal of Business*, 1(1), 45–56.
- Susanti, R., Raharjo, K., & Sudiro, A. (2023). The role of organizational commitment in improving employee performance: Evidence from Indonesian government institutions. *Cogent Business & Management*, 10(1), 2152117. <https://doi.org/10.1080/23311975.2022.2152117>
- Susanto, A., & Meiryani. (2020). The role of digital literacy on employee performance in the era of industry 4.0. *Journal of Asian Finance, Economics and Business*, 7(12), 993–1000. <https://doi.org/10.13106/jafeb.2020.vol7.no12.993>
- Sutant, E. M., & Suwanto, E. (2018). Pengaruh iklim organisasi terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel mediasi. *Jurnal Manajemen dan Kewirausahaan*, 20(2), 123–134.
- Taufiq, M., & Santoso, H. (2020). Organizational commitment as a mediator: The role of compensation and organizational climate on employee performance. *International Journal of Management Studies*, 27(2), 56–68.
- Teece, D. J. (2018). Business models and dynamic capabilities. *Long Range Planning*, 51(1), 40–49. <https://doi.org/10.1016/j.lrp.2017.06.007>
- Undang-Undang Republik Indonesia Nomor 17 Tahun 2014 tentang Majelis Permusyawaratan Rakyat, Dewan Perwakilan Rakyat, Dewan Perwakilan Daerah, dan Dewan Perwakilan Rakyat Daerah.
- Undang-Undang Republik Indonesia Nomor 23 Tahun 2014 tentang Pemerintahan Daerah.
- Utami, N. M. S. (2024). Pengaruh komitmen organisasi, lingkungan kerja dan kompensasi terhadap kinerja karyawan (studi kasus LPD Pakraman Pedungan). *Jurnal Ekonomi Manajemen dan Bisnis*, 3(1), 33–43.
- UU No. 23 Tahun 2014 tentang Pemerintahan Daerah (sebagai dasar hukum fungsi DPRD)
- Yusuf, R., & Nugroho, Y. A. (2022). Compensation and organizational justice: Its impact on employee performance. *Journal of Human Resource and Sustainability Studies*, 10(1), 45–56. <https://doi.org/10.4236/jhrss.2022.101004>
- Yulianto, A., Nugroho, H., & Pratama, F. (2022). Leadership style and organizational climate: Implications for employee engagement. *Cogent Business & Management*, 9(1), 203–217. <https://doi.org/10.1080/23311975.2022.2035672>
- Zhenjing, G. (2022). *Impact of Employees' Workplace Environment on Task Performance with Mediating Role of Employee Commitment*. *International Journal* (akses ringkasan).