

Improving Lecturer Discipline through Compensation and Organizational Commitment (Study at Universitas Putra Indonesia YPTK Padang)

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Article Info

Volume 82

Page Number: 16372 - 16380

Publication Issue:

January-February 2020

Abstract:

This study aims to analyze the effect of compensation and organizational commitment on the work discipline of lecturers both partially and simultaneously 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 58 people with purposive techniques. Quantitative analysis method using path analysis (Path Analysis), followed by determination analysis (R Square), partial hypothesis testing (t test) and simultaneous (F test) with alpha 5 percent (0.05). Before further analysis, the classical assumption test is performed. Analysis tools using SPSS version 21.0 for Windows. The results showed that the management information system and communication had a positive and significant effect on the work discipline of the lecturers at Putra Indonesia University YPTK Padang.

Article History

Article Received: 18 May 2019

Revised: 14 July 2019

Accepted: 22 December 2019

Publication: 28 February 2020

Keywords: Work Discipline, Compensation, and Organizational Commitment

INTRODUCTION

Higher Education is one of the important pillars in building a nation. As the highest level of education in the national education system, higher education becomes a reference in encouraging the development of a nation. Higher education in Indonesia is a national education subsystem that includes diploma, bachelor, master, specialist and doctoral programs organized by Higher Education. Higher Education is obliged to organize education, research and community service (Directorate General of Higher Education, 2014).

One element in the administration of higher education is lecturers. Lecturers are academic staff who are tasked with planning and implementing the learning process, assessing learning outcomes,

conducting mentoring and training, and conducting research and community service. Seeing so much the task that must be carried out by the lecturer, of course the lecturer must have a disciplined attitude in carrying out their duties.

Discipline is one's awareness and willingness to obey all company regulations and applicable norms (Hasibuan, 2013). Work discipline plays an important role because it reflects the amount of responsibility someone has for the tasks assigned to him. In many factors that can affect one's work discipline, according to Sutrisno (2011) work discipline can be influenced by a) the size of the compensation; b) Whether there is an exemplary leadership in the company; c) Whether there are definite rules that can be used as a guide; d) Leadership Courage in Taking

Action; e) Presence of Leadership Oversight; and f) Presence of Attention to Employees.

From some of these factors compensation is a factor that greatly affects one's work discipline. This was stated by Setiawan, A., Saerang, I., and Kojo, C (2017) who stated that compensation is a very important factor in efforts to improve employee work discipline in an organization.

Compensation is one of the most important functions of human resources. The provision of compensation is one factor for several aspects that need to be considered in human resource management, such as the reason why a potential person wants to work for a company and one of the factors so that potential employees will be loyal and contribute to the company.

Compensation is a complex problem in an organization, one of the challenges of an organization in managing its human resources is how to develop a compensation system that not only must satisfy employees, but must also be able to encourage employee morale so that they are able to achieve optimal performance.

In addition to compensation, there are other factors that can affect one's work discipline, organizational commitment. This was stated by Setiawan, E (2018) in his research which stated that organizational commitment has a great influence on one's work discipline. Besides Tarigan, GK (2016) also revealed that commitment to the organization is a very important factor in realizing work discipline, because its commitment of an employee to the organization is expected to be more familiar and bound to remain a member in an agency to achieve the goals of the organization alone. But on the contrary if employees have an unfavorable commitment to the organization, it will make employees become undisciplined in working, this is due to a sense of discomfort in carrying out their duties.

Employee work commitment is very necessary for an organization, because organizational commitment is a combination of attitude and behavior. Robbins, S.P and Judge, T.A (2013) said that organizational commitment is the result of interaction between individuals and the

situation, so humans have different innovations from one another. With the organization's commitment to someone, will cause motivation to work as well as possible in an organization as an effort to realize a common goal, as a consequence that the commitment can be realized and achieved.

Based on what has been described in the background of the above research, here the writer is interested in raising this article into a study with the title "Improving Lecturer Work Discipline Through Compensation and Organizational Commitment (Studies at the University of Indonesia YPTK Padang)".

This research was conducted with the aim of analyzing: 1) The effect of compensation on work discipline; 2) The effect of organizational commitment on work discipline; and 3) The effect of compensation and organizational commitment simultaneously on work discipline.

LITERATURE REVIEW

Work Discipline

Discipline is a condition of employee self-control and orderly behavior that shows the true level of teamwork in an organization. One aspect of internal employment relations that is important but often difficult to implement is the application of disciplinary action by Mondy (2010).

Siagian (2012) states that work discipline is a mental attitude that is reflected in the actions or behavior of a person, a group of people in the form of obedience to the rules, norms that apply in society. According to Handoko (2011) discipline is defined as an orderly situation where people who are members of an organization are subject to the rules that have been happily determined by a person / group of people. Discipline is one's awareness and obedience to company / institutional regulations and applicable social norms.

Furthermore Handoko (2011) also suggested that employee work discipline can be measured through: 1) Timeliness; 2) use office equipment properly; 3) high responsibility; and 4) observance of office rules.

Broadly speaking, discipline according to Siagian (2012) consists of: 1) Preventive discipline,

which is an action that encourages employees to obey various applicable provisions and meet established standards. This means through clarity and explanation of the pattern of attitudes, actions and behaviors that are 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.

Compensation

According to Simamora (2009) compensation (compensation) includes financial returns and services realized and benefits received by employees as a relationship of staffing. Compensation is what is received by employees in exchange for their contribution to the organization. Meanwhile, according to Handoko (2011) states that compensation is anything that can be received by employees as compensation 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 (2009) in general, compensation consists of four forms, namely: 1) The 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(2009) 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 (2009) 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.

Organizational Commitment

Organizational commitment is a person's identification and involvement that is relatively strong towards the organization. Organizational commitment is the desire of members of the organization to maintain its membership in the organization and be willing to strive for the achievement of organizational goals (Sopiah, 2008). Whereas Robbins, S.P and Judge, T.A (2013) stated that organizational commitment is one of the attitudes that reflects feelings of like or dislike for the organization at work.

Mathis and Jackson in Sopiah (2008) provide the definition, Organizational Commitment is the degree to which employees believe in and accept organizational goals and desires to remain with the organization. Allen and Meyer in Triatna (2015) define organizational commitment as a concept that has three dimensions, namely affective, normative and continuance commitment. Affective commitment is the degree to which an employee is emotionally bound, know and involved in the organization. Continuance commitment is an assessment of the costs associated with leaving the organization. Normative commitment refers to the degree to which a person is psychologically bound to be an employee of an organization based on feelings such as loyalty, affection, warmth, ownership, pride, pleasure, happiness and so on.

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.

From a number of previous research studies based on cases, objects and research analysis units,

the previous research as a reference for this research are as follows:

- 1) Compensation (X_1) affects work discipline (Y), based on research results: Setiawan, A., Saerang, I., and Kojo, C (2017); Damayanti, F. (2019); Djubaini, F., Kawet, L., and Dotulong, L. (2017); Puspitasari, A.T., Nuraina, E., and Utomo, S.W. (2017); and Sari, P.M., Bakri, S.A., and Diah, Y.M. (2015). Where compensation has a positive and significant effect on work discipline partially or simultaneously.
- 2) Organizational commitment (X_2) affects work discipline (Y), based on research results: Damri, Z.N.U. (2017); Septiani, M., Sunuharyo, B.S., and Prasetya, A. (2016); Setiawan, E. (2018); and Tarigan, K.W. (2016), where organizational commitment has a positive and significant effect on work discipline both partially and simultaneously.

From previous theoretical and research studies and based on the research objectives, this research framework is as below.

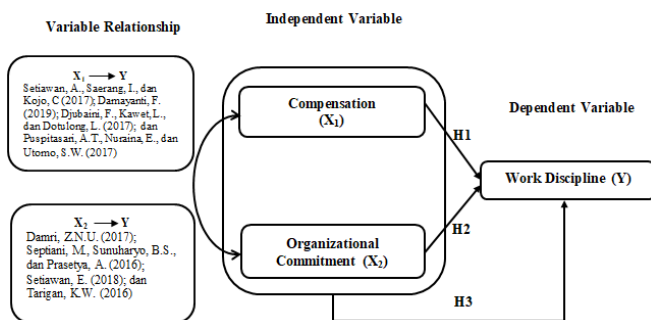


Figure 1. Conceptual Framework

Based on the research objectives and theoretical review, the research hypotheses are:

- 1) There is an effect of compensation on work discipline;
- 2) There is an influence of communication on work discipline; and
- 3) There is an effect of compensation and organizational commitment to work discipline.

RESEARCH METHODS

This research was conducted using an associative quantitative approach to the survey method and using the Path Analysis technique. The

path analysis developed first in 1920 by a geneticist (Sewall Wright) was used to analyze patterns of relationships between variables in order to determine the direct or indirect influence of a set of independent (exogenous) variables on bound (endogenous) variables (Riduwan and Kuncoro, 2013).

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.

Before the analysis, a questionnaire instrument was tested with validity and reliability as well as classical assumption tests with normality, multicollinearity, and homogeneity tests. Path analysis is one of the analytical tools developed by (Dillon and Goldstein in Ali, Hapzi and Limakrisna, N., 2013). Wright developed a method to determine the direct and indirect effects of a variable, where there are variables that exert influence (exogenous variables) and variables affected (endogenous variables).

FINDINGS AND DISCUSSION

Result

Description of Research Variables

Descriptive statistics used are mean values, values that often appear in the respondent's answer (mode), median values, standard deviations and sample variance. The results of descriptive statistics in the study using SPSS 21.0 tools are as follows:

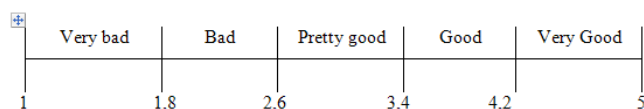
Table 1. Descriptive Statistics of Research Variables

		X1_Compensation	X2_Organizational Commitment	Y_Work Discipline
N	Valid	58	58	58
	Missing	0	0	0
Mean		3,5974	3,5345	3,5197
Std. Error of Mean		,05412	,05439	,05337
Median		3,3750	3,5417	3,5000
Mode		3,38	3,83	3,57
Std. Deviation		,41214	,41418	,40644
Variance		,170	,172	,165
Minimum		2,25	2,58	2,71
Maximum		4,13	4,50	4,57
Sum		191,25	205,00	204,14

Source: Output SPSS under 21.00

Before assessing the criteria of the research variable, a score assessment criteria will be made

first. With the highest number of scores is 5, and the lowest number of scores is 1. The classification of respondents' answers to research variables can be described in terms of the weighting score with a range of scores $5 - 1/5 = 0.8$, as follows:



a. Description of the Compensation Variable (X_1)

Descriptive results of compensation variables as shown in Table 1 above obtained an average value of 3.5974, including the range of 3.4 - 4.2 are in the criteria of Good. This gives an indication that the compensation carried out at the Putra Indonesia University YPTK Padang has been going well.

b. Description of the Organizational Commitment Variable (X_2)

Descriptive results of organizational commitment variables as shown in Table 1 above obtained an average value of 3.5345 including the range of 3.4 - 4.2 are in the Good criteria. This gives an indication that the organizational commitment of Putra Indonesia University is already good.

c. Description of Disciplinary Variables (Y)

Descriptive results of the work discipline variables as shown in Table 1 above obtained an average value of 3.5197 including the range of 3.4 - 4.2 are in the Good criteria. This gives an indication that the work discipline of lecturers is very good.

Classic assumption test

Before proceeding to hypothesis testing, it must first go through the calculation of analysis requirements. Testing the analysis requirements must meet the 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 put forward is commonly used, namely the Normality Test of Muktikolinearitas Test and Heterokedastisitas Test.

From the results of tests conducted using SPSS 21.0 as a tool in this study, it was found 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, namely (0.838 > 0.05) so that it can be concluded that the data in this study are normally distributed.

Then from the multicollinearity test results it is known that the results of the calculation of the Tolerance value shows 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.

Furthermore, from the results of heterokedasticity test it is known that scatterplots are seen that the points spread randomly and transversely both above and below the number 0 on the Y axis. It can be concluded that there is no heterokedasticity in the regression model, so that the regression model is feasible to predict the use of accommodation services based on enter the independent variable.

Based on the results of the assumption test, the requirements have been fulfilled for further testing.

Research result

The results of this study are summarized as Table 2 below with the coefficient of compensation variable (X_1) and organizational commitment (X_2) is ($Py_{X_1} = 0.379$ and $Py_{X_2} = 0.372$) and the correlation between variables X_1 and X_2 is 0.675 which can be presented as shown in Figure 2 below this:

Tabel 2: Coefficients regression

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	13,959	5,077		2,749	,008
1 X1_Compensation	,654	,229	,379	2,853	,006
X2_Organizational_Commitment	,426	,152	,372	2,802	,007

a. Dependent Variable: Y Work Discipline

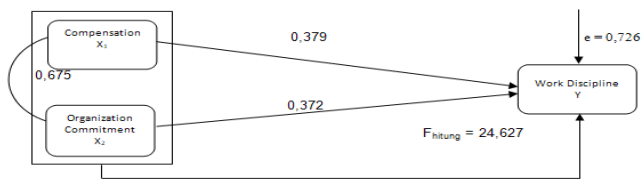


Figure 2: Path Analysis Structure Results

From the above table the path analysis coefficient results are obtained: $Y = \rho_{yx_1}.X_1 + \rho_{yx_2}.X_2 + e = 0.379.X_1 + 0.372.X_2 + 0.726$. The path coefficient value of the compensation variable for the work discipline variable is 0.379. The path coefficient value of the organizational commitment variable towards the work discipline variable is 0.372. Positive coefficient means that compensation and organizational commitment have a positive effect on work discipline.

To see the direct and indirect effects, can be seen in the following table:

Table 3. Summary of Coefficients of the Compensation Path and Organizational Commitment to Work Discipline

Variable	Direct	Indirect		Sub Total	Total
		X ₁	X ₂		
X ₁ _Compensation	14,36%		9,52%	9,52%	23,88%
X ₂ _Organization Commitment	13,84%	9,52%		9,52%	23,36%
Effect of X ₁ , X ₂					47,24%
Effect of other variables					57,76%

Source: Processed data from SPSS 21.0 for processed windows.

From the path analysis results obtained the direct effect of compensation on work discipline by 14.36%, organizational commitment to work discipline by 13.84% and the total effect of compensation and organizational commitment to work discipline directly or indirectly by 47.76. This value explains the coefficient of determination R² Square As shown in the following table.

Table4: Model summary

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.687 ^a	.472	.453	4.207

a. Predictors: (Constant), X₂_Organization Commitment, X₁_Compensation

b. Dependent Variable: Y Work Discipline

Source: Output SPSS 21.0 for windows

R value of 0.687 shows a double correlation (compensation and organizational commitment) with work discipline. By considering variations in the R Square Value of 0.472, it means that the role or contribution of the compensation variable and organizational commitment is able to explain the lecturer work discipline variable by 47.2%. While the remaining 57.8% is influenced by other variables not included in this model.

Hypothesis test

Partial Test (t test)

The partial effect test aims to examine whether each independent variable significantly influences the dependent variable partially with $\alpha = 0.05$ and acceptance or rejection of the hypothesis. Partial test (t test) to answer hypotheses one and two of this study.

Table 5.t Test Results (Partial)

Model	t	Sig.
(Constant)	2,749	,008
1 X ₁ _Compensation	2,853	,006
X ₂ _Organization Commitment	2,802	,007

a. Dependent Variable: Y Work Discipline

Source: Results of data processing from SPSS 21.0 for windows.

1) Effect of Compensation on Performance

From the results of the SPSS output as shown in Table 5, the t_{count} value of variable X₁ is greater than the value of t_{table} ($2.853 > 1.988$), with a significance level of 0.006, because the significance level is more < 0.05 ($0.006 < 0.05$) it can be concluded that compensation affects work discipline.

Based on these explanations, therefore H_0 is rejected and H_1 is accepted, meaning that compensation affects lecturer work discipline.

The magnitude of the direct effect of compensation on the discipline of lecturer work was 14.36%. While the indirect effect of compensation through organizational commitment to work discipline is 9.52%. Thus the total effect (direct and indirect) of the compensation variable on work discipline is 23.88%. Based on the research hypothesis, it is stated that compensation has an effect on the work discipline of lecturers.

The results of this study show the same results as the research conducted by Setiawan, A., Saerang, I., and Kojo, C (2017) which suggests that compensation is a very important factor in efforts to improve employee work discipline in an organization. In addition, several other similar studies also suggest that compensation has a positive and significant effect on work discipline, including research conducted by Damayanti, F. (2019); Djubaini, F., Kawet, L., and Dotulong, L. (2017); Puspitasari, A.T., Nuraina, E., and Utomo, S.W. (2017); and Sari, P.M., Bakri, S.A., and Diah, Y.M. (2015).

Compensation basically aims to provide retribution to employees for what they have provided to the organization, among others, as a bond of cooperation, job satisfaction, effective procurement, motivation, employee stability, discipline, and the influence of trade unions and the government (Hasibuan, 2013). 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.

2) Effect of Organizational Commitment on Work Discipline

From the results of the SPSS output as shown in Table 5, the t_{count} value of variable X_2 is greater than the t_{table} value ($2.802 > 1.988$), with a significance level of 0.000, because the significance level is over <0.05 ($0.007 < 0.05$) it

can be concluded that organizational commitment influences work discipline. Based on these explanations, H_0 is therefore rejected and H_1 is accepted, meaning that organizational commitment influences lecturer work discipline.

The magnitude of the direct effect of compensation on the discipline of lecturer work was 13.84%. While the indirect effect of organizational commitment through compensation to work discipline is 9.52%. Thus the total effect (direct and indirect) variable organizational commitment to the discipline of lecturer work is 23.36%. Based on the research hypothesis, it is stated that organizational commitment has an effect on the work discipline of lecturers.

The results of this study show the same results as the research conducted by Setiawan, E (2018) in his research which suggested that organizational commitment has a great influence on one's work discipline. Besides Tarigan, GK (2016) also revealed that commitment to the organization is a very important factor in realizing work discipline, because its commitment of an employee to the organization is expected to be more familiar and bound to remain a member in an agency to achieve the goals of the organization alone. But on the contrary if employees have an unfavorable commitment to the organization, it will make employees become undisciplined in working, this is due to a sense of discomfort in carrying out their duties.

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.

Simultaneous Test (F Test)

To answer the third hypothesis that compensation and organizational commitment affect the work discipline of lecturers simultaneously can be seen from Table 6 below.

Table 6: Simultaneous F test results

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	871,941	2	435,971	24,627	,000 ^b
Residual	973,645	55	17,703		
Total	1845,586	57			

a. Dependent Variable: Y Work Discipline

b. Predictors: (Constant), X2_Organization Commitment, X1_Compensation

Source: SPSS Output 21.0 for windows

3) The Effect of Simultaneous Organizational Compensation and Commitment on Work Discipline.

From the Anova test or the F test as shown in Table 6, the F_{count} value is 24.662 with a p-value probability of 0.000, because the $F_{\text{count}} > F_{\text{table}}$ ($24.662 > 3.34$) and the significance level is far more than 0.05 ($0.000 < 0.05$) it can be concluded that the variable compensation and organizational commitment together significantly influence the variable work discipline lecturer (Y). Based on this explanation, H_0 is rejected and H_1 is accepted, meaning this proves that the variable compensation and organizational commitment together significantly influence the lecturer work discipline variable (Y). Thus the third hypothesis is accepted.

CONCLUSIONS AND SUGGESTIONS

Conclusion: 1) Compensation has a positive and significant effect on the work discipline of lecturers. This means that if the compensation received by the employee is in accordance with the contribution made by the employee to the company, then the employee will always be able to improve his work discipline to achieve organizational goals; 2) Organizational commitment has a positive and significant effect on the work discipline of lecturers. This means that if the lecturer has a high commitment to his organization, this will be followed by an increase in the discipline of the lecturers' work; 3) Compensation and organizational commitment together have a positive and significant effect on the work discipline of lecturers. This means that the better the compensation system provided by the company and also supported by the higher commitment held by lecturers to the organization, this will also be followed by the better discipline of lecturers' work in carrying out their main tasks and functions.

Suggestion: 1) In an effort to improve the

work discipline of higher lecturers at the University of Putra Indonesia, YPTK Padang in the future, it is expected to pay attention to and increase the compensation variable, and organizational commitment. This is because these two variables significantly influence the performance of lecturers; 2) Going forward it is expected 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; and 3) It is hoped that there will be other studies related to the work discipline of lecturers by examining other variables that are thought to affect the work discipline of lecturers with broad respondents.

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