

The Influence of Commitment, Discipline and Job Satisfaction on Employee Performance in Class IIA Lubuklinggau Correctional Institution

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Abstract

The research entitled The Influence of Commitment, Discipline and Job Satisfaction on Employee Performance is a quantitative study, conducted at the Lubuklinggau Class IIA Lubuklinggau Correctional Institution. The research objective was to determine the effect of commitment, discipline and job satisfaction on employee performance in Class IIA Lubuklinggau Correctional Institution simultaneously and partially. The sample in this study were all employees at Class IIA Lubuklinggau Correctional Institution with a total of 50 employees. The data analysis technique used in this study is multiple linear regression testing, coefficient of determination test, F test and t test. The research results obtained are 1). The partial test (t-test) conducted proves that commitment has an effect on employee performance, with a value of tcount 4.415 > ttable 2.008 and a Sig value of 0.002 < 0.05. 2). Discipline affects employee performance, with a value of tcount 4.717 > ttable 2.008 and a Sig value of 0.004 < 0.05. 3). Job satisfaction affects employee performance, with a value of tcount 3.678 > ttable 2.008 and a Sig value of 0.007 < 0.05. 4). Commitment and discipline simultaneously have a significant effect on employee performance, with an Fcount of 35.633 > Ftable of 3.20 and a Sig value of 0.000 < 0.05. 5). Discipline and job satisfaction simultaneously have a significant effect on employee performance, with an Fcount of 32.188 > Ftable of 3.20 and a Sig value of 0.000 < 0.05. 6). Commitment and job satisfaction simultaneously have a significant effect on employee performance, with an Fcount of 28.570 > Ftable of 3.20 and a Sig value of 0.000 < 0.05. 7). Commitment, Discipline and Job Satisfaction simultaneously have a significant effect on employee performance in Class IIA Lubuklinggau Correctional Institution, where Fcount is 25.610 > Ftable 2.81 and also a sig of 0.000 < 0.05.

Keywords: commitment, discipline, job satisfaction, employee performance.

1. Introduction

Shifting in perspective on roles and functions of human resources (HR) has occurred in the last few years. In the beginning, human resources were nothing more than another factor of production, while now human resources are seen as a strategic factor and are very decisive in realizing the vision and mission of the organization compared to other factors. This shift has consequences for changes or shifts in the perspective of thinking and practice of human resource management, both within public organizations and business organizations. Changes occur at the level of terminology and the substance they contain. Initially, human resources used the terminology of personnel, personnel administration (AK), or personnel management (MP). Then, changed to the terminology of Human Resource Management (MSDM). In the new paradigm (HRM), the human resources (HR) division has a contribution in determining the future of the organization through a functional orientation, not just monitoring, directing and controlling, but development, creativity, flexibility and proactive management.

Performance as the main focus of human resource management plays a central role in the success of achieving organizational goals. Performance is a measure of an outcome. The results of a job can be in the form of goods or services. A person's performance can be seen from the goods or services produced by that person. If the goods or services produced are as expected, then it can be said that the person has good performance, and vice versa (Robbins, 2018). The Lubuklinggau Class IIA Correctional Institution has the duty to carry out periodic and ongoing coaching for inmates of correctional facilities, with the aim that prisoners realize their mistakes and no longer wish to commit crimes and become responsible citizens for themselves, their families and their environment. The success of the coaching task carried out by the Lubuklinggau Class IIA Correctional Institution is largely determined by the performance of the existing apparatus.

Lubuklinggau Class IIA Correctional Institution is still faced with a series of employee performance challenges. As an institution with the main task and function of coaching the inmates, the communication and interpersonal skills of the prison apparatus are an absolute prerequisite for the success of the tasks and functions of the coaching carried out. The communication and interpersonal skills of the prison apparatus are still less than expected. Personal conflicts between officers and inmates that still occur are evidence of a communication barrier.

Performance is closely related to work motivation that exists in an employee. Work motivation is influenced by various factors, such as: adequate facilities and infrastructure, the level of appreciation and fair treatment from the organization. Lack of facilities and infrastructure is the main obstacle that has an impact on decreasing the performance of Class IIA Lubuklinggau Correctional Institution employees in quality and quantity. In addition to the above, the lack of employee discipline also has an impact on decreasing employee performance. The success of organizational performance is largely determined by the success of the organization in managing human resource commitment. In other words, employee commitment to the organization is very important, because if employees are committed to the organization, they will be more productive. Without high commitment from employees, there will be no performance produced by these employees. According to (Mathis & Jackson, 2018), commitment is the level of trust and acceptance of the workforce towards organizational goals and has a desire to remain in the organization.

High commitment from employees will produce behavioral derivatives in the form of caring. The manifestation of employee care is reflected in the clean and tidy working conditions of employees, well-maintained facilities and the use of office facilities in accordance with their designation. Field evidence found that there were still unclean and untidy workplaces, office facilities that were damaged prematurely, and use of office facilities for personal gain. Employees' passion for work is the result of personal commitment. The high desire to work is implemented in the form of maximum quality of work results and high quantity of work. The fact is that there are still employees who lack the desire to work. (Krietner, 2018) states that discipline is an attitude of willingness and willingness of a person to obey and comply with the norms of regulations that apply around him. Good employee discipline will accelerate the achievement of organizational goals. Discipline is very necessary for the individual concerned and the organization. Discipline has a close relationship with performance.

The key word of discipline is obedience to applicable regulatory norms. The obedience of Class IIA Correctional Institution Lubuklinggau staff towards regulatory norms is still lacking. Discipline enforcement must start from the top leadership of the organization. Organizational leaders should first set an example in enforcing discipline. The lack of exemplary discipline shown by organizational leaders makes it difficult to enforce discipline among their subordinates. The obedience of Class IIA Lubuklinggau Correctional Institution employees during working hours is still lacking. Employees who are often late for work and absent without explanation are strong indicators of a lack of adherence to predetermined working hours.

Discipline cannot be separated from the concept of reward and punishment. It is appropriate for employees who have high dedication and discipline to be rewarded, and employees who are not disciplined to be given punishment. The process of implementing the concept of reward and punishment in Class IIA Lubuklinggau Correctional Institution is still not optimal. Lack of respect for employees with high discipline will reduce their work motivation. Punishments that are not strict against employees who are not disciplined will create a bad stigma against the leadership.

Herzberg in (Busro, 2018) defines job satisfaction as a positive feeling which is the result of an evolution of the results obtained with the expected results. Thus, job satisfaction is a complex problem, because it comes from various elements of work, such as the type of work itself, salary/wages, promotions, supervision, colleagues or overall work results. Job satisfaction felt by employees of the Lubuklinggau Class IIA Correctional Institution, is still lacking between employee expectations and the existing real conditions. Salaries that are still inadequate compared to the duties and responsibilities carried out are the mainstay of the lack of job satisfaction felt by employees. In addition, the lack of appreciation from the community as a result of negative perceptions of Correctional Institutions also reduces perceived job satisfaction. The existing collegial and primordial culture has implications for unequal/unfair treatment between employees with one another. A series of existing job satisfaction problems require a thorough and measurable solution, so that the job satisfaction felt by employees can be increased. This research was conducted aiming to find out whether: Commitment, discipline and job satisfaction simultaneously have a significant effect on employee performance in Class IIA Lubuklinggau Correctional Institution; Commitment and discipline simultaneously have a significant effect on employee performance in Class IIA Lubuklinggau Correctional Institution; Discipline and job satisfaction simultaneously have a significant effect on employee performance in Class IIA Lubuklinggau Correctional Institution; Commitment and job satisfaction simultaneously have a significant effect on employee performance at the Lubuklinggau Class IIA Correctional Institution; Commitment partially has a significant effect on employee performance in Class IIA Lubuklinggau Correctional Institution; f. Discipline partially has a significant effect on the performance of employees in Class IIA Lubuklinggau Correctional Institution; and Partially, job satisfaction has a significant effect on employee performance in Class IIA Lubuklinggau Correctional Institution.

2. Literature Review

Commitment. (Robbins & Judge, 2019) says that commitment to the organization is a work attitude that reflects how a person (likes or dislikes) towards the organization where he works if he likes the organization then he will try to keep working, where the

organization as a strong bond where someone is involved in the organization. (Rahmawati & Prasetyo, 2017) states that commitment reflects the strength, involvement and loyalty of employees to the organization. This involvement and loyalty is greatly influenced by the large number of jobs assigned to employees according to their expectations. The indicators used to measure the level of service quality are as follows: Willingness of Employees, Employee Loyalty, Employee Pride.

Discipline. (Rivai, 2018) put forward the definition of work discipline as a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase awareness and willingness of a person to comply with all organizational regulations. Porter defines organizational commitment as a strong belief and self-acceptance of organizational goals and values, a willingness to give great effort to the interests of the organization, and a strong desire to remain in the organization (Hafid, 2018). The indicators used to measure organizational culture are as follows: Purpose and Capabilities, Exemplary Leader, Refund, Justice, Internal Control, Sanctions and Punishments.

Job Satisfaction. (Davis & Newstrom, 2018) put forward the definition of job satisfaction as an employee's feeling of pleasure or displeasure with his work. (Robbins, 2018) states that job satisfaction is a general attitude towards one's work; the difference between the amount of reward an employee receives and the amount of reward they believe they should receive. The indicators used to measure the level of motivation are as follows: The work itself, Salary, Colleagues, Promotion, Supervision.

Employee Performance. (Ardini & Fadli, 2017) state that performance is the result of work that has a strong relationship with the organization's strategic objectives, customer satisfaction, and contributes to the economy. (Rivai, 2018) states that performance is the willingness of a person or group of people to carry out an activity and refine it according to responsibility with the expected results. The indicators used to measure work discipline are as follows: Quality, Quantity, Implementation of tasks, Responsibility.

The performance produced by employees is influenced by various variables that influence it. Of the many variables that affect performance include: commitment, discipline and job satisfaction. Based on the results of research conducted (Ardini & Fadli, 2017), (Ilahi et al., 2017), and (Adil et al., 2018) commitment and discipline partially or simultaneously have a positive and significant effect on performance. The influence of discipline and organizational culture variables on performance is supported by the results of research conducted by (Runtunuwu et al., 2015) and research (Pratama & Dihan, 2017) which prove the significant effect of discipline variables on performance. The effect of job satisfaction on performance is proven by the results of a study conducted by (Suroto et al., 2018), (Sari, n.d.), (Mukhlis et al., 2018) which proves that the job satisfaction variable has a significant effect on the employee performance. The results of research conducted by (Sulistiawan et al., 2017), (Leatemia, 2018), (Wahdaniah & Gunardi, 2018) and (Suparno & Sudarwati, 2014) which prove the significant effect of employee performance variables.

3. Research Method

The population according to (Sugiyono, 2019) is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by

researchers to study and then draw conclusions. (Arikunto, 2018) defines the population as the entire object of research. Thus, the population is not only people but also objects and other natural objects. The population is also not just the amount that exists in the object or subject being studied, but includes all the characteristics or properties possessed by the subject or object itself. The population in this study were all employees in the Lubuklinggau Class IIA Correctional Institution, totaling 50 employees.. According to (Sugiyono, 2019) the sample is part of the number and characteristics possessed by the population. So the sampling technique is a saturated sample according (Sugiyono, 2019) is a sampling technique when the population is used as a research sample. Where all members of the population are used as samples in the study. The object of research is 50 people who are all employees in Class IIA Lubuklinggau Correctional Institution.

4. Findings and Discussions

Multiple linear regression is used to determine the multiple linear regression equation and calculate the magnitude of the influence of commitment, discipline and job satisfaction on performance in Class IIA Lubuklinggau Correctional Institution . From the results of the questionnaire that was distributed to 40 respondents, the answers were obtained from the results of data processing with the SPSS Ver. program. 24 for Windows obtained the following results

Table 1. T Test Result

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	25.073	4.288		5.183	.024
	COMMITMENT	.307	.127	.290	4.415	.002
	DISCIPLINE	.414	.135	.417	4.717	.004
	JOB SATISFACTION	.272	.102	.202	3.678	.007

Based on the calculation results above, it can be seen that the value of the commitment variable has a tcount of $4.415 > t_{table}$ of 2.008 and a Sig value of $0.002 < 0.05$. This shows that the commitment variable partially has a significant effect on performance. Discipline has a tcount of $4.717 > t_{table}$ of 2.008 and a Sig value of $0.004 < 0.05$, this shows that the discipline variable partially has a significant effect on performance. Job satisfaction has a tcount of $3.678 > t_{table}$ of 2.008 and a Sig value of $0.007 < 0.05$, this shows that the variable of job satisfaction partially has a significant effect on performance. From the table, the value $a = 25.073$, $b_1 = 0.307$, $b_2 = 0.414$ and the value $b_3 = 0.272$. Then the values of a and b are arranged into a multiple linear regression equation of performance = $a + b_1 \text{ commitment} + b_2 \text{ discipline} + b_3 \text{ job satisfaction}$, then the regression equation is: $Y = b_1 X_1 + b_2 X_2 + b_3 X_3 + a$.

The regression coefficient value representing the commitment variable obtained indicates that any change in the commitment variable will increase performance. The regression coefficient value representing the discipline obtained indicates that any change in the disciplinary variable will increase performance. The regression coefficient value representing job satisfaction obtained indicates that any change in the job satisfaction variable results in increased performance.

Coefficient of Determination. Based on the results of the data processing above, it is known that the coefficient of determination can be used to determine the influence of the dependent variable in explaining variations in changes in the independent variables. The value of the correlation coefficient is a value to measure the strength of the influence between the response variable Performance (Y) with all explanatory variables, commitment, discipline and job satisfaction.

Table 2. Coefficient of Determination Test Result

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.791 ^a	.625	.601	2.49607

From the calculation of the coefficient of determination, it is obtained that the value of R is 0.791. This means that there is a positive relationship between the variables of commitment, discipline and job satisfaction on employee performance in Class IIA Lubuklinggau Correctional Institution which is very strong. If commitment, discipline and job satisfaction increase, performance will also increase. Then from the calculation of the coefficient of determination (R²) of 0.625. This means that the magnitude of the influence of commitment, discipline and job satisfaction on performance in Class IIA Correctional Institution Lubuklinggau, is 0.601 or 60.1%, while the remaining 39.9% is influenced by other variables not included in this study such as organizational culture, leadership, supervision, and so on.

Simultaneous Test of Commitment and Discipline. Research in Class IIA Correctional Institution Lubuklinggau, using 2 independent variables namely: commitment and discipline with performance as the dependent variable. To see the effect of the two independent variables on the dependent variable, a simultaneous significance test of the commitment and discipline variables was carried out. The results of the simultaneous significance test of the commitment and discipline variables can be seen in the table below:

Table 3. Simultaneous Significance Test Results

Model		Sum Squares	of df	Mean Square	F	Sig.
1	Regression	461.148	2	230.574	35.633	.000 ^b
	Residual	304.132	47	6.471		
	Total	765.280	49			

a. Dependent Variable: EMPLOYEE PERFORMANCE

b. Predictors: (Constant), DISCIPLINE, COMMITMENT

Based on the recapitulation of the results of the F test above, it can be explained that the variables Commitment and Discipline with Performance in the Lubuklinggau Class IIA Correctional Institution , with a value of $F_{count} = 35.633 > F_{table} = 3.20$ with a significance level of $Sig = 0.000 < \alpha = 0.009$ with a significance level of 95% and $\alpha = 5\%$. This means that together the Commitment and Discipline variables have a significant influence on Performance in Class IIA Lubuklinggau Correctional Institution . Thus the hypothesis in the research is proven and acceptable.

Discipline and Job Satisfaction Simultaneous Significance Test. To see the effect of the two independent variables on the dependent variable, a simultaneous significance test of the Discipline and Job Satisfaction variables was carried out. The results of the simultaneous significance test of the Discipline and Job Satisfaction variables can be seen in the table below:

Table 4. Simultaneous Significance Test Results

Model		Sum Squares	of df	Mean Square	F	Sig.
1	Regression	442.338	2	221.169	32.188	.000 ^b
	Residual	322.942	47	6.871		
	Total	765.280	49			

a. Dependent Variable: EMPLOYEE PERFORMANCE

b. Predictors: (Constant), JOB SATISFACTION, DISCIPLINE

Based on the recapitulation of the results of the F test above, it can be explained that the variables Discipline and Job Satisfaction on Performance in Class IIA Lubuklinggau Correctional Institution , with a value of $F_{count} = 32.188 > F_{table} = 3.20$ with a significance level of $Sig = 0.000 < \alpha = 0.05$, with a level of 95% significance and $\alpha = 5\%$.

This means that together the Discipline and Job Satisfaction variables have a significant influence on performance in Class IIA Lubuklinggau Correctional Institution . Thus the hypothesis in the research is proven and acceptable.

Simultaneous Significance Test of Commitment and Job Satisfaction. To see the effect of the two independent variables on the dependent variable, a simultaneous significance test of the Commitment and Job Satisfaction variables was performed. The results of the simultaneous significance test can be seen in the table below:

Table 5. Simultaneous Significance Test Results

Model		Sum Squares	of df	Mean Square	F	Sig.
1	Regression	419.896	2	209.948	28.570	.000 ^b
	Residual	345.384	47	7.349		
	Total	765.280	49			

a. Dependent Variable: EMPLOYEE PERFORMANCE

b. Predictors: (Constant), JOB SATISFACTION, COMMITMENT

Based on the recapitulation of the F test results above, it can be explained that the variable Commitment and Job Satisfaction on Performance in Class IIA Lubuklinggau Correctional Institution , with a value of $F_{count} = 28.570 > F_{table} = 3.20$ with a significance level of $Sig = 0.000 < \alpha = 0.05$, with a level of 95% significance and $\alpha = 5\%$. This means that together the Commitment and Job Satisfaction variables have a significant influence on Performance in Class IIA Lubuklinggau Correctional Institution . Thus the hypothesis in the research is proven and acceptable.

Simultaneous Significance Test of Commitment, Work Discipline and Job Satisfaction

To find out whether the Commitment, Discipline and Job Satisfaction variables have a significant effect on Performance in Class IIA Lubuklinggau Correctional Institution , the Simultaneous Significance test or F Test was used with the help of the SPSS program with the results see 6. scribed in the table below:

Table 6. Simultaneous Significance Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	478.682	3	159.561	25.610	.000 ^b
	Residual	286.598	46	6.230		
	Total	765.280	49			

a. Dependent Variable: KINERJA

b. Predictors: (Constant), KEPUASAN KERJA, KOMITMEN, DISIPLIN

Based on the recapitulation of the F test results above, it can be explained that the variables Commitment, Discipline and Job Satisfaction on Performance in Class IIA Lubuklinggau Correctional Institution, with a value of $F_{count} = 25.610 > F_{table} = 2.81$ with a significance level of $Sig = 0.003 < \alpha = 0.05$. With a significance level of 95% and $\alpha = 5\%$ and denominator $db = n - k - 1 = 50 - 3 - 1 = 46$ and db quantifier $k = \text{number of variables} - 1$ ($k = 3$). This means that together the variables Commitment, Discipline and Job Satisfaction have a significant influence on performance in Class IIA Lubuklinggau Correctional Institution. Thus the hypothesis in the research is proven and acceptable.

The Effect of Commitment on Performance. From the results of the t test above, it can be said that the variable commitment to performance in Class IIA Lubuklinggau Correctional Institution shows a t_{count} value of $4.415 > t_{table}$ of 2.008 and a Sig value of $0.002 < 0.05$. Thus, the proposed research hypothesis is proven and acceptable. Commitment is an important variable for employees in Class IIA Lubuklinggau Correctional Institution. The higher the level of commitment an employee has, the better the implementation of duties and responsibilities. However, high commitment from employees cannot be obtained immediately, but is a process that involves all components in the organization. Kanter in Sopiah (2014: 131) states that the high commitment shown by employees begins with the application of the basic principles of commitment. The principles of continuity, integration and control applied by the organization to employees can shape and foster the level of commitment that employees have. Therefore, organizations should pay great attention to establishing the level of commitment possessed by employees, through continuous and integrated efforts but still within the control corridor determined by the organization. The results of the partial test (t test) for the commitment variable show that the commitment variable has a partially significant effect on the performance of employees in the Lubuklinggau Class IIA Correctional Institution. The results obtained are in line with the results of research conducted by (Adil et al., 2018). The results of the research conducted prove that the organizational commitment variable has a significant influence on the performance of employees of the North Sulawesi Province Manpower and Transmigration Service.

The Effect of Discipline on Performance. From the results of the t test on the discipline variable on employee performance at the Lubuklinggau Class IIA Correctional

Institution, the tcount value is $4.717 > t_{table} 2.008$ and the Sig value is $0.004 < 0.05$. Based on the results obtained from the partial significance test (t test), it can be interpreted that partially the disciplinary variable has a significant influence on the performance of employees in Class IIA Lubuklinggau Correctional Institution. Thus the hypothesis proposed in the study is proven and acceptable. Discipline cannot be separated from the main duties and functions of the Correctional Institution as an institution that oversees the convicts (convicts) who are involved in cases of violations of the law. If employees do not have a high level of discipline, especially at the level of employees who look after the inmates, it is very likely that unwanted things will happen. Therefore, discipline for employees of the Lubuklinggau Class IIA Correctional Institution is a vital factor determining the success of carrying out their duties. Violations committed by employees generally have motives and backgrounds that underlie the acts of violations committed. Lack of examples and examples from leaders, lack of appreciation from the organization for employees who have high dedication and sanctions and punishments that do not provide a deterrent effect for violators, are triggering factors for disciplinary violations. Therefore, organizations should pay attention to the factors that influence the level of employee discipline. From the series of factors stated above, organizations can sort out which factors are more dominant to develop, and which factors are administrative in nature. Organizational attention to factors that influence discipline will have an impact on employee behavior patterns at work. Good work behavior will have an impact on good performance as well. The results of the research conducted show that the discipline variable has a partially significant influence on the performance variable. The results obtained are in line with the results of research conducted by (Runtunuwu et al., 2015). From the results of research conducted on employees at the Manado City Integrated Licensing Service Agency, it was found that the disciplinary variable has a positive and significant effect on employee performance.

The Effect of Job Satisfaction on Performance. Based on the recapitulation of the t test above, it can be explained that the variable of job satisfaction on performance in the Lubuklinggau Class IIA Correctional Institution, shows a tcount value of $3.678 > t_{table}$ of 2.008 and a Sig value of $0.007 < 0.05$. This shows the research hypothesis is proven and the hypothesis is accepted. Job satisfaction is something that is intrinsic, generally influenced by the amount of remuneration, working environment conditions and awards received by employees from the organization. From the results of observations and data on the results of questionnaires distributed to employees at the Class IIA Lubuklinggau Correctional Institution, it was found that most employees were not satisfied with the amount of salary/remuneration received from the organization. Even though the government has determined the amount of remuneration and other income benefits received by employees, however, the amount of income received has not included social cost components in the remuneration received by employees. The existing conditions have an impact on decreasing job satisfaction felt by employees of the Class IIA Lubuklinggau Correctional Institution. The perceived less conducive working conditions also contribute to the job satisfaction felt by employees. The placement process is less than optimal, lack of fairness between employees in the organization, and a strong culture of primordialism in the organization. Problems that arise related to job satisfaction variables felt by Class IIA Lubuklinggau Correctional Institution employees are in line with the opinion of Marihot Tua Efendi, who stated that job satisfaction is influenced by

factors, including: salary, job, co-workers, promotions and superiors. The results of the research conducted are in line with the results of research conducted by (Ilahi et al., 2017). Research entitled The Effect of Job Satisfaction on Work Discipline and Organizational Commitment (Study on Employees of PT. PLN (Persero) East Java Distribution Malang Area) proves that job satisfaction has a direct influence on work discipline.

The Effect of Commitment and Discipline on Performance. Testing the hypothesis on the commitment and discipline variables in this study obtained a value of $F_{count} = 35.633 > F_{table} = 3.20$ with a significance level of $Sig = 0.000 < \alpha = 0.05$ with a significance level of $Sig = 0.000 < \alpha = 0.05$, with a significance level 95% and $\alpha = 5\%$. This means that together the commitment and discipline variables have a significant influence on the performance of employees in Class IIA Lubuklinggau Penitentiary. Thus the hypothesis proposed in this study is proven and acceptable. Commitment and discipline as important variables that influence performance should be the concern of organizational leaders. Efforts to increase the level of employee commitment and discipline can be pursued by improving the existing work system within the organization through simplification of the bureaucracy, increasing employee transparency and integrity. Discipline can be improved through the application of strict sanctions and punishments and provides a deterrent effect for violators. However, before imposing sanctions and punishments on violators, organizational leaders as role models in the organization should first set an example in applying discipline. The research results obtained are in line with the results of research conducted by (Adil et al., 2018) entitled Effects of Organizational Commitment and Work Discipline, and Non-Financial Compensation on Employee Performance at the Department of Manpower and Transmigration of North Sulawesi Province. Differences in research results are influenced by the research locus, the number of respondents, the demographics of the respondents and the characteristics of the respondents in the research location. This has an effect on the research results obtained.

The Effect of Discipline and Job Satisfaction on Performance. Testing the hypothesis on the commitment and discipline variables in this study obtained a value of $F_{count} = 35.633 > F_{table} = 3.20$ with a significance level of $Sig = 0.000 < \alpha = 0.05$ with a significance level of $Sig = 0.000 < \alpha = 0.05$, with a significance level 95% and $\alpha = 5\%$. This means that together the commitment and discipline variables have a significant influence on the performance of employees in Class IIA Lubuklinggau Correctional Institution. Thus the hypothesis proposed in this study is proven and acceptable. Commitment and discipline as important variables that influence performance should be the concern of organizational leaders. Efforts to increase the level of employee commitment and discipline can be pursued by improving the existing work system within the organization through simplification of the bureaucracy, increasing employee transparency and integrity. Discipline can be improved through the application of strict sanctions and punishments and provides a deterrent effect for violators. However, before imposing sanctions and punishments on violators, organizational leaders as role models in the organization should first set an example in applying discipline. The research results obtained are in line with the results of research conducted by (Adil et al., 2018) entitled Effects of Organizational Commitment and Work Discipline, and Non-Financial Compensation on Employee Performance at the Department of Manpower and Transmigration of North Sulawesi Province. Differences in research results are influenced

by the research locus, the number of respondents, the demographics of the respondents and the characteristics of the respondents in the research location. This has an effect on the research results obtained.

The Effect of Commitment and Job Satisfaction on Performance. The results of the recapitulation of the results of the F test on the variables of commitment and job satisfaction on performance in the Lubuklinggau Class IIA Correctional Institution, yield a value of $F_{count} = 28.570 > F_{table} = 3.20$ with a significance level of $Sig = 0.000 < \alpha = 0.00$, with a significance level of 95% and $\alpha = 5\%$. Thus, together the variables of commitment and job satisfaction have a significant influence on performance in Class IIA Lubuklinggau Correctional Institution. The research results obtained are in line with the results of research conducted by Kelimeda, Hairudinor, M. Nur Iman Ridwan and Juhriansyah Dalle. The results of the research conducted were also corroborated by the results of research conducted by (Adil et al., 2018). Differences in research results are influenced by the research locus, the number of respondents, the demographics of the respondents and the characteristics of the respondents in the research location. This has an effect on the research results obtained.

The Effect of Commitment, Work Discipline and Job Satisfaction on Performance. The results of multiple linear regression calculations obtained the following equation: value $a = 25.073$, $b_1 = 0.307$, $b_2 = 0.414$ and $b_3 = 0.272$ values then the values a and b are arranged into a multiple linear regression equation $Y = a + b_1X_1 + b_2X_2 + b_3X_3$, then the regression equation is as follows: $performance = 25.073 + 0.307 \text{ commitment} + 0.414 \text{ discipline} + 0.272 \text{ job satisfaction}$. From the equation of the estimated value of the regression function above, it can be seen that the constant obtained is 25.073. This illustrates that without being influenced by the independent variables of commitment, discipline and job satisfaction, the performance value is $\beta/a = 25.073$. While the value of the regression coefficient representing the commitment variable has a value of 0.307 indicating that any change in the commitment variable, the performance will change in a direct proportion of 0.307 assuming the other independent variables are constant. Then the value of the regression coefficient representing the disciplinary variable is obtained by a value of 0.414 indicating that any change in the disciplinary variable, the performance will change in a direct proportion of 0.414 assuming the other independent variables are constant. The regression coefficient value representing the job satisfaction variable has a value of 0.272 indicating that any changes in the job satisfaction variable, the performance will change in a direct proportion of 0.272 assuming the other independent variables are constant. From the calculation of the coefficient of determination, the R value is 0.791. This can be interpreted that the magnitude of the contribution of commitment, discipline and job satisfaction with the performance of employees in the Lubuklinggau Class IIA Correctional Institution is very strong. Then from the calculation of the coefficient of determination (R^2) of 0.625. It means that the magnitude of the influence of commitment, discipline and job satisfaction on employee performance in the Lubuklinggau Class IIA Correctional Institution is 0.601 or 60.1%, while the remaining 39.9% is influenced by other variables not included in this study. Testing the hypothesis in this study obtained a value of $F_{count} = 25.610 > F_{table} = 2.81$ with a significance level of $Sig = 0.000 < \alpha = 0.05$, with a significance level of 95% and $\alpha = 5\%$ and denominator $db = n - k - 1 = 50 - 3 - 1 = 46$ and db quantifier $k =$ number of

variables – 1 ($k = 3$). This means that together the variables of commitment, discipline and job satisfaction have a significant influence on performance in Class IIA Lubuklinggau Correctional Institution. Thus the hypothesis in the research is proven and acceptable.

5. Conclusion

Simultaneously, commitment, discipline, and job satisfaction have a significant influence on the performance provided by employees at the Lubuklinggau Class IIA Correctional Institution. Simultaneously commitment and discipline have a significant influence on the performance of employees in Class IIA Lubuklinggau Correctional Institution. Simultaneously, discipline and job satisfaction have a significant influence on employee performance in Class IIA Lubuklinggau Correctional Institution. Simultaneously commitment and job satisfaction have a significant influence on employee performance in Class IIA Lubuklinggau Correctional Institution. Partially, commitment has a significant influence on employee performance in Class IIA Lubuklinggau Correctional Institution. Partially, discipline has a significant influence on employee performance in Class IIA Lubuklinggau Correctional Institution. Partially, job satisfaction has a significant effect on employee performance in Class IIA Lubuklinggau Correctional Institution. After conducting research, it can be suggested: Commitment as a significant and influential variable on performance should get more attention from the organization. Efforts to increase employee commitment can be pursued through increasing employee awareness of the importance of commitment for employees at work. In addition, the organization must provide appropriate rewards for employees who have a high commitment to work. It is necessary to review the factors causing the low work discipline of employees. Lack of understanding of employee role and function, lack of role figures and lack of supervision accompanied by strict sanctions against violations of work discipline need to receive attention and in-depth evaluation by the regional leadership of the Lubuklinggau Class IIA Correctional Institution, so as to create high work discipline from employees. Compensation (income) as an important factor determining job satisfaction felt by employees, needs to be continuously improved by the organization. Even though organizations have limited budgets, increasing employee income can be pursued through efficiency in using the budget, optimizing the use of resources used to complete work, or increasing organizational income through other sources outside the budget provided by the government. Good performance is impossible to achieve without the support of all employees in the organization. However, mere support does not have much impact on the quality of work produced without an understanding of the main tasks and functions as well as the high responsibility of employees to carry out their duties and responsibilities.

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