

The Effect Of Compensation, Work Discipline, And Organizational Commitment On The Performance Of Honorary Teachers (Study Of Honorary Teachers In Elementary Schools In The West Sakra Sub-District Of West Nusa Tenggara)

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ABSTRACT

The purposes of this study are (1) To test and analyze the effect of compensation on the performance of honorary teachers in primary schools in the West Sakra District. (2) To test and analyze the effect of work discipline on the performance of honorary teachers at elementary schools in the West Sakra District. (3) To test and analyze the effect of organizational commitment on the performance of honorary teachers at elementary schools in the West Sakra sub-district. This type of research used in this study is a quantitative research and reviewed from the purpose of causal multiple research that aims to determine the pattern of causal relationships between independent variables and the dependent variable. Sample research set as many as 114 people. The data collection tool used in this study was a questionnaire, which contained questions related to the problem in question. The questionnaire is a set of statements or questions given to respondents to be given answers in accordance with research needs. Multiple Linear Regression Analysis is used to find out the significant influence of the partially and simultaneously independent variables on the dependent variable. The conclusions from this research that can be drawn, including: (1) Compensation has no significant effect on Honorary Teacher Performance. (2) Work Discipline has a significant effect on Honorary Teacher Performance. (3) Organizational Commitment has a significant effect on Honorary Teacher Performance.

Keyword: Teacher Performance, Organizational Commitment, Compensation, Work Discipline.

BACKGROUND

Every organization, institution, or company needs human resources to achieve its goals. Resources are needed to create power, movement, activities, activities, and actions in an organization, institution, or company. These resources are in the form of natural resources, financial resources, human resources, scientific resources, and technological resources. Among all these resources, the most important is human resources. Human resources are resources that are used to mobilize and utilize other resources to achieve goals. Human resources that have good performance are always expected by the organization when working.

According to Mangkunegara (2013) performance is the result of the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities

given to him. Meanwhile, according to Simamora (2004) Performance is the level where employees reach job requirements. According to Kasmir (2016) stated that performance is the result of work and behavior that has been achieved in completing tasks and responsibilities given in a certain period. In addition, according to Bangun (2012) performance is the result of work achieved by employees based on job requirements.

Providing compensation in accordance with workload will improve employee performance results. Compensation is a form of costs that must be incurred by the company in the hope that the company will get rewards in the form of work performance from employees, of course, that the achievements given by employees must be greater than the compensation issued by the company (Herman Sofyandi, 2008: 159)

According to Bangun (2012) to support good performance results, it is certainly necessary to apply work discipline in a company or other government agency. In addition, the results of research from Kadek et al (2018) found that work discipline has a significant effect on performance. According to Hasibuan (2005) work discipline is one's awareness and willingness to obey all company regulations and social norms that apply. Then according to Rivai (2011) work discipline is 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 availability of a person in meeting all company regulations.

Every agency or organization expects every employee to have a high commitment. With high commitment can sustain the realization of the shared ideals set in the organization (Gibson, Ivancevich, and Donnelly, 2008: 315) Employees who have good commitment means that the employee has loyalty to the organization where he is now and will strive to try to optimally achieve the goals of the organization where it works.

There are some previous researchers who have conducted research on the topic of performance. Among them, the results of research conducted by Aprijon (2014) show that there is a strong relationship between compensation variables and performance. The results of research conducted by Nawa and Kempa, (2017) Compensation and work discipline have a significant effect on performance. The results of research conducted by Priyono and Suheriyatmono (2016) found that compensation and work discipline have a significant effect on performance. Research conducted by Ika, (2017) work discipline has an effect on employee performance, Hasna et al (2018) found that work discipline and organizational commitment have a significant effect on performance. Triana (201) found that compensation and organizational commitment significantly influence performance.

In contrast to the results of research conducted by the results of research from Hesti (2017) shows compensation does not significantly influence employee performance, and organizational commitment does not significantly influence employee performance. The results of research from Ika, (2017) compensation does not affect employee performance. Similarly, research conducted by Dwikristianto and Kempa (2017) found that Work Discipline had no significant effect on performance. The results of research from Lianasari et al (2017) found that there was no effect of discipline on job satisfaction and performance.

Education is a very complex and extremely important issue because it involves various types of life sectors for the government and the people of Indonesia, so that development steps are planned and implemented (Aprijon, 2014: 88). The implementation of the educational development program in the West Sakra District has shown an increase seen in the development of educational facilities in various places, but the reality in the field of performance of elementary school teachers in the West Sakara District has not been as expected and standardized by the manager or principal in each elementary school.

The number of primary schools in the West Sakra District is 31 elementary schools with a total of 160 honorary teachers, 185 PNS teachers. The amount of compensation received by each honorary teacher in each school is 300 thousand / month with a system of granting ranggal. From the results of interviews conducted by researchers with several honorary teachers that the compensation

they get is still far from enough, in terms of their daily needs, this is what makes many honorary teachers receive jobs offered outside of school during effective hours of study. like being, construction workers, farm laborers, and so on so that the level of discipline decreases measured from the level of absenteeism taken from several schools.

Table 1. Average Percentage of Honorary Teacher's Working Hours

No	Gender	Total (person)	Enter > not according to Schedule	Percentage
1	Male	46	13	11%
2	Girl	78	44	39%
	Total	114	57	50%

The data above shows that, on average, the level of work discipline of teachers who come to work on schedule is still lacking because only up to 50% have good discipline.

Currently, many honorary teachers complain and feel the perceived injustice. There are many honorary teachers who have served 10 to 15 years, apparently being overtaken by teachers who have just entered the appointment policy. In addition, the salary they must receive is still far from the MSE standard. This is in accordance with the statement of the Chairman of the Lotim DPRD, Raden Rahadian Soejono who revealed that "Many things must be evaluated at this time. One of them is the ability of the region to provide wages according to the district minimum wage. I hope that it is not the period of work that is evaluated, but how to provide a living wage that must be evaluated, "(radarlombok.co.id dated November 23, 2018). The average salary that is received every month is Rp. 300,000, wherein the payment of salary must be received every three months.

In addition, the ability of the region is only able to provide wages according to the existing regional budget conditions. So if later the regions want to raise salaries in accordance with the conditions of the regional budget, it means that if the condition of the budget allocated by the regional government increases then the salary of honorary teachers can be increased. Conversely, so that the budget can increase will only occur if economic growth and regional income have increased rapidly.

Based on the description of some research gaps and phenomena that occur related to teacher performance above, the writer will conduct a more in-depth research on the topic of teacher performance and then formulate the objectives as follows:

1. To test and analyze the effect of compensation on the performance of honorary teachers in primary schools in the West Sakra District.
2. To test and analyze the effect of work discipline on the performance of honorary teachers at elementary schools in the West Sakra District.
3. To test and analyze the effect of organizational commitment on the performance of honorary teachers at elementary schools in the West Sakra sub-district.

THEORETICAL BASIS

Compensation

Everyone expects compensation in accordance with the results of performance at work, compensation given to employees becomes very important to pay attention to supporting the expected performance results for the betterment of the organization, for that it is necessary to consider what compensation is, its indicators, the purpose of providing compensation and so on, for more details described as follows:

Kasmir (2016) compensation is a remuneration given by the company to its employees, both financial and non-financial. This means that the company will provide compensation to all employees involved in it. Repayment of services provided is the company's obligation for the effort given to the company while working. Conversely, for employees, compensation is the right of

employees to the burdens and responsibilities given to the company. So compensation for the company is an obligation that must be given, while for employees is a right that must be received.

According to Simamora (2004) defining compensation includes financial rewards and intangible services and benefits received by employees as part of the employment relationship. Compensation is what is received by employees in exchange for their contribution to the organization. Hasibuan (2009) compensation is all income in the form of money, direct or indirect goods received by employees in return for services provided to the company. The following are compensation indicators according to Simamora (2004):

- a) Fair salary and wages according to work.
- b) Incentives that match the sacrifice.
- c) Benefits in line with expectations.
- d) Adequate facilities.

Compensation as everything that is constituted or considered as a remuneration or equivalent. For organizations/companies compensation means appreciation for workers who have contributed to realizing their goals, through activities called work (Nawawi, 2003). Based on some of these definitions it can be concluded that the definition of compensation satisfaction is the attitude of employees who feel happy for the large amount of compensation, both in financial and non-financial firms as compensation for their work.

Work Discipline

Etymologically discipline comes from the English "discipline" which means followers or adherents of teaching, training, and so on. Sinungan (2005: 145). Discipline is a certain situation where people who are members of an organization are subject to the rules with pleasure. While work is all human activities undertaken to achieve the goals set. According to Prijodarminto (2009: 15) stated: "Discipline is a condition that is created and formed through a process of a series of behaviors that show the values of obedience, obedience, order, and order".

Because it is integrated with him, then the attitude or deeds committed are no longer or no longer felt as a burden, on the contrary, it will burden him when he does not do as usual. Values of obedience have become a part of behavior in their lives.

Such attitudes and behaviors are created through the process of fostering through family, education, and experience or an introduction to the example of their environment. Discipline will make him know what distinguishes things that should be done, which must be done, which can be done, which should not be done (because it is prohibited things).

Prijodarminto (2009: 16) argues "Discipline is divided into three aspects namely mental attitude, understanding and attitude-behavior": Mental attitude (mental attitude), which is an attitude of obedience and order as a result of development of exercise, mind control and character control. A good understanding of the system of rules of conduct, norms, criteria, and standards in such a way that the understanding fosters a deep understanding or awareness, that strict adherence to the rules, norms, criteria and standards is an absolute prerequisite for achieving success (success); 3. The attitude of behavior that naturally shows the ability of the heart, to obey all things carefully and in an orderly manner.

In an organization, coaching is needed for employees to prevent violations of the provisions set. And a leader needs a tool to communicate with his employees about the behavior of employees and how to improve the behavior of employees and how to improve the behavior of employees for the better. And work discipline applied is a leadership communication tool as stated by Rivai (2004: 44) which states that: prevailing social norms".

This is in accordance with the opinion of Nawawi (2009: 104), stating that "Discipline is as an effort to prevent violations of the provisions that have been mutually agreed upon in carrying out activities so that the fostering of punishment on a person or group of people can be avoided".

According to Hasibuan (2009: 212) that "Discipline is one's awareness and willingness to obey all company regulations and applicable norms".

Work discipline is the mental attitude or condition of a person or group of organizations where he intends to obey, obey and abide by applicable rules, orders and provisions and be able to control himself from the drive of interest in the effort to achieve certain ideals and goals and maintain organizational stability and live organizational standards. According to Guntur in Kartadi (2012) Work Discipline can be measured from the Time Discipline, Discipline Rule, and Discipline Responsibility

Organizational Commitment

The attitude of organizational commitment is determined according to the variables of people (age, position in the organization, and dispositions such as positive or negative effectiveness) and organization (job design, values, support and supervisory leadership style) even non-organizational factors such as the existence of other alternatives after deciding to join the organization.

Organizational commitment (organizational commitment), is defined as a situation where an employee sides with a particular organization and his goals and desires to maintain membership in the organization. So, high job involvement means taking sides in a particular individual's work, while high organizational commitment means taking sides with the organization that recruits the individual (Robbins and Judge, 2008: 101).

Organizational commitment is (1) a strong desire for the person as a member of a particular organization, (2) a desire to work hard in accordance with the wishes of the organization, (3) certain beliefs and acceptance of organizational values and goals. In other words, it shows that the citizenship member expresses his concern for the organization and its success and continuous progress (Lutahan, 2005).

According to Gibson et al (2008: 315) commitment to the organization involves three attitudes: (1) identification with organizational goals, (2) feelings of involvement in organizational tasks, and (3) feelings of loyalty to the organization. So it means that organizational commitment is a form of identification, loyalty, and involvement expressed by employees of the organization. Employees who have a good commitment means that the employee has loyalty to the organization where he is currently and will strive to try to optimally achieve the goals of the organization where he works.

Organizational commitment according to Ivancevich (2007: 234) is a feeling of identification, involvement, and loyalty expressed by employees towards the organization. Based on this understanding, it can be identified that commitment to the organization involves three attitudes namely, a sense of identification with organizational goals, a feeling of being involved in organizational tasks, and a feeling of loyalty to the organization. Research evidence shows that the absence of organizational commitment can reduce organizational effectiveness.

Organizational commitment can be translated into three individual characteristics, including strong trust and acceptance of the values and goals of the organization, desiring to provide the best results for the benefit of the organization and trying to maintain membership in the organization, therefore one's commitment to the organization will greatly affect the activities at work which is shown through its performance (Meyer and Allen in Brown, 2003: 11).

Researchers formulate commitment indicators on affective commitment aspects only. According to Meyer, Allen, Smith (1993) in Mas'ud, (2004: 223), Measuring elements of affective commitment (affectif commitment), ongoing commitment and normative commitment.

The Performance

According to Mangkunegara (2013) performance is the result of quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. Meanwhile, according to Simamora (2004) Performance is the level where employees reach job requirements. Kasmir (2016) argues that performance is the result of work and behavior that has been achieved in completing tasks and responsibilities given within a certain period. In addition, according to Bangun (2012) performance is the result of work achieved by employees

based on job requirements. The following are indicators of employee performance according to Bangun (2012):

- a) Amount of work
- b) Quality of work
- c) Punctuality
- d) Presence
- e) Cooperation ability

According to Mangkunegara (2010), defining employee performance (work performance) is a result of the quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him.

According to Mangkunegara (2009), an indicator of performance is

- a) Quality How well an employee does what should be done.
- b) Quantity How long an employee works in one day. This work quantity can be seen from the speed of work of each employee respectively.
- c) Execution of Tasks To what extent employees are able to do their jobs accurately or there are no mistakes.
- d) Responsibility Awareness of employee obligations to carry out work provided by the company.

Relationship of Compensation With Performance

One way for management to improve work performance, motivate and increase job satisfaction of employees is through compensation (Mathis and Jackson, 2012: 153). In simple terms compensation is something that is received by employees to repay their work services. Simamora (2004: 68) says that compensation in the form of finance is important for employees, because with this compensation they can meet their needs directly, especially physiological needs. However, of course, employees also hope that the compensation they receive in accordance with the sacrifices that have been given in the form of non-finance is also very important for employees, especially for their career development.

In the research of Wexley and Yukl (2005) shows that wage / salary incentives do not provide consistent results on employee performance. According to Prawiro Sentono, 1999 employees' performance would be good if they were paid or paid according to the agreement. Therefore the relationship between the two variables shows that compensation has a positive and significant effect on employees.

The results of research conducted by Aprijon (2014) show that there is a strong relationship between compensation variables and performance. The results of research conducted by Nawa and Kempa (2017) and Priyono and Suheriyatmono (2016) found that compensation had a significant effect on performance.

H1: Allegedly compensation has a significant effect on the performance of honorary teachers in primary schools in the West Sakra sub-district.

Relationship between Work Discipline and Performance

In general, performance is given a limit as a person's success from his behavior. Usually people with high levels of work are called productive people, and conversely people who do not reach the standards are said to be unproductive or low-performing people. People who have low performance can cause their work to be less or unsatisfactory, it can also mean that employees who have good performance are also called high productivity.

The factors that affect employee productivity according to Anoraga (2014: 91): 1) Motivation, 2) Education, 3) Work discipline, 4) Skills, 5) Attitudes to work ethics, 6) Nutrition and health, 7) Level of income, 8) Work environment and work climate, 9) Technology, 10) Production facilities, 11) Social security, 12) Leadership, 13) Opportunities for achievement. Because work productivity is synonymous with performance, the factors that affect work productivity will also affect performance where one of them is work discipline. In addition, the results of research

conducted by Ika (2017) and Hasna et al (2018) found that work discipline has a significant effect on performance.

H2: Suspected work discipline has a significant effect on the performance of honorary teachers in primary schools in the West Sakra District.

Relationship between Organizational Commitment and Performance

Organizational commitment according to Ivancevich (2007: 234) is a feeling of identification, involvement, and loyalty expressed by employees towards the organization. Based on this understanding, it can be identified that commitment to the organization involves three attitudes, namely, a sense of identification with organizational goals, a feeling of being involved in organizational tasks, and a feeling of loyalty to the organization. Research evidence shows that the absence of organizational commitment can reduce organizational effectiveness. In general, it appears that affective commitment has a closer relationship with organizational outcomes such as employee performance and turnover than the other two commitment dimensions (Robbins and Judge, 2008: 102).

Organizational commitment can have a positive effect on performance of individuals. This is consistent with the theory put forward by Gibson, (2008: 123-124) wrong one factor that can affect individual performance are psychological factors, where among these factors is organizational commitment.

Morris and Sherman (2001) suggested that, "A growing body of research indicates that organizational commitment has utility as a predictor of such important behavioral outcomes as performance, absenteeism, and turnover". Some research show that organizational commitment is useful as a tool to see some very important behaviors, such as performance, attendance at work, and the entry and exit of employees from the organization.

Besides that, previous researchers have found the significance of the effect of commitment on performance. Nafisah (2005) and Farian (2009) have conducted research and found that organizational commitment has a positive and significant impact on employee performance. In addition, other researchers namely Anita (2014) and Meliana (2013) found that commitment organization has a significant influence on employee performance.

Research results from Anita (2014) and Meliana (2013) found that organizational commitment can have a positive and significant effect together on employee performance.

H3: It is suspected that organizational commitment has a significant effect on the performance of honorary teachers in elementary schools in the West Sakra sub-district.

CONCEPTUAL FRAMEWORK

The conceptual framework of research is a relationship or link between one concept with the other concepts of the problem to be examined. This conceptual framework is used to connect or explain at length about a topic that will be discussed. This framework can be obtained from the concept of science or theory that is used as the basis of research obtained from a literature review, the conceptual framework is expected to provide an overview and direct assumptions about the variables to be examined and can provide guidance to researchers in formulating research problems. The analysis of the influence of compensation, work discipline, and organizational commitment to the performance of Honorary Teachers in the West Sakra District of East Lombok Regency can be described as follows:

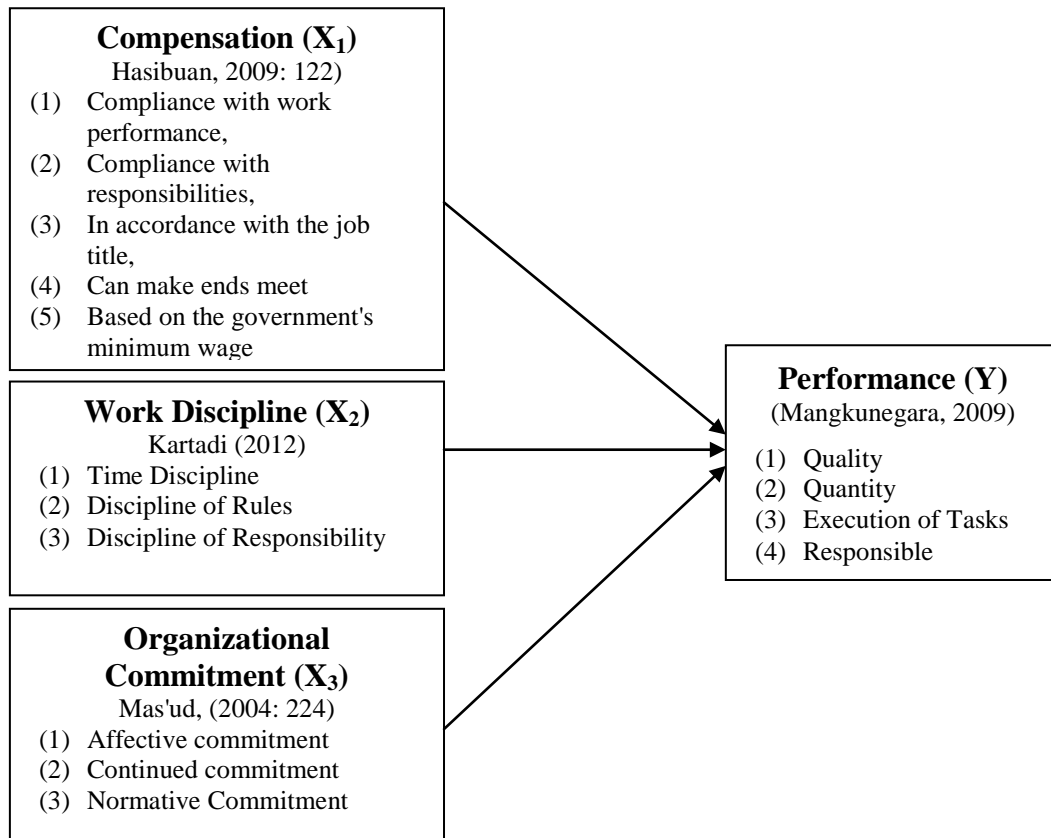


Figure 1. Research Conceptual Framework

RESEARCH METHODS

This type of research used in this study is a quantitative research and reviewed from the purpose of causal multiple research that aims to determine the pattern of causal relationships between independent variables and the dependent variable because it will examine the effect of compensation and work discipline as an independent variable with performance as the dependent variable.

Causal research is research to examine the causal relationship between the variables studied (Ferdinand, 2008). This study also aims to provide a description/description in its description in producing phenomena that are based on relationship models derived from theoretical models. To find out some of the independent variables with the dependent variable then after testing the hypothesis then proceed with testing the relationship model (Umar, 2008).

Determination of the distribution of sampling in this study using a random sampling model. Random sampling is a sampling technique where all individuals in the population either individually or together are given the same opportunity to be selected as sample members (Ferdinand, 2014). Sample research set as many as 114 people.

The data collection tool used in this study was a questionnaire, which contained questions related to the problem in question. The questionnaire is a set of statements or questions given to respondents to be given answers in accordance with research needs. Multiple Linear Regression Analysis is used to find out the significant influence of the partially and simultaneously independent variables on the dependent variable. Multiple linear regression analysis is an appropriate method of analysis when research involves one dependent variable that is estimated to be related to one or more independent variables. Multiple linear regression tests, which is to find out how much the independent variables tested can affect the shift in the value of the related variable. In this study the independent variable is. Compensation, Work Discipline, while the dependent variable is Honorary Teacher Performance at the West Sakra District School. Thus an equation can be formed with the following formula:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Information :

- Y : Performance
X₁ : Compensation
X₂ : Discipline work
X₃ : Organizational Commitment
a : Constant Numbers (price of Y if X = 0)
b₁, b₂, b₃ : The direction number or regression coefficient, which indicates an increase or decrease in the dependent variable based on the dependent variable. If (+) then rises and if (-) there is a decrease.
e : Error

RESEARCH RESULTS**Description of Respondent Characteristics**

In terms of gender, based on the results of a questionnaire that has been distributed to respondents, shows that generally, Honorary Teachers are male and female, dominated by women. The frequency of Honorary Teachers who are male as many as 46 people with a percentage of 40% while Honorary Teachers who are female as many as 68 people with a percentage of 60%. This illustrates that the majority of Honorary Teachers who were respondents of the study were women.

Description of Research Variables

Compensation is the respondent's response to remuneration in the form of salaries and wages received in carrying out their work as Honorary Teachers in the West Sakra district. The number of questions distributed was 5 pieces. The percentage of answers shows that the first and second indicators are perceived by respondents with appropriate criteria, while the third, fourth, and fifth indicators are perceived by respondents with sufficient criteria. This criterion shows that the amount of salary and wages paid is still not in accordance with the job title, the salary and wages received are still not able to meet the needs, and the determination of the amount of salary and wages has not been fully based on the government minimum wage limit. Therefore,

Work discipline is the teacher's non-permanent response to behavior subject to the rules in the school with the pleasure of being an Honorary Teacher in the West Sakra sub-district. The number of questions distributed was 12. The percentage of answers shows that all indicators are perceived by respondents with high criteria. This gives an illustration that teachers are subject to and obey the rules that apply in schools both written and unwritten.

Organizational commitment is the perception of non-permanent teachers of feelings of loyalty and loyalty towards their work as Honorary Teachers in the West Sakra district. 9 questions were distributed. The answer from each indicator shows that all indicators of commitment variables are perceived by respondents with high criteria. This gives the idea that despite having status temporary teachers or honorary teachers, they have a feeling of loyalty and loyalty to their work as teachers.

Teacher Performance Performance is an assessment of superiors namely the principal of the work carried out as Honorary Teachers in the West Sakra district. Questions were distributed as many as 4 pieces. The answer from each indicator shows that all indicators are perceived by respondents with good criteria. This criterion shows that despite having status temporary teachers or honorary teachers, they still have good performance in carrying out their work.

Multiple Linear Regression Analysis

Multiple regression analysis is used to determine the effect of Compensation, Work Discipline, and Organizational Commitment to the Performance of Honorary Teachers. In multiple linear regression analysis using a simultaneous determination test (R²), simultaneous significance test (F test), partial significance test (t-test), and partial determination test (r² test). To see how the regression function can be formulated below,

$$Y = 1.398 + 0.086X_1 + 0.419X_2 + 0.232X_3$$

A constant of 1.398 means that if each of the independent variables namely the Compensation, Work Discipline, and Organizational Commitment variables has a value of 0, then the Honorary Teacher Performance is 1.398. This means that the constant value of Honorary Teacher Performance when there is no Compensation, Work Discipline, and Organizational Commitment is 1,398.

The regression coefficient of Compensation (b₁) of 0.086 means that if the Compensation variable (X₁) is added to the regression model, the Honorary Teacher Performance will increase by 0.086. The positive regression coefficient from Compensation (b₁) means that the higher the Compensation, the Honorary Teacher Performance will be higher as well. Likewise, the lower the Compensation the Honorary Teacher Performance will be lower.

The regression coefficient of Work Discipline (b₂) of 0.419 means that if the Work Discipline variable is added to the regression model, the Honorary Teacher Performance will increase by 0.419. The positive coefficient of Work Discipline (b₂) regression coefficient means that the higher the Honorary Teacher's Work Discipline, the Honorary Teacher's Performance will also be higher. Likewise, the lower the Work Discipline, the Honorary Teacher Performance will be lower.

The regression coefficient of Organizational Commitment (b₃) of 0.232 means that if an organizational commitment variable is added to the regression model, the Honorary Teacher Performance will increase by 0.232. This positive coefficient of organizational commitment (b₃) means that the higher the organizational commitment the Honorary Teacher's Performance will be higher. Likewise, the lower the Organizational Commitment, the Honorary Teacher Performance will be lower.

Analysis of Partial Significance Tests (t-Test)

To see how the partial influence of Honorary Teacher Performance is used t-test. As for the t-test results can be seen in Table 1., below.

Table 1. Partial significance of influence

Independent Variable	Value of T Calculate	T-table value	Sig.	Information
Compensation	1.270	1.98177	0.207	Not significant
Work Discipline	3.577	1.98177	0.001	Significant
Organizational Commitment	2.686	1.98177	0.008	Significant

From the information in table 1, it can be seen that the Compensation variable has a positive t-value of 1.270, Work Discipline has a positive t-value of 3.577, and Organizational Commitment has a positive t-value of 2.686. To find the answer to the existing hypothesis, it is necessary to compare the smaller t count with t table.

Compensation variable has a value of t count <t table (1.270 > 1.98177), it can be concluded that compensation has no significant effect on Honorary Teacher Performance. Variable of Work

Discipline and Organizational Commitment has a value of $t_{arithmetic} > t_{table}$ namely $(3.577 > 1.98177)$ and $(2.686 > 1.98177)$, it can be concluded that Work Discipline and Organizational Commitment have a significant effect on the Performance of Honorary Teachers.

Simultaneous Significance Test Analysis (Test F)

To see the feasibility of the influence model of Compensation, Work Discipline, and Organizational Commitment to the Performance of Honorary Teachers. The following F. test is used in table 2. The results of the ANOVA test or F test results from SPSS 25.0 output

Table 2. Significance of Effects simultaneously^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	10.365	3	3.455	24.285	000 ^b
Residual	15.650	110	0.142		
Total	26.016	113			

a. Dependent Variable: Teacher Performance

b. Predictors: (Constant), Organizational Commitment, Compensation, Work Discipline

From the ANOVA test or F test the F value is calculated 24.285 with a significance level of 0.000, therefore $F_{arithmetic} > F_{table}$ ($24.285 > 2.69$) it can be concluded that the influence model of Compensation, Work Discipline, and Organizational Commitment to the Performance of Honorary Teachers is the right model to use as a prediction.

INTERPRETATION

Effect of Compensation on Honorary Teacher Performance

The results showed that compensation had no significant effect on Honorary Teacher Performance. Conceptually some way management to improve work performance, motivate, and improve satisfaction employee work is through compensation (Mathis and Jackson, 2012:153). In simple terms, compensation is something that is received by employees to repay their work services. Simamora (2004: 68) says that compensation in the form of finance is important for employees because with this compensation they can meet their needs directly, especially physiological needs. However, of course, employees also hope that the compensation they receive in accordance with the sacrifices that have been given in the form of non-finance is also very important for employees, especially for their career development. According to Prawiro Sentono, 1999 employees' performance would be good if they were paid or paid according to the agreement.

This finding is in line with Wexley and Yukl's (2005) research which shows that incentives wages/salaries do not provide consistent results on employee performance.

The results of this study are somewhat different from the results of research conducted by Aprijon (2014) which shows that there is a strong relationship between compensation and performance variables. The results of research conducted by Nawa and Kempa (2017) and Priyono and Suheriyatmono (2016) found that compensation had a significant effect on performance.

The Effect of Work Discipline on the Performance of Honorary Teachers

Research result to show that Work Discipline has a significant effect on Honorary Teacher Performance. In general, performance is given a limit as a person's success from his behavior. Usually, people with high levels of work are called productive people, and conversely, people who do not reach the standards are said to be unproductive or low-performing people. People who have low performance can cause their work to be less or unsatisfactory, it can also mean that employees who have good performance are also called high productivity.

The factors that affect employee productivity according to Anoraga (2014: 91): 1) Motivation, 2) Education, 3) Work discipline, 4) Skills, 5) Attitudes to work ethics, 6) Nutrition and

health, 7) Level of income, 8) Work environment and work climate, 9) Technology, 10) Production facilities, 11) Social security, 12) Leadership, 13) Opportunities for achievement. Because work productivity is synonymous with performance, the factors that affect work productivity will also affect performance where one of them is work discipline. In addition, the results of this study are in line with the results of research conducted by Ika (2017) and Hasna et al (2018) found that work discipline has a significant effect on performance.

Effect of Organizational Commitment on Honorary Teacher Performance

The results showed that Organizational Commitment had a significant effect on Honorary Teacher Performance. Organizational commitment according to Ivancevich (2007: 234) is a feeling of identification, involvement, and loyalty expressed by employees towards the organization. Based on this understanding can be identified that commitment to the organization involves three attitudes namely, a sense of identification with organizational goals, a feeling of being involved in organizational tasks, and a feeling of loyalty to the organization. Research evidence shows that the absence of organizational commitment can reduce organizational effectiveness. In general, it appears that affective commitment has a closer relationship with organizational outcomes such as employee performance and turnover than the other two commitment dimensions (Robbins and Judge, 2008: 102).

Organizational commitment can have a positive effect on performance individuals. This is consistent with the theory that put forward by Gibson, (2008: 123-124) is wrong one factor that can affect individual performance are psychological factors, where among these factors is organizational commitment.

Morris and Sherman (2001) suggested that, "A growing body of research indicates that organizational commitment has utility as a predictor of such important behavioral outcomes as performance, absenteeism, and turnover". Some research to show that organizational commitment is useful as a tool to see some very important behaviors, such as performance, attendance at work, and the entry and exit of employees from the organization.

Besides that, previous researchers have found the significance of the effect of commitment on performance. Nafisah (2005) and Farian (2009) have conducted research and found that organizational commitment has an influence positive and significant to employee performance. In addition, other researchers namely Anita (2014) and Meliana (2013) found that commitment organization has a significant influence on employee performance.

Research result is in line with the results of the study from Anita (2014) and Meliana (2013) found that organizational commitment can have a positive and significant effect together on employee performance.

CONCLUSION

From the above discussion, it can provide conclusions from this research that can be drawn, including:

1. Compensation has no significant effect on Honorary Teacher Performance.
2. Work Discipline has a significant effect on Honorary Teacher Performance.
3. Organizational Commitment has a significant effect on Honorary Teacher Performance.

SUGGESTION

1. Compensation must be increased even more by the government given to Honorary Teachers because it is recognized that it is still far from the standard of fairness and worthiness. Compensation provided should be based on standards of fairness and fairness so that teachers can give their best performance at work.
2. Likewise with aspects of work discipline and organizational commitment that need to be improved, among others, related to the direction to the Teacher that teaching is a service to the community that must be carried out continuously through briefing at the morning apple.

Likewise with the direction that every rule in the school must be obeyed and implemented in accordance with mutual agreement.

3. The value of R² (R Square) in the results of this study is 39% where this criterion is not yet close to 100% so that for future researchers, it is expected to use more independent variables, so that the accuracy obtained in measuring the level of significance of the effect on the dependent variable is higher.

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