EFFECT OF COMPENSATION, LEADERSHIP AND ORGANIZATION COMMITMENT TO PERFORMANCE EMPLOYEES IN JAKARTA CLASS IIA NARCOTICS PENITENTIARY INSTITUTION

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ABSTRACT

The purpose of this study is to examine and analyze the effect of Compensation, Leadership and Organization commitment on Employee Performance in Jakarta Class IIA Narcotics Penitentiary Institution, both partially and simultaneously.

The research method used in this study is the method of using a questionnaire conducted at Jakarta Class IIA Narcotics Penitentiary Institution with a population of 181 people and taken a sample of 125 people. The sampling technique uses a simple random sampling technique.

The results of this study conclude that: (1) Compensation shows a significant effect on the performance of Jakarta Class IIA Narcotics Penitentiary Institution by 5.43%. (2) Leadership shows a significant effect on the performance of Class IIA Narcotics Penitentiary Institution Employees by 21.62%. (3) Organization commitment shows a significant effect on the performance of Jakarta Class IIA Narcotics Penitentiary Institution Servants by 8.24%. (4) Compensation, leadership and Organization commitment together have a significant effect on the performance of Jakarta Class IIA Narcotics Penitentiary Institution Staff by 88.4%.

KEYWORDS: *Compensation, Leadership, Organization Commitment, Employee Performance*

INTRODUCTION

Background

Human resources are the main driving factor in an organization both large- and small-scale organizations. The greater an organization, the greater the employees who work in the organization, so it is likely that the emergence of problems in it, such as conflict, stress, demotivation, undisciplined, and other problems. Handling these various problems is very dependent on the level of management awareness of the importance of HR in achieving organizational goals (Sinambela, 2016: 6).

Government Employees that works in the Jakarta Class IIA Penitentiary Institution is under the authority of the Indonesian Ministry of Law and Human Rights. Jakarta Class IIA Narcotics Penitentiary Institution is one of the organizations that carry out inmates training is one of the Technical Implementation Unit (TIU) of the Directorate General of Corrections of the Ministry of Law and Human Rights.

As an organization of the Jakarta Narcotics Penitentiary Institution, TIU supported by officers with various disciplines and characteristics. Jakarta Narcotics Penitentiary Institution with a capacity of 1084 is currently inhabited by 3567 prisoners. Jakarta Narcotics Penitentiary Institutions that have been overcapacity must have faced challenges in order to be able to improve the performance and quality of human resources, so that, they can optimally carry out their correctional duties.

In various studies, it explained that good organization is an organization that seeks to improve the ability of its human resources, because this is a key factor for improving the employee performance. To make a realization of these objectives, many factors influence them, including internal organizational factors such as Organization commitment and compensation, where both components have a role in determining the performance of employees (Triyono, 2008: 35).

Higher performance means an increase in efficiency, effectiveness, or higher quality of completing a series of tasks that are assigned to an employee in an organization (Murty and Hudiwinarsih, 2012: 215). Good performance is inseparable from several factors including compensation. In its application, compensation is given to make employees more motivated, so that their performance can increase in accordance with the targets given by the company.

In addition to compensation issues, the role of leader and leadership also influences employees. Leadership is the ability to influence people to achieve goals which has been specified. This has the consequence that every leader is obliged to pay serious attention in fostering, mobilizing, and directing the full potential of employees in his environment in order to realize the organizational stability and improve employee performance orientation towards organizational goals.

Then the organizational commitment is thought to influence the suboptimal performance as indicated by the lack of employee responsibility to complete the work, therefore it is suspected to contribute to suboptimal performance. Of course, there are still many variables that are thought to affect employee performance, but this study is limited to these three variables.

Formulation of the Problem

Based on the background description of the problem with the problem, the research problem formulation is as follows:

- Is there a significant effect of Compensation on Employee Performance?
- Is there a significant influence of Leadership on Employee Performance?
- Is there a significant influence of the Organization on Employee Performance?
- Is there a significant effect of simultaneous Compensation, Leadership and Organizational Commitment on Employee Performance?

Research Purposes

- Analyzing the Effect of Compensation on Employee Performance.
- Analyzing the Effect of Leadership on Employee Performance.
- Analyzing the Effect of Organizational Commitment on Employee Performance.
- Analyze the Effects of Compensation, Leadership and Organizational Commitment simultaneously on Employee Performance.

LITERATURE REVIEW

Compensation

Compensation is a reward for services provided by the company to its employees. The compensation can be in the form of financial compensation or non-financial compensation. There are several definitions of compensation according to several experts including Handoko (2003: 155) argues that compensation is anything that is received by employees as a reward for their work. According to Sinambela and Sinambela (2019) compensation is the total of all awards given to employees in return for the services they provide to the organization. It was further explained that the overall purpose of providing compensation was to attract, retain, and motivate employees. Direct financial compensation consists of payments received by people in the form of wages, salaries, commissions and bonuses. Furthermore, indirect financial compensation consists of all financial rewards that are not covered by direct compensation.

Referring to the two opinions above, it can be concluded that compensation is the income received by employees as compensation or compensation for the performance given to the company, which can be seen from the dimensions of direct compensation and indirect compensation.

Leadership

According to Anoraga (2003: 1) leadership is the ability of a person to be able to influence others, through communication both directly and indirectly with a view to moving these people so that they are understanding, willing and willing to follow the leader's wishes. While Hani Handoko T. (2003: 294) believes leadership is the ability that a person has to influence people to work towards their goals and objectives. In reality leaders can influence morale and job satisfaction, security, quality of work life and especially the level of achievement of an organization. Leaders also play a critical role in helping groups, organizations, or communities achieve their goals.

Based on the second understanding of leadership above, it can be concluded that leadership is closely related to one's ability to be able to influence others to work in accordance with the expected goals. According to Dwi Wahyu Wijayanti's research (2012: 30) leadership indicators are: Being fair, Giving suggestions, Supporting goals, Catalysts, Creating a sense of security, As a representative of the organization, Sources of inspiration, Being respectful.

Organizational Commitment

Organizational Commitment is the degree to which the employees identify with the organization and want to continue to actively participate in the organization. Organizational commitment is an attitude that reflects the extent to which an individual or employee knows and is bound to his organization (Griffin, 2004: 15). According to Robbins and Judge (2007: 110) organizational commitment is a condition in which an employee sides with a particular organization and its goals and intends to maintain membership in that organization. Meanwhile, according to Mathis and Jackson (2002: 101) organizational commitment is the level to which employees believe and accept organizational goals, and desires to stay with the organization.

Referring to the three opinions above, it can be concluded that organizational commitment is a condition where employee loyalty is proven by trying to stay afloat with the organization occupied and giving the best effort to achieve the goals and values of the organization. According to Encyclopedia Brittanica (1998) in Ariana Nurandini's research (2016: 14-15) there are 12 indicators of organizational commitment.

The Performance

In various libraries, there are various definitions of performance, among them according to some experts as follows: Murty and Hudiwinarsih (2012: 216) performance is the result of work both in quality and quantity produced by employees or actual behavior displayed in accordance with the responsibilities given to him. Meanwhile according to Wirawan (2009: 5) performance is the output produced by the functions or indicators of a job or a profession within a certain time. In addition, according to Sinambela and Sinambela (2019: 67) performance can be defined as work results in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him.

Based on the understanding of some of the authors above it can be concluded that performance is the result of work done by employees in a company or organization as a benchmark to assess the ability of these employees. Performance indicators: output quantity, output quality, duration of output, attendance and cooperative attitude.

FRAMEWORK FOR THOUGHT AND SUBMISSION OF HYPOTHESES

Effect of Compensation on Performance

Compensation is a reward given by the company to the employees for their services in carrying out the duties, obligations and responsibilities imposed on them in the context of achieving company goals. There are two things that companies need to keep in mind when giving compensation. Employee satisfaction over compensation will motivate them to improve their performance, so that the company's goals and employee needs will be achieved together. Research Dwi Yuli Indriyanto (2013: 62) concluded that there was a significant effect between compensation and employee performance.

Effect of Leadership on Performance

Leadership is one of the factors in improving the employee's performance, because basically leadership is the behavior of a leader in encouraging, influencing good morale to subordinates. The opinions of experts suggest that there are four management functions that affect employee performance, one of which is leadership. Employee performance can only be achieved by matching the leader to the situation or by changing the situation to match the leader, such as the abilities and interactions of fellow leaders, subordinates and superiors.

Effect of Organizational Commitment on Performance

The level of commitment in both the company's commitment to employees, and between employees to the company is very necessary because through these commitments it will create a professional work climate. Windy Aprilia Murty and Gunasti Hudiwinarsih's research (2012: 2016) in (Journal of The Indonesian Review, Volume 2, pages 215-228) concluded that organizational commitment has a positive effect on performance.

Simultaneous Effect of Compensation, Leadership and Organizational Commitment on the Performance of Jakarta Class IIA Narcotics Penitentiary Institution

Optimal employee performance is expected by every company. Whether or not employee performance can be influenced by various factors, including compensation, leadership and organizational commitment.

As explained above, there is a partially significant effect of each independent variable on employee performance. Likewise, simultaneous compensation, leadership and organizational commitment are expected to have a greater influence on employee performance. The research framework for diagrammatic research is as follows:
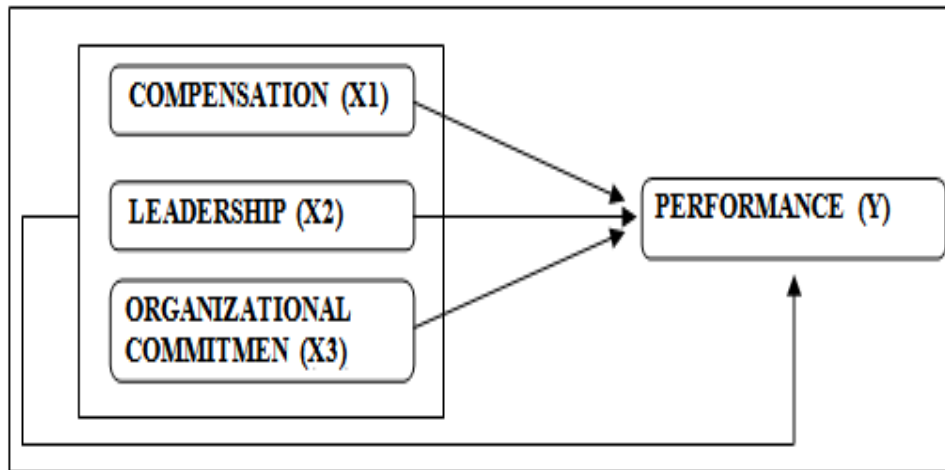
Figure 1: Research Framework.

- Based on the research framework above, the following research hypotheses can be proposed.

- Ha1: There is a significant effect of Compensation on Employee performance.

- H01: There is no significant effect of Compensation on Employee performance.

- Ha2: There is a significant influence of Leadership on Employee Performance.

- H02: There is no significant influence of Leadership on employee performance.

- Ha3: There is a significant influence on organizational commitment Employee Performance.

- H03: There is no significant influence of Organizational Commitment towards employee performance.

- Ha4: There is a significant effect of compensation, leadership and Organizational Commitment Simultaneously towards Employee Performance.

- H04: There is no significant effect of compensation, leadership and Organizational Commitment simultaneously on employee performance.

RESEARCH METHODOLOGY

Research Methods

The research method used is a quantitative method, with a survey approach.

Population, Samples and Sampling Techniques

The population is all Jakarta Class IIA Narcotics Penitentiary Institution employees who alternately stand guard and staff and structural officials and with a population of 181 people. The sample size is determined using the Slovin formula with the formula:

$$n = \frac{N}{Nd^2 + 1}$$

Where:

n = Number of Samples

N = Total Population

d = Precision / accuracy (95%) or an error rate of 5% (0.05)

By operating the formula, the sample size is 124.61, rounded up to 125 people.

Sampling Technique

The sampling used is a random sampling with consideration of the number of populations is not so much and the research time is quite short.

RESEARCH RESULTS

Instrument Calibration

To find out whether or not the instrument used was first tested on 30 respondents. Testing was done to see the validity and reliability of the instrument. Testing the validity of using the Product Moment correlation coefficient formula from Pearson, with the formula:

$$r_{XY} = \frac{N\Sigma XY - (\Sigma X)(\Sigma Y)}{\sqrt{\{N\Sigma X^2 - (\Sigma X^2)\} - \{N\Sigma Y^2 - (\Sigma Y^2)\}}}$$

Valid criteria are if rcount ≥ rtable. Based on tests conducted, all items of the instrument are valid. Reliability testing uses the Cronbach Alpha Coefficient formula, with the formula:

$$r_i = \left[\frac{k}{(k-1)}\right]\left[1 - \frac{\Sigma \sigma_b^2}{\sigma_b^2}\right]$$

A variable instrument is said to be reliable if it gives a Cronbach's Alpha value >0.60 (Ghozali, 2011: 45). Based on the reliability testing conducted by the four instruments studied, it is reliable.

Classical Assumption Test Results

The classic assumption tests used in this study include the normality test, the multicollonearity test, and the heteroscedasticity test. The following describes each classic assumption test on each research variable:

Normality Test

Normality test is done to test whether in the regression model, confounding or residual variables have a normal distribution. The normality assumption test is performed using the Kolmogorov Smirnov test. The basis for decision making as follows (Ghozali, 2011: 166). If the data spreads around the diagonal line and follows the direction of the diagonal line, then the regression model meets normality.

Following are the results of the normality test using the SPSS 17.0 program.

Table 1: Normality Test Results

NPar Tests

[DataSet1] G:\new spss\Ujidata125.sav

One-Sample Kolmogorov-Smirnov Test

		Unstandardiz ed Residual
N		125
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	2.12862548
Most Extreme Differences	Absolute	.043
	Positive	.043
	Negative	-.030
Kolmogorov-Smirnov Z		.483
Asymp. Sig. (2-tailed)		.974

a. Test distribution is Normal.
b. Calculated from data.

From this table it can be concluded that the results of the calculation of normality residual data is greater than 0.05, which is 0.974. This indicates that the data obtained through respondents were normally distributed.
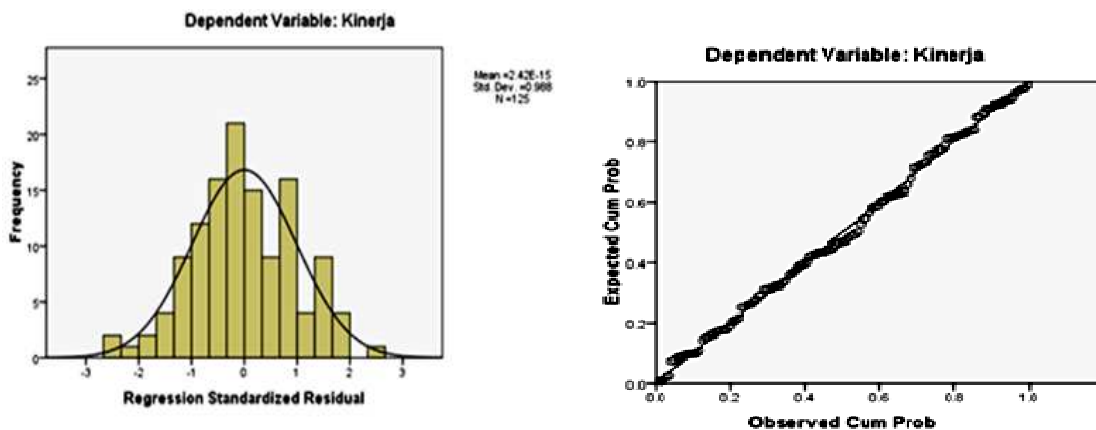

Figure 2: Normalities Test Graphs

Based on the graphic images, it can be concluded that the tendency pattern is not left or right and the direction of the data spreads around the diagonal line and follows the direction of the diagonal line, then the regression model meets normality.

Multicollinearity Test

Multicollinearity test aims to test whether the regression model found a correlation between independent variables. A good regression model should not occur correlation between Ghozali independent variables (2011: 105). The results of the calculation of tolerance values indicate the independent variables (Compensation, Leadership and Organizational Commitment) have a tolerance value of less than 0.10 which means there is no correlation between the independent variables whose values are more than 95%. The results of the calculation of the value of Variance Inflation Factor (VIF) also showed the same thing. There is no one independent variable that has a VIF value of more than 10. The results of the multicollinearity test can be seen in Table 2.

Table 2: Multicollinearity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	3,657	1,417		2,581	,011		
Compensation	,340	,089	,279	3,810	,000	,174	5,731
Leadership'	,381	,068	,520	5,586	,000	,108	9,270
Commitment	,216	,101	,171	2,141	,034	,147	6,823

From the multicollinearity test results obtained compensation with a tolerance value (0.174) and VIF (5,731), leadership tolerance value (0.108) and VIF (9,270), Organizational Commitment tolerance value (0.147) and VIF (6,823), it can be concluded that the independent variable has no correlation because the tolerance value is below 0.10 and the VIF value is not more than 10.

Heteroscedasticity Test

Heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. If the variance from one observation residual to another observation is fixed, then it is called homoscedasticity and if different it is called heteroscedasticity. A good regression model is one that does not occur heteroskedasticities (Ghozali, 2011: 139). Test to detect the presence of heteroscedasticity symptoms is done by the Glejser test. Glejser Test is done by regressing absolute residuals with independent variables. The model is stated not heteroscedasticity if the probability is greater than the significance level of 5%. Heteroscedasticity test results can be seen in Table 3:

Table 3: Heteroscedasticity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	2,428	,839		2,895	,005
Compensation	-,002	,053	-,009	-,041	,967
Leadership	-,034	,040	-,231	-,840	,402
Commitment	,041	,060	,164	,695	,488

From the results of the heteroscedasticity test using glacial test statistics obtained significance values for all independent variables (Compensation, Leadership and Organizational Commitment) to the dependent variable (performance) greater than the error level of 5% (0.05), so that, it can be concluded that the research variables are free from heteroscedasticity.

Correlation Test

Correlation test is a discussion of the degree of closeness of influence between variables expressed in the correlation coefficient. Here is a table of data processing results to find out the results of the correlation test.

Table 4: Correlation Test Results

Correlations

			Compensation	Leadership	Commitment	Performance
Spearman's rho	Compensation	Correlation Coefficient	1.000	.292**	.165	.233**
		Sig. (2-tailed)	.	.001	.066	.009
		N	125	125	125	125
	Leadership	Correlation Coefficient	.292**	1.000	.435**	.465**
		Sig. (2-tailed)	.001	.	.000	.000
		N	125	125	125	125
	Commitment	Correlation Coefficient	.165	.435**	1.000	.287**
		Sig. (2-tailed)	.066	.000	.	.001
		N	125	125	125	125
	Performance	Correlation Coefficient	.233**	.465**	.287**	1.000
		Sig. (2-tailed)	.009	.000	.001	.
		N	125	125	125	125

Based on the calculation results of the SPSS 17.0 program in table 4, it can be seen that the significance value of sig (2-tailed) below 0.05 or 0.01 can be interpreted that the relationship between these variables is significant. The level of strength of the relationship between variables can be interpreted as follows:

- Compensation coefficient (X1) has a relationship to performance of 0.233, this means that the relationship is very weak. While the contribution of compensation to performance is calculated by the formula of the coefficient of determination: $KD = r^2 \times 100\% = (0.233)\ 2 \times 100\% = 5.43\%$

- Leadership has a relationship to performance of 0.465, this means that the relationship is very sufficient. While the contribution of compensation to performance is calculated by the formula of the coefficient of determination: $KD = r^2 \times 100\% = (0.465)\ 2 \times 100\% = 21.62\%$

- Organizational Commitment (X3) has a relationship to performance of 0.287, this means that the relationship is very weak. While the contribution of compensation to performance is calculated by the formula of the coefficient of determination: $KD = r^2 \times 100\% = (0.287)\ 2 \times 100\% = 8.24\%$

Multiple Linear Regression Test

Multiple linear regression analysis is used to determine how the influence of the independent variables (Compensation, Leadership and Organizational Commitment) on the dependent variable (performance). The results of the second hypothesis analysis in Table 5.

Table 5: Linear Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	3,657	1,417		2,581	,011		
Compensation	,340	,089	,279	3,810	,000	,174	5,731
Leadership	,381	,068	,520	5,586	,000	,108	9,270
Commitment	,216	,101	,171	2,141	,034	,147	6,823

Multiple linear regression analysis is written with the following regression equation: $Y = 3.657 + 0.340X1 + 0.381X2 + 0.216X3$. The regression equation above has the meaning:

- The regression coefficient value of the compensation variable is positive that is equal to 0.340, meaning that each addition of one-unit compensation will increase performance by 0.34 assuming the other variables are constant.

- The regression coefficient value of the positive leadership variable is 0.381, meaning that each addition of one unit of leadership will improve performance by 0.381 assuming the other variables are constant.

- The regression coefficient value of the organizational commitment variable is positive that is equal to 0.216, meaning that each addition of organizational commitment to one unit will improve performance by 0.216 assuming the other variables are constant.

- Standardized coefficients (standardized coefficients) in the table above, used to determine the effect of independent variables, namely: compensation (X1), leadership (X2), and organizational commitment (X3), on performance (Y). From the two variables mentioned above, it can be seen the magnitude of the regression coefficient 3.657, compensation 0.340, leadership 0.381, and organizational commitment 0.216. These results indicate that leadership (X2) has the greatest influence on performance (Y) and organizational commitment (X3) which has the lowest influence on performance (Y).

Hypothesis Test Results

Partial hypothesis testing is done by *t* test. The test criteria are: if tcount ≥ ttable, the null hypothesis (H0) is rejected and the working hypothesis (Hi) is accepted. Conversely, if tcount <ttable, the null hypothesis (H0) is accepted and the working hypothesis (Hi) is accepted. The simultaneous hypothesis is carried out by the F test. The testing criteria are: if Fcount ≥ Ftable, the null hypothesis (H0) is rejected and the working hypothesis (Hi) is accepted. Conversely, if Fcount < Ftable, the null hypothesis (H0) is accepted and the working hypothesis (Hi) is accepted. Test results show:

- Hypothesis 1: The result of the significance value of 0.000 is less than 0.05 and the value of t-count (3.810)> t-table (1.98), it is concluded that hypothesis 1, Ha is accepted and H0 is rejected. It means that there is a significant influence between compensation on employee performance. The conclusion is in line with the results of Dwi Yuli Indriyanto's research (2013: 62) which concluded that there was a significant effect of Compensation on Employee Performance at the Semarang Research and Development Center for Religion.

- Hypothesis 2: The result of the significance value of 0.000 is less than 0.05 and the value of t-count (5.586)> t-table (1.98), it is concluded that hypothesis 2, Ha is accepted and H0 is rejected. It means that there is a significant influence between leadership on employee performance. This conclusion is in line with research conducted by Dwi Wahyu Wijayanti (2012: 77) which concluded that there was a significant influence of Leadership on Employee Performance at the Center for Research and Development in Semarang.

- Hypothesis 3: The result of the significance value of 0.034 is smaller than 0.05 and the value of t-count (2.141)> t-table (1.98), it is concluded that hypothesis 3, Ha is accepted and H0 is rejected. This means that there is a significant influence between organizational commitment to employee performance. This conclusion is in line with research conducted by Windy Aprilia Murty and Gunasti Hudiwinarsih (2012: 2016) which concluded that organizational commitment has a positive effect on performance.

- Hypothesis 4: Based on the results of SPSS 17.0 processing, it is known that the Anova value is as the following table:

Table 6: ANOVA Test Result

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	4400,150	3	1466,717	315,872	.000[a]
Residual	561,850	121	4,643		
Total	4962,000	124			

The table above shows that the significance value of 0.000 is smaller than 0.05 and the value of f-count (315.872) > f-table (2.68), it is concluded that hypothesis 4, Ha is accepted and H0 is rejected. It means that there is a significant influence between compensation, leadership and organizational commitment simultaneously on employee performance.

Coefficient of Determination (R²)

Correlation value (R^2) shows the closeness of the relationship between the independent variable and the dependent variable. The large percentage of the dependent variable can be explained by the independent variable shown by the value (R²) in the table below:

Table 7: Coefficient of Determination

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.942[a]	.887	.884	2.15485	.887	315.872	3	121	.000

a. Predictors: (Constant), Commitment, Compensation, Leadership

Berdasarkan tabel 7 dapat dilihat bahwa nilai (R²) sebesar 0.887 atau 88,7%, Referring to the table above, it can be concluded that the independent variables (compensation, leadership and organizational commitment) simultaneously affect employee performance by 88.4% and the remaining 11.6% is influenced by other factors outside the research variable.

CONCLUSIONS

Based on the results of data analysis conducted by the author, the conclusions obtained in this study are as follows:

- Compensation has a significant effect on the performance of Jakarta Class IIA Narcotics Penitentiary Institution. The compensation contribution to employee performance is 5.43%.
- Leadership has a significant effect on the performance of Jakarta Class IIA Narcotics Penitentiary Institution. The leadership contribution to employee performance amounted to 21.62%.
- Organizational commitment has a significant effect on the performance of Jakarta Class IIA Narcotics Penitentiary Institution. The contribution of organizational commitment to employee performance is 5.43%.
- Compensation, leadership and organizational commitment simultaneously have a significant effect on the performance of Jakarta Class IIA Narcotics Penitentiary Institution. The contribution of compensation, leadership, and organizational commitment simultaneously to employee performance is 88.4%.

SUGGESTIONS

Based on the results of the research that has been done, the researcher gave several suggestions to improve the performance of Jakarta Class IIA Narcotics Penitentiary Institution Staff:

For Organizations:

- Compensation is important because with compensation employees can meet their needs, if their needs are met, employees are more focused on working so as to improve performance, in this study a significant effect indicates that compensation affects the performance.
- For company leaders or employee superiors are expected to get closer to employees, so that leaders can understand about the hopes and desires of employees.
- For employees, the commitment of the organization should be increased Korsa spirit grows towards the institution, in this case the Jakarta Class IIA Narcotics Penitentiary Institution so as to improve its performance, this is done by the organization by always holding joint meetings between leaders and employees and signing an integrity pact that is always renewed annually.

For Future Researchers:

- It is expected that future studies can examine the performance of Class IIA Narcotics Penitentiary Institution in Jakarta by expanding variables or factors that can affect employee performance such as organizational behavior, training, organizational culture and so on so that employee performance increases and even better.
- To perfect this research, it is expected that further research can examine more deeply about compensation, leadership and Organization commitment that affect the performance of Class IIA Narcotics Penitentiary Institution in Jakarta. It is hoped that research will get a more complete picture and get better research results.

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