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**LECTURER PERFORMANCE MODEL: COMPENSATION, WORK DISCIPLINE AND ORGANIZATIONAL COMMITMENT ANALYSIS**  
(Case Studi in Universitas Putra Indonesia YPTK Padang)

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**ARTICLE INFORMATION**

Received: 29 February 2020

Revised: 02 March 2020

Issued: 07 March 2020

(filled in by Editor)

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DOI:10.31933/DIJMS

**Abstract:** This study aims to determine the effect of compensation, work discipline and organizational commitment on the performance of the lecturer at Putra Indonesia University YPTK Padang. This research was conducted at the Putra Indonesia University YPTK Padang. The population in this study were all lecturers at the University of Indonesia Putra Indonesia YPTK Padang. The sample in this study were 50 people with purposive techniques. Types and sources of research data consist of primary data that is data obtained from the opinions of respondents through research questionnaires, and secondary data that is data obtained from the University of Putra Indonesia YPTK Padang. Data analysis techniques used in testing the research hypothesis are multiple linear regression analysis using SPSS version 17.0 program. The results found that: 1) compensation had a positive and significant effect on the performance of the University of Putra Indonesia YPTK Padang lecturers; 2) Work discipline has a positive but not significant effect on the performance of the Indonesian Putra University YPTK Padang lecturer; 3) Organizational Commitment has a positive and significant effect on the performance of the University of Putra Indonesia YPTK Padang lecturers; and 4) Compensation, work discipline and organizational commitment together have a significant effect on the performance of the lecturer at Putra Indonesia University YPTK Padang with a contribution of 46% and the remaining 54% is influenced by other factors not included in the scope of this study.

**Keywords:** Compensation, Work Discipline, Organizational Commitment, Lecturer Performance

## INTRODUCTION

In the current era of globalization, people really expect quality graduates who are competent, of good quality and ready to use in the world of work properly. This does not seem to be separated from the role of lecturers and the learning process carried out at the tertiary institution. The quality of educational institutions is strongly influenced by input to education including students, lecturers and facilities supporting the teaching and learning process. A lecturer is someone who based on education and expertise is appointed by the organizer of the college with the main task of teaching. According to the Law of Teachers and Lecturers number 14 of 2005, lecturers are professional educators of scientists with the main task of transforming, developing and disseminating science, technology and arts through education, research and community service.

Lecturers play a very strategic role for the progress of a tertiary institution. The existence of lecturers will determine the quality of education and graduates born in tertiary institutions, in addition to the general quality of tertiary institutions themselves. If the lecturers are performing and of high quality, the quality of the tertiary institution will also be high, and vice versa. Therefore to run a good education program, lecturers who are also of high quality are needed. By having professional and high-quality lecturers, universities can formulate the most modern programs and curriculum so as to guarantee the birth of outstanding and high-quality graduates.

Based on the above, improving lecturer performance is one of the things that needs to be done so that universities can produce quality graduates. Therefore, efforts to improve the performance of lecturers are the most serious challenges because to achieve the goals and continuity of higher education depends on the quality of the performance of human resources in it.

Many factors affect employee performance both internal factors, namely factors originating from within employees such as work motivation, competence, commitment, attitude and external factors, factors originating from outside the employee, such as compensation, leadership style, work environment, organizational culture, work discipline, training, work climate, supervision and so on. One of the efforts taken by the organization to create the situation is to provide compensation that satisfies employees. According to Handoko (2001) the way to improve achievement, motivation and job satisfaction is to provide compensation. Therefore aspects of human development and work motivation are the main focus of organizational attention, high motivation will have an impact on the performance of increasing productivity and efficiency.

Aside from compensation, there are other factors that are no less important than compensation for the growth of tertiary institutions, namely through work discipline. Work discipline is Discipline is a positive behavior that is essentially in the form of attitudes, behavior and actions in accordance with applicable regulations, both written and unwritten (Nitisemito in Ariani, N, 2015). In an organizational discipline is a very important factor in order to realize its goals, because without good disciplinary conditions an organization may not be able to achieve optimal performance results.

Work discipline in a tertiary institution is used to motivate lecturers to be able to discipline themselves in carrying out work both individually and in groups. Besides that, discipline is useful in educating employees, in this case lecturers as teaching staff to obey and like the rules, procedures, and policies, so that they can produce good performance. Disciplinary factors play a very important role in the implementation of employee work. If employees work with high discipline, then employees will work with high commitment by using all the abilities (competencies) they have so as to produce high performance to achieve the goals of the organization where they work.

Another important factor is the commitment of lecturers to tertiary institutions. Organizational commitment according to Mathis and Jackson (2005) is the level of trust and acceptance of labor towards the goals of the organization and has a desire to remain in the organization, while Robbins and Judge (2007) suggest that organizational commitment as a condition where an individual sides with the organization and his goals and desires to maintain his membership in the organization. In line with these two opinions, Steers in Kuntjoro (2002) also stated organizational commitment as a sense of identification (trust in organizational values), involvement (willingness to do their best for the sake of the organization) and loyalty (the desire to remain a member of the organization concerned) stated by an employee of his organization.

Departing from the phenomena that have been stated, the researcher considers the need for an empirical study that reveals the effect of compensation, work discipline, and organizational commitment on lecturer performance. With the title "Analysis of Influence of Compensation, Work Discipline and Commitment to the Performance of Lecturers at Putra Indonesia University YPTK Padang".

Based on the background and problems, the objectives of this study are:

1. Determine the effect of compensation, work discipline and commitment together on the performance of lecturers at Putra Indonesia University YPTK Padang.
2. Determine the effect of compensation, work discipline and partial commitment on the performance of lecturers at Putra Indonesia University YPTK Padang.

## LITERATURE REVIEW

### Compensation

According to Simamora (1999) compensation (compensation) includes financial returns and realized services and benefits received by employees as a relationship of employment. Compensation is what is received by employees in exchange for their contribution to the organization. Meanwhile according to Handoko (2001) states that compensation is anything that can be received by employees as a reward for their work. Meanwhile according to Nawawi (2001) compensation for companies means rewards / rewards to workers who have contributed in realizing their goals, through activities called work.

According to Simamora (1999) in general, compensation consists of four forms, namely: 1) Basic salary, salary (salary) generally applies to weekly, monthly, or annual pay rates (regardless of the length of working hours) management employees, professional staff, clerical (white-collar workers) are usually paid; 2) Incentives, incentives are rewards /

rewards given to motivate workers so that work productivity is high, the nature is not fixed or at any time. Therefore, incentives as part of profits, especially given to workers who work well or who excel (Nawawi, 2001); 3) Benefits, according to Simamora (1999) employee benefits are payments and services that protect and supplement the basic salary; and the company pays all or part of this benefit. Example; health and life insurance for holidays covered by the company, pension plans, and other benefits relating to employment relations; and 4) Facilities, according to Henry Simamora (1999) facilities (perquisites) are benefits received by executives that are associated with their position and status in the company. Status or prestige signs that can be seen among people who occupy the higher echelons of an organization, in fact, form psychic income. Luxurious offices, convenience to corporate aircraft, luxury official vehicles, membership in clubs, and special parking facilities are common examples of extra income.

### Work Discipline

Discipline is an action designed to correct employee deviations from organizational rules, procedures, policies and norms (Richard M. Hodgetts in Buchari, 2007). According to Siagian (2007) that employee discipline is a form of training that seeks to improve, shape and shape employee knowledge, attitudes and behavior so that these employees voluntarily try to work cooperatively with other employees and improve their work performance.

Meanwhile according to Rivai (2009) Work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and as an effort to increase one's awareness and willingness to obey all applicable agency regulations and social norms. Furthermore Nawawi (2001) argues that discipline is the willingness to obey consciously every regulation that applies in work organizations. The willingness to obey consciously is not an element of coercion among people to obey all organizational rules. Discipline is considered as a prerequisite for all activities in in order to realize organizational goals.

Broadly speaking, discipline according to Siagian (2007) consists of: 1) Preventive discipline, which is an action that encourages employees to obey the various applicable provisions and meet established standards. This means through clarity and explanation of the pattern of attitudes, actions and behaviors that it is desirable for every member of the organization to be prevented so that employees do not act negatively; and 2) Corrective Discipline, i.e. if an employee who has clearly violated the applicable provisions or fails to meet established standards, is subject to disciplinary sanctions.

Based on the opinions above it can be concluded that employee work discipline is employee compliance with applicable regulations. Indicators for measuring employee discipline are: 1) obeying incoming and outgoing hours, 2) obeying superiors' orders 3) sanctions, 4) student and community services.

### Organizational Commitment

According to Colquitt et al (2009) organizational commitment is the desire possessed by employees to remain members of the organization. Organizational commitment influences

an employee to remain a member of the organization or leave the organization to find work elsewhere. Meanwhile, according to Mowday et al (2009) organizational commitment is a relative strength of the individual in identifying his involvement in the organization. This is characterized by three things: (1) employee acceptance of organizational values and goals, (2) employee readiness and willingness to make serious efforts on behalf of the organization, and (3) employee's desire to maintain membership in the organization ( become part of the organization).

According to Chatz in Arikunto (2007) states that commitment is the most fundamental thing for everyone in the profession. The success of a person in a task given to him is determined by how committed to the task and the level of education or knowledge he possesses. Without commitment, the task given to him is difficult to carry out well. High commitment to the task becomes motivation to do something with sincerity.

Furthermore Arikunto (2007) means that commitment is not just an involvement, but commitment is a willingness for someone to be actively involved in an activity with high responsibility. Naturally everyone has a commitment. The difference lies in the level of development and psychological processes of a person naturally. Arikunto (2007) also states that a person's attitude changes according to the level of development. This can be influenced by age. Thus, a person's attitude at a young age will not be the same after advanced age.

From the description above it can be concluded that the indicators of employee commitment to the task include: 1) a sense of responsibility, 2) caring, 3) loyalty, 4) enthusiasm to develop themselves.

### The performance

Mathis and Jackson (2005) say that performance is basically what employees do or don't do. Employee performance is what influences how much they contribute to the organization which includes, among others: 1) quantity of output; 2) output quality; 3) output period; 4) attendance at work; and 5) cooperative attitude.

Atmosudirjo (2005) formulating performance is as a picture of work performance and / or achievement of programmed activities. While Wahjosumijo (2005) argues that performance is the achievement or work that is contributed by a person or group in supporting the achievement of the goals of an organization.

In line with that, Drucker revealed that performance is a consistent ability to produce achievements within a certain period in various assignment activities. Rue and Byars wrote that "Performance" (performance) is "The Degree of Accomplishment" which describes the level of achievement of results or the level of organizational achievement on an ongoing basis. Achievement of this result is expressed as a level that shows the extent to which the implementation of tasks can be carried out in actual in realizing the mission of the organization (Timpe, 2005).

In connection with the performance of lecturers, stipulated in the Decree of the Coordinating State Minister for Development Supervision and Empowerment of State Apparatus No.30 / KEP / MK-WASPAN / 8/1999, concerning the Lecturer Functional Position and Credit Score. In the Ministerial Decree stated that the main duties of lecturers

are: 1) Carry out education and teaching at universities, research and community service; and 2) Carry out research and development and produce scientific works, technological works, monumental / artistic works, shows and literary works.

The performance dimension concerns process and output or product inputs. Input refers to the actor, the lecturer, the process refers to how the achievement of objectives and products is related to the results achieved. From the analysis and some of the expert opinions above it can be concluded that the performance of the lecturer is the ability possessed in carrying out the duties Indicators: 1) Implementing the teaching process; 2) Carry out research; and 3) Community service.

### Concetual Framework

Based on the theories put forward above, it can be seen that compensation, discipline and commitment are suspected to influence lecturer performance at Putra Indonesia University of YPTK Padang, by taking into account the compensation, discipline and commitment variables allegedly affecting lecturer performance at Putra Indonesia University of YPTK Padang, lecturer performance which is the expected work of Universitas Putra Indonesia YPTK Padang can be improved in order to achieve organizational goals in the future. Based on these allegations, the framework of thinking in this research can be arranged as follows:

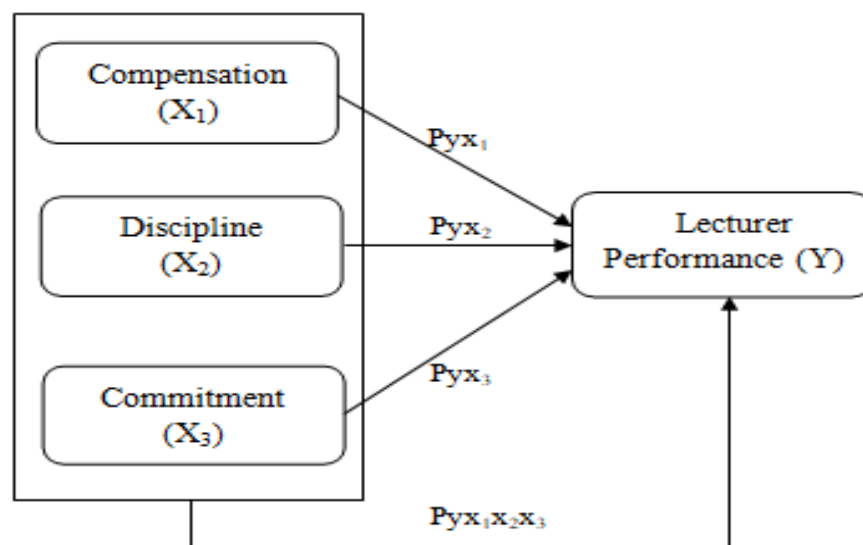


Figure 1. Concetual Framework

### Research Hypothesis

Based on the research objectives, the research hypothesis is:

- H1 : There is a positive effect of compensation, work discipline, joint commitment to the performance of lecturers at Putra Indonesia University YPTK Padang.
- H2 : There is a positive effect of compensation, work discipline, partial commitment to the performance of lecturers at Putra Indonesia University YPTK Padang.



## RESEARCH METHODS

The method used in this study is a survey method with a quantitative approach. Quantitative research is carried out using correlation techniques. This technique is carried out to analyze the relationship between three independent variables namely compensation ( $X_1$ ) work discipline ( $X_2$ ) and commitment ( $X_3$ ) to lecturer performance as the dependent variable. This research itself was conducted at the University of Putra Indonesia YPTK Padang, with the unit of analysis was a lecturer at the University of Putra Indonesia YPTK Padang. The sample size in this study was determined proportionally for each faculty with a total sample of 58 lecturers.

Data analysis techniques in the study used multiple linear regression equations, with the equation  $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$ , where  $Y$  is the lecturer performance variable,  $b_1$ ,  $b_2$  and  $b_3$  coefficient of compensation variable ( $X_1$ ), work discipline ( $X_2$ ) and organizational commitment ( $X_3$ ). Data analysis tools for SPSS application programs version 17.0.

After being analyzed by multiple linear regression, it is continued with the determination analysis test (R Square), partial hypothesis testing (t test) and simultaneous (F test) with an error tolerance level of 5 percent. But before the process of multiple linear regression in the test instrument research (questionnaire) with the test of validity and reliability and classical assumptions through tests of normality, multicollinearity, and heterokedastisitas.

## FINDINGS AND DISCUSSION

### Result

In general, respondents' choice of questionnaires distributed at Putra Indonesia University YPTK Padang was responded to in agreement and strongly agreed on the questionnaire items. This shows that compensation, work discipline and lecturer commitment have run in accordance with the respondents' perceptions.

Based on the analysis results it was found that:

1. Based on the distribution of the questionnaire conducted it is known that the respondent gave answers in the agreed category. This gives an indication that the compensation carried out at the University of Putra Indonesia YPTK Padang has been going well.
2. From the results of the distribution of the questionnaire conducted it is known that the majority of respondents gave answers in the category of strongly agree. This gives an indication that the work discipline of lecturers is very good.
3. Based on the distribution of the questionnaire conducted it is known that the majority of respondents gave answers in the agreed category. This gives an indication that the organizational commitment of Putra Indonesia University is already good.
4. Based on the distribution of the questionnaire conducted it is known that the majority of respondents gave answers in the agreed category. This gives an indication that the performance of the Putra Indonesia University lecturer is categorized as going well.

The requirement to use multiple regression analysis is the fulfillment of classical assumptions. To get an efficient and unbiased examiner value or BLUE (Best Linear Unbias

Estimator) from one multiple regression equation with the least square method, it is necessary to test to find out the resulting regression model meets the classical assumption requirements. In this study, the classic assumption test that will be used is the Normality Test of Multikolinearitas Test and Heterokedastisitas Test using SPSS 17.0 as a tool in this study.

- 1) From the results of tests conducted using SPSS 17.0 as a tool in this study, it was obtained that the data in this study were normally distributed, this was evidenced from the results of the significance value (Asymp. Sig. 2-tailed) greater than 0.05 , i.e. (0.397 > 0.05) so that it can be concluded that the data in this study are normally distributed.
- 2) Then from the multicollinearity test results it is known that the results of the calculation of the Tolerance value show that there are no independent variables that have a Tolerance value of less than 0.10, which means there is no correlation between the independent variables. In addition, the results of the calculation of the value of Variance Inflation Factor (VIF) also showed the same thing that there is not one independent variable that has a VIF value of more than 10. So it can be concluded that there is no multicollinearity between Independent variables in the regression model.
- 3) Furthermore, from the results of heterokedasticity test it is known that scatterplots can be seen that the points spread randomly and transversely both above and below the number 0 on the Y axis. accommodation based on independent variable input.

Based on these tests it has been proven that the equation model proposed in this study has met the requirements of classical assumptions so that the equation model in this study is considered good. Multiple linear regression analysis is used to test the hypothesis of partial and simultaneous influence of independent variables on the dependent variable. In testing hypotheses, this study assumes that the significance level of the alternative hypothesis received is below 0.05 or 5%. The results of the multilevel regression analysis can be summarized in the following table:

**Table 1. Results of Multiple Linear Regression Analysis**

Dependent variable	Dependent variable	Regression Coefficient	t count	Significance	Hypothesis Decision
Lecturer Performance (Y)	constant (a)	2,623			-
	Compensation (X1)	0,689	3,500	0,001	Be accepted
	Work Discipline X2)	0.079	0,393	0,696	Rejected
	Organizational Commitment (X3)	0,343	2,540	0,015	Be accepted
	F	28,125		0,000	Be accepted
	R2	0,460			
	t table	1,9883			
	F table	3.34			

Source: Output SPSS under 17.00

From table 1 above we get the results of multiple linear regression equations:  $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e = 2,623 + 0,689.X_1 + 0.079.X_2 + 0,343.X_3 + e$ . Note: Y = lecturer performance;  $X_1$  = compensation,  $X_2$  = work discipline and  $X_3$  = organizational commitment. From this equation can be interpreted:



- 1) A constant of 2.623 indicates that if the independent variable or free compensation ( $X_1$ ), work discipline ( $X_2$ ) and organizational commitment ( $X_3$ ) is ignored or assumed to be 0, then Y is 2.623 meaning before or without the compensation variable ( $X_1$ ), work discipline ( $X_2$ ) and organizational commitment ( $X_3$ ) in the University, the amount of Lecturer Performance (Y) will be 2,623.
- 2) If it is assumed that work discipline ( $X_2$ ) and organizational commitment ( $X_3$ ) are constant then each compensation ( $X_1$ ) is one unit or 1%, the Lecturer Performance (Y) is expected to increase by 0.689 or 68.9%. In other words, it can be said that each increase in compensation ( $X_1$ ) by one unit or 1%, the lecturer performance (Y) will experience 0.689 units or 68.9%, apparently assuming that work discipline ( $X_2$ ) and organizational commitment ( $X_3$ ) constant.
- 3) If it is assumed that the compensation variable ( $X_1$ ) and organizational comission ( $X_3$ ) are constant then each increase in work discipline ( $X_2$ ) is one unit or 1%, the lecturer performance (Y) is expected to increase by 0.079 or 7.9%. In other words, it can be said that each increase in work discipline ( $X_2$ ) by one unit or 1%, the lecturer performance (Y) will increase by 0.079 units or by 7.9%, of course assuming that the compensation factor ( $X_1$ ) and organizational commitment ( $X_3$ ) is constant.
- 4) If it is assumed that the compensation variable ( $X_1$ ) and work discipline ( $X_2$ ) are constant then each increase in organizational commitment ( $X_3$ ) is one unit or 1%, the lecturer performance (Y) is expected to increase by 0.343 or 34.3%. In other words it can be said that each organizational commitment ( $X_3$ ) is one unit or 1%, the lecturers' performance (Y) will experience an increase of 0.343 units or 34.3%.
- 5) The value of  $R^2$  (R square) is 0.460. This can be interpreted that the magnitude of the influence of the three independent variables namely compensation, work discipline and organizational commitment to lecturer performance is 46%. While the remaining 54% is influenced by other variables not included in the scope of this study.

### Simultaneous Effect Test Results (F Test) and Partial (t Test)

Hypothesis testing aims to explain the characteristics of certain relationships or differences between groups or the independence of two or more factors in a situation (Ali, H., Limakrisna, N. 2013). Where simultaneous hypothesis testing is carried out to determine the effect of several independent variables together. While the partial influence test aims to test the effect of each independent variable on the dependent variable partially with  $\alpha = 0.05$  and also the acceptance or rejection of the hypothesis. The simultaneous test (Test F) and partially (Test t) in detail are described as follows.

1. The Effects of Compensation, Work Discipline and Organizational Commitment Simultaneously Against Lecturer Performance.

From Table 1 above it can be seen that the significance of F is 0,000 smaller than the level of alternative hypotheses namely  $0,000 < 0.5$  with an F count of 13,059 and an F table of 3.34. Thus it can be interpreted that compensation ( $X_1$ ), work discipline ( $X_2$ ) and organizational commitment ( $X_3$ ) together or simultaneously have a significant effect on lecturer performance (Y). Therefore the hypothesis ( $H_1$ ) which states that "compensation,

work discipline and organizational commitment simultaneously have a significant effect on the performance of lecturers". Thus the first hypothesis is proven and can be accepted.

This shows that if compensation, work discipline and organizational commitment together are increasing, this will be supported also by improving lecturer performance. If the performance of the lecturer is getting better, the lecturer will be able to give more than what is expected by the company with high performance and he will continue to try to improve its performance.

## 2. The Effect of Compensation, Work Discipline, and Partial Organizational Commitment on Lecturer Performance.

### a. Effect of Compensation on Lecturer Performance

From Table 1 above the obtained  $t_{\text{count}}$  of compensation variable is 3,500 greater than  $t_{\text{table}}$  or  $3,500 > 1,9883$  with a significance level of 0,001. The significance value is smaller than alpha 0.05. Thus, it can be interpreted that compensation ( $X_1$ ) has a positive and significant effect on lecturer performance (Y). Therefore the hypothesis which states that "partial compensation has a significant effect on the performance of the lecturer at Putra Indonesia University YPTK Padang", was accepted.

The results of this study are in line with research conducted by Judges and Widyatmini (2008), Generous, Sudibya and Utama (2012) and Sarah Sasmita (2009) who stated that if the compensation received by employees was in accordance with the contributions made by employees to the company, then the employee will always be able to improve its performance by providing quality and quantity of work to achieve organizational goals.

In general, compensation is a remuneration received by employees in connection with the sacrifice that has been given to the agency. The purpose of giving compensation itself according to Hasibuan (2008) is as a bond of cooperation, job satisfaction, effective procurement, motivation, employee stability, discipline, and the influence of trade unions and the government. This compensation can be given directly in the form of money or indirectly in the form of money from the company to its employees.

Compensation basically aims to provide retribution to employees for what they have provided to the organization including cooperation as a bond, job satisfaction, effective procurement, motivation, employee stability, discipline, and the influence of trade unions and the government (Hasibuan, 2008). The principle of compensation for the management of the compensation program (remuneration) must be established on the principle of being fair and proper and taking into account applicable labor laws. The principle of fair and proper must receive the best possible attention so that the remuneration to be provided stimulates employee passion and job satisfaction.

b. Effect of Work Discipline on Lecturer Performance

From Table 1 above, the  $t_{\text{count}}$  of work discipline variable is 0.393 smaller than  $t_{\text{table}}$  or  $0.393 < 1.9883$  with a significance level of 0.696. The significance value is greater than alpha 0.05. Thus, it can be interpreted that work discipline ( $X_2$ ) does not affect the performance of lecturers ( $Y$ ). Therefore, the hypothesis which states that "work discipline has a significant effect on the performance of the University of Putra Indonesia YPTK Padang lecturer", was rejected.

The results of this study contradict the research conducted by Widodo, T., Alamsyah, N., and Utomo, CB (2018), which states that Discipline (Effective use of time, Compliance with established regulations, and coming and going home exactly time) affect the performance of human resources means the better discipline will improve the performance of human resources.

The lack of discipline of work on the performance of lecturers at Putra Indonesia University YPTK Padang because basically besides teaching, lecturers also carry out many activities outside of campus in order to carry out community service, thus making lecturers often have to leave campus. However, although lecturers often leave campus, lecturers at Putra Indonesia University YPTK Padang continue to carry out their duties properly.

Work discipline is one aspect that affects employee performance. Discipline is an attitude of willingness and willingness to obey and obey the norms of regulations that apply in the surroundings. Good employee discipline will accelerate company goals, while declining discipline will become a barrier and slow down the achievement of company goals. Discipline tries to overcome mistakes and negligence caused by lack of attention, incompetence, and tardiness. Discipline seeks to prevent the start of work that is slow or too early to end work caused by delays or laziness.

Discipline is a matter of benchmark to find out whether the overall leadership role can be carried out properly or not. Work discipline is a management action to uphold organizational standards (Davis, 2009). Discipline is also a form of employee self-control and regular implementation shows the level of seriousness of a work team in an organization, disciplinary action requires punishment against employees who fail to meet specified standards. Therefore, disciplinary action is not applied arbitrarily, but requires wise consideration.

c. Effect of Organizational Commitment on Lecturer Performance

From Table 1 above, the  $t_{\text{count}}$  of organizational commitment variable is 2,540, greater than  $t_{\text{table}}$  or  $2,540 > 1,9883$  with a significance level of 0,015. The significance value is smaller than 0.05. Thus, it can be interpreted that organizational commitment ( $X_3$ ) has a significant effect on lecturer performance ( $Y$ ). Therefore the hypothesis which states that "organizational commitment has a positive and significant effect on lecturer performance", is accepted.

Several previous studies have also shown that organizational commitment has an influence on employee performance, including research conducted by Supriyani and Mahmud (2013), Abrivianto, Swasto and Utami (2014) and Suwardi and Utomo

(2011) which stated significantly and positive performance is influenced by organizational commitment. This means that if employees have a high commitment to the organization where they take shelter, then the employee will always be able to provide optimal work results.

Employees who are highly committed are those who feel attached to the organization where they work and are actively involved in work that is their area of responsibility. In other words, highly committed employees are those who recognize and love their organization and are actively involved in fulfilling tasks by providing maximum work results in achieving organizational goals.

Commitment to the organization means more than formal membership, because it includes an attitude of liking the organization and a willingness to strive for a higher level of effort for the interests of the organization for the achievement of objectives. Allen and Mayer in Sanusi (2012) explain that organizational commitment is a psychological state with the following characteristics: 1) believing and accepting the goals held by the organization; 2) willingness to try seriously for the organization; 3) have a strong desire to remain a member of the organization.

## CONCLUSION AND SUGGESTION

### Conclusion

Based on the results and discussion, the conclusions of this study are:

- 1) Compensation, work discipline and organizational commitment simultaneously have positive and significant effect on lecturer performance. This means that if compensation, work discipline and organizational commitment together can be implemented well it will have a greater influence on improving the performance of lecturers.
- 2) Compensation and organizational commitment partially have a positive and significant effect on lecturer performance, whereas work discipline has no influence on lecturer performance. This means that if you want to improve the performance of lecturers through compensation, then what needs to be considered by the company is to pay attention to salaries, incentives, benefits, and facilities that are in line with lecturer expectations. In addition, if you want to improve the performance of lecturers through organizational commitment, what needs to be considered by the company is to increase the sense of responsibility of the lecturer in working, increase lecturer care, increase loyalty, and enthusiasm to develop themselves.

### Suggestion

Based on data analysis, the process of statistical calculation, testing of empirical research models and discussion of the results of studies conducted, several suggestions are proposed as follows:

1. In an effort to achieve a higher performance of lecturers at the University of Putra Indonesia YPTK Padang in the future, it is expected to pay attention to and increase the variable compensation, and organizational commitment. This is because these two variables significantly influence the performance of lecturers.

2. In the future, it is hoped that the management of Putra Indonesia University YPTK Padang can increase compensation in accordance with the functional abilities of UPI-YPTK Padang.
3. It is hoped that in the future the Putra Indonesia University YPTK Padang will pay more attention to:
  - a. Duties and responsibilities to the lecturers are challenging so that they can actualize their abilities as much as possible.
  - b. Increasing awareness as a lecturer on how the University of Putra Indonesia YPTK Padang has a higher public image.
  - c. Increasing lecturer satisfaction by improving a conducive work climate, creating a comfortable atmosphere at work so that it will increase the loyalty of lecturers towards Putra Indonesia University YPTK Padang.
  - d. Conduct self-development of lecturers with further studies and provide training so that it will improve the performance of lecturers.

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