

## INDIRECT EFFECT OF RECRUITMENT, COMPENSATION, AND JOB SATISFACTION ON PERMANENT LECTURER RETENTION AT PTS LLDIKTI REGION III JAKARTA WITH ORGANIZATIONAL COMMITMENT AS MEDIATOR

<sup>1</sup>Budi Akhmad Tarigan, <sup>2</sup>Hamidah, <sup>3</sup>Siti Nurjanah

<sup>1</sup>Universitas Tama Jagakarsa, Indonesia

<sup>2,3</sup>Universitas Negeri Jakarta, Indonesia

E-mail: batarigan@gmail.com, Hamidah@unj.ac.id, Siti.nurjanah@unj.ac.id

### ABSTRACT

*Recruitment, compensation, job satisfaction and organizational commitment are 4 (four) independent variables used to examine the retention of permanent lecturers at PTS LLDIKTI Region III Jakarta. This study uses the indirect effect of recruitment, compensation and job satisfaction on the retention of permanent lecturers at PTS LLDIKTI Region III Jakarta with organizational commitment as a mediator. This indirect effect can be determined through the direct influence of recruitment, compensation, job satisfaction and organizational commitment on the retention of permanent lecturers at PTS LLDIKTI Region III Jakarta and the direct influence of recruitment, compensation, job satisfaction on organizational commitment. The method used in this study is a quantitative method with a descriptive type of research that describes the phenomenon being studied through regression equations. The regression equation was determined after all research data were tested with validity, reliability, normality, multicollinearity and heteroscedasticity tests from 300 respondents who were samples of all permanent PTS lecturers with university legal entities located in LLDIKTI III d/h Kopertis Region III classified into cluster 4 (coaching), as many as 15 private universities with a total population of 1297 (Kemendikbud RI, 2019). The simple regression equation is said to be significant and positive if  $t_{count} > t_{table}$ . The multiple regression equation is significant and positive if  $F_{count} > F_{table}$ . The results showed that recruitment (X1), compensation (X2), job satisfaction (X3) and organizational commitment (X4) partially had a positive and significant effect on permanent lecturer retention (Y) because  $t_{count} > t_{table}$  (10,994; 6,243; 4,809 and 7,491 > 2,339). The effect in percent (%) is 28.9%; 11.6%; 7.2% and 15.8%. This effect is true because  $F_{count} > F_{table}$  (120.875; 38.976; 23.131 and 56.122 > 3,323). recruitment (X1), compensation (X2), and organizational job satisfaction (X3) partially have a positive*

Budi Akhmad Tarigan, Hamidah, Siti Nurjanah (2022). Indirect Effect of Recruitment, Compensation, and Job Satisfaction On Permanent Lecturer Retention at PTS Lldikti Region III Jakarta With Organizational Commitment As Mediator. Journal Eduvest. Vol 2

**How to cite:** (12): 2668-2683

**E-ISSN:** 2775-3727

**Published by:** <https://greenpublisher.id/>

and significant effect on permanent lecturer retention (Y). because  $t_{count} > t_{table}$  (18,405; 5,784 and 5,320 > 2338) The effect in percent (%) is 53.2%; 10.1% and 6.7%. This effect is true because  $F_{count} > F_{table}$  (338,747; 33,451 and 28,307 > 3,323)

**KEYWORDS** Recruitment, compensation, job satisfaction, organizational commitment and retention



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## INTRODUCTION

Success institution college tall private in guard trust Public in operate duties and functions no free from Support management, energy education as well as lecturer who is asset for college tall private. Ability college tall private for succeed in reach goal supported by internal and external factors college tall that (Wijoyo, 2021). From the internal side of the college high, important management source power humans to college tall private could capable compete in the future come. Several private universities in Jakarta recruited by offering compensation and career paths to permanent lecturers at other private universities to move *homebase* (Karno, 2019). This fast method is done to get permanent lecturers who already have the competence and experience in accordance with the study program to meet the shortage of permanent lecturers to achieve the ratio of permanent lecturers to students. This is mostly done by private universities to accelerate the resolution of problems faced by private universities, especially private universities where the ratio of lecturers to students is not in accordance with existing regulations (Sutardi, 2013). This has led to fluctuations in the desire to move permanent lecturers to other private universities that can fulfill permanent lecturers' job satisfaction by offering large compensation, organizational commitment in providing clear career opportunities so that permanent lecturer job satisfaction can be realized at these universities. Relevant individual retention with decision permanent lecturer for hold on to the institution or go out from the college where he work (Musyaffa, 2019). Retention or maintenance lecturer (individual) is ability higher education institution for maintain permanent lecturer who the potential institution for stay loyal to institution so that 'turnover' (exit or stop permanent lecturer by voluntary) low and not there is same once. The more low *turnover* so the more tall *retention* (Sastra Mico, 2020). It means the more good College in maintain the teacher especially permanent lecturer who has potency too much so that College concerned the more efficient in effort human resource development for permanent lecturers. Therefore, an appropriate and sustainable *Employee Retention program is needed*, because if an organization cannot retain its employees which is marked by an increase in employee turnover, then this is a signal that the company/organization has poor management/management and immature planning in carrying out its activities. HR matters (Sumarni, 2011).

Study this focused on influence no immediately R recruitment compensation and job satisfaction towards retention permanent lecturer at PTS LLDIKTI Region III Jakarta with commitment organization as a mediator. Influence no direct this could determined through influence direct Recruitment, compensation, job

satisfaction and commitment organization to retention permanent lecturer at PTS LLDIKTI Region III Jakarta. goddess (Fitrianti & Prasada, 2021) mention that recruitment take effect significant to performance employees and influence in percent by 56.2%. (Armstrong & Taylor, 2020), states that Recruitment is a series of processes to find and involve the people needed by the organization. (Noe et al., 2014) HR recruitment defined as practice or activity whatever the organization does for identify and attract employees potential. Based on Thing the name on recruitment employee is a process or actions taken by the organization for get addition employee through a number of stages covers identification and evaluation sources withdrawal power work, determine needs power employment, selection process, placement, and orientation power work. Recruitment related close with compensation (Arinda, 2021).

Compensation includes all forms of salary paid to employees and derived from their work. Two main components, direct financial payments (wages, salaries, incentives, commissions, and bonuses) and indirect financial payments (financial benefits such as insurance and employer-paid vacations). (Supriyadi et al., 2017) stated that compensation is whole compensation received by employees as appreciation on the contribution he made to organization, whether it is financial nor nonfinancial. (Sinambela & Ana, 2016) compensation is the total of all awards given to employees as reward on service they give to organization. Based on the above, compensation is as a total rewards that include all financial and non-financial rewards provided by the company to attract, motivate and retain employees. Compensation is closely related to job satisfaction. (Robbins & Coulter, 2007) states that job satisfaction *can* be defined as a positive feeling that is the result of an evaluation of its characteristics. Robbins (2003), mentions that Employee job satisfaction is influenced by many factors, including 1). Mentally challenging work, 2). Appropriate rewards. 3). Supportive working conditions 4). Supportive colleagues. Basically Individuals expect something more than money or tangible accomplishments from work but employees also fulfill the need for social interaction. Likewise, the behavior of superiors is a major determinant of satisfaction. Satisfaction work related close with commitment organization. Connection Among success organization and commitment organization is very important for discussed. Committed permanent lecturer tall many are employed and retained by universities or organization as part important of management strategy source power man them. (Gautam et al., 2004) mention that commitment organization are:

*“a psychological situation which determines the relationship of the employee with the organization and as a commitment towards the whole organization, Organizational members who are highly identified with their organizations will also think and act on behalf of their group's norms and values even if they are not formally forced to do so by work contracts or control mechanisms because they have incorporated these group norms and values into their self-concept”.*

Commitment organization refers to to situation decisive psychology connection Among employee with organization and commitment employee to whole organization, Member highly identifiable organization with organization they will think and act on name norms and values group they although they not

formally \_ forced to do it by contract work or mechanism control because they enter norms and values group this to in draft self them).

Camelo-Ordaz, C., Garcia-Cruz, J., Sousa- Ginel, E., & Valle-Cabrera, R (2011) stated that commitment organization are:

*“ As a mechanism through which variables related to Human Resources influence organizational performance, the factor that explains why the employee remains in the organization is the personal attachment and identification with the organization's goals and values. Thus, employees with strong affective commitment stay loyal to their company because they want to. However, employees with continuance or normative commitment remain with the organization because they need to or because they feel they ought to, respectively. ”*

Commitment organization exists at level where score personal employee in accordance with surrounding values culture organization company. For example, if superior could value employees who achieve performance as destination organization, then employee tend committed to the company. Commitment depend on quality connection psychological a employees. Contract psychological represent perception individual about reciprocal exchange Among himself and the party company. In environment work, contract psychological represent trust a employee about what is right he accept as reward on what is he give to organization. [Steven L McShane and Von Glinow \(2018\)](#) say that :

*“Organizational commitment represents what some experts call “overall job attitude.” Affective organizational commitment is the employee's emotional attachment to, involvement in, and identification with an organization. Affective commitment is a psychological bond whereby one chooses to be dedicated to and responsible for the organization. Affective commitment differs from continuance commitment, which is a calculative attachment to the organization. This calculation takes two forms. One form occurs where an employee has no alternative employment opportunities (eg, “I dislike working here but there are no other jobs available”). This situation occurs where unemployment is high, employees lack sufficient skills to be attractive to other employers, or the employee's skills are so specialized that there is limited demand for them nearby. The other form of continuance commitment occurs where leaving the company would be a significant financial sacrifice (eg, “I hate this place but can't afford to quit!”). This perceived sacrifice condition occurs when the company offers high pay, benefits, and other forms of economic exchange in the employment relationship, or where quitting forfeits a large deferred financial bonus.*

Chandrasekara, CMBRD and Perera, GDN (2016) explain connection draft recruitment with employee retention at a institution. Study this is journal international year 20 1 9 relevant especially similarity variable bound retention and one variable free that is recruitment. Chandrasekara, CMBRD and Perera, GDN (2016) explain connection draft recruitment with employee retention at a institution.

Based on things the on researcher feel convinced that proposed research this will produce good result.

## RESEARCH METHOD

Study this implemented at Private Universities (PTS) located in LLDIKTI Region III DKI Jakarta university law belonging to into the cluster 4 that is as many as 15 universities in built Kopertis Region III in 2018. Election the place study based on consideration fundamental that researcher on duty as lecturer fixed and concurrently as Deputy Chairperson of the Guarantee Agency Tama University Quality Jagakarsa. As for the reason election the place the because During this not yet once did intensive research about problem influence recruitment, compensation, satisfaction work and commitment organization to retention lecturer remain at LLDIKTI formerly Kopertis Region III DKI Jakarta, so that researcher decide for To do research at LLDIKTI formerly Kopertis Region III. Period time study will conducted on September 2017 until with month October 2018. Reason election time the based estimation that at times the can could held research. For necessity analysis, data collection is carried out through two stages. Stage first conducted data collection in skeleton trial test instrument research, further data analyzed for knowing level item validity and reliability instrument. Stage second, collect research data in accordance with the required data in study this.

Method writing paper this is study descriptive (descriptive research) which aims to for describe or describe phenomenon influence Among dimensions from Recruitment, compensation, satisfaction work and commitment organization by partial and simultaneous against and variable bound retention lecturer remain at PTS LLDIKTI area III Jakarta (Y). Influence Recruitment, compensation and satisfaction work by Partial to commitment organization. Influence no direct variable free Recruitment, compensation and satisfaction work to retention lecturer remain at PTS LLDIKTI Region III Jakarta with commitment organization as a mediator can determined with regression simple.

## RESULTS AND DISCUSSION

Validity test results could seen in Table 1 as following

**Table 1**  
**Validation test calculations variable recruitment (X<sub>1</sub>)**

No.	Variable	R- count	R- table	Information
1	X1.1.1	.580 **	0.148	Valid
2	X1.1.2			
3	X1.1.3	.545 **	0.148	Valid
4	X1.1.4	.528 **	0.148	Valid
5	X1.1.5	.542 **	0.148	Valid
6	X1.2.1	.618 **	0.148	Valid
7	X1.2.2	.575 **	0.148	Valid
8	X1.2.3	.619 **	0.148	Valid
9	X1.2.4	.536 **	0.148	Valid
10	X1.2.5	.513 **	0.148	Valid
11	X1.3.1	.665 **	0.148	Valid

12	X1.3.2			
13	X1.3.3	.571 **	0.148	Valid
14	X1.3.4	.523 **	0.148	Valid
15	X1.3.5	.545 **	0.148	Valid
16	X1.4.1	.519 **	0.148	Valid
17	X1.4.2	.557 **	0.148	Valid
18	X1.4.3	.634 **	0.148	Valid
19	X1.4.4	.586 **	0.148	Valid
20	X1.4.5	.618 **	0.148	Valid
21	X1.5.1	.520 **	0.148	Valid
22	X1.5.2			
23	X1.5.3	.654 **	0.148	Valid
24	X1.5.4	.536 **	0.148	Valid
25	X1.5.5	.392 **	0.148	Valid
26	X1.6.1	.400 **	0.148	Valid
27	X1.6.2	.426 **	0.148	Valid
28	X1.6.3			
29	X1.6.4	.348 **	0.148	Valid
30	X1.6.5	.338 **	0.148	Valid

Recruitment (X<sub>1</sub>), compensation (X<sub>2</sub>), job satisfaction (X<sub>3</sub>) commitment organization (X<sub>4</sub>) and retention lecturer fixed (Y)

Test results get that all questionnaire variable study recruitment declared valid because all correlation pearson count (R<sub>account</sub>) morebig from coefficient from table whose values is 0.148 (300 respondents) with accuracy 0.01 (1%).

**Table 2**  
**Validation test calculations variable compensation (X<sub>2</sub>)**

No.	Variable	R- count	R- table	Information
1	X2.1.1	.783 **	0.148	Valid
2	X2.1.2	.690 **	0.148	Valid
3	X2.1.3	.616 **	0.148	Valid
4	X2.1.4	.601 **	0.148	Valid
5	X2.1.5			
6	X2.1.6			
7	X2.2.1	.539 **	0.148	Valid
8	X2.2.2	.459 **	0.148	Valid
9	X2.2.3	.441 **	0.148	Valid
10	X2.2.4	.783 **	0.148	Valid
11	X2.2.5	.782 **	0.148	Valid
12	X2.2.6	.655 **	0.148	Valid
13	X2.3.1	.628 **	0.148	Valid
14	X2.3.2	.631 **	0.148	Valid
15	X2.3.3			
16	X2.3.4	.527 **	0.148	Valid

17	X2.3.5	.516 **	0.148	Valid
18	X2.3.6	.452 **	0.148	Valid
19	X2.4.1	.539 **	0.148	Valid
20	X2.4.2	.782 **	0.148	Valid
21	X2.4.3	.631 **	0.148	Valid
22	X2.4.4	.678 **	0.148	Valid
23	X2.4.5	.600 **	0.148	Valid
24	X2.4.6	.606 **	0.148	Valid
25	X2.5.1	.428 **	0.148	Valid
26	X2.5.2	.441 **	0.148	Valid
27	X2.5.3			
28	X2.5.4			
29	X2.5.5	.783 **	0.148	Valid
30	X2.5.6	.782 **	0.148	Valid

Recruitment (X<sub>1</sub>), compensation (X<sub>2</sub>), job satisfaction (X<sub>3</sub>) commitment organization (X<sub>4</sub>) and retention lecturer fixed (Y)

Test results get that all questionnaire variable study compensation declared valid because all correlation pearson count ( $R_{count}$ ) morebig from coefficient from table whose values is 0.148 (300 respondents) with accuracy 0.01 (1%).

**Table 3**

**Validation test calculations variable satisfaction work (X<sub>3</sub>)**

No.	Variable	R- count	R- table	Information
1	X3.1.1	.481 **	0.148	Valid
2	X3.1.2	.516 **	0.148	Valid
3	X3.1.3	.546 **	0.148	Valid
4	X3.1.4			
5	X3.1.5	.377 **	0.148	Valid
6	X3.1.6	.497 **	0.148	Valid
7	X3.2.1	.350 **	0.148	Valid
8	X3.2.2	.417 **	0.148	Valid
9	X3.2.3	.411 **	0.148	Valid
10	X3.2.4	.447 **	0.148	Valid
11	X3.2.5	.539 **	0.148	Valid
12	X3.2.6	.552 **	0.148	Valid
13	X3.3.1	.557 **	0.148	Valid
14	X3.3.2	.515 **	0.148	Valid
15	X3.3.3	.513 **	0.148	Valid
16	X3.3.4			
17	X3.3.5	.586 **	0.148	Valid
18	X3.3.6	.522 **	0.148	Valid
19	X3.4.1	.339 **	0.148	Valid
20	X3.4.2			
21	X3.4.3			
22	X3.4.4	.422 **	0.148	Valid



23	X3.4.5	.569 **	0.148	Valid
24	X3.4.6	.533 **	0.148	Valid
25	X3.5.1	.573 **	0.148	Valid
26	X3.5.2	.555 **	0.148	Valid
27	X3.5.3	.409 **	0.148	Valid
28	X3.5.4	.524 **	0.148	Valid
29	X3.5.5	.364 **	0.148	Valid
30	X3.5.6	.431 **	0.148	Valid

Recruitment (X<sub>1</sub>), compensation (X<sub>2</sub>), job satisfaction (X<sub>3</sub>) commitment organization (X<sub>4</sub>) and retention lecturer fixed (Y)

Test results get that all questionnaire variable study Satisfaction work declared valid because all correlation pearson count (R<sub>count</sub>) more big from coefficient from table whose values is 0.148 (300 respondents) with accuracy 0.01 (1%).

**Table 4**  
**Validation test calculations variable commitment organization (X<sub>4</sub>)**

No.	Variable	R- count	R- table	Information
1	X4.1.1			
2	X4.1.2	.452 **	0.148	Valid
3	X4.1.3			
4	X4.1.4	.506 **	0.148	Valid
5	X4.1.5	.427 **	0.148	Valid
6	X4.1.6			
7	X4.1.7	.353 **	0.148	Valid
8	X4.1.8	.365 **	0.148	Valid
9	X4.1.9			
10	X4.1.10	.437 **	0.148	Valid
11	X4.2.1	.463 **	0.148	Valid
12	X4.2.2			
13	X4.2.3	.355 **	0.148	Valid
14	X4.2.4			
15	X4.2.5	.466 **	0.148	Valid
16	X4.2.6			
17	X4.2.7	.497 **	0.148	Valid
18	X4.2.8	.368 **	0.148	Valid
19	X4.2.9	.378 **	0.148	Valid
20	X4.2.10	.373 **	0.148	Valid
21	X4.3.1			
22	X4.3.2	.467 **	0.148	Valid
23	X4.3.3	.493 **	0.148	Valid
24	X4.3.4	.275 **	0.148	Valid
25	X4.3.5	.360 **	0.148	Valid
26	X4.3.6	.336 **	0.148	Valid



27	X4.3.7	.421 **	0.148	Valid
28	X4.3.8	.480 **	0.148	Valid
29	X4.3.9	.265 **	0.148	Valid
30	X4.3.10	.303 **	0.148	Valid

Recruitment (X<sub>1</sub>), compensation (X<sub>2</sub>), job satisfaction (X<sub>3</sub>) commitment organization (X<sub>4</sub>) and retention lecturer fixed (Y)

Test results get that all questionnaire variable study Satisfaction work declared valid because all correlation pearson count (R<sub>count</sub>) morebig from coefficient from table whose values is 0.148 (300 respondents) with accuracy 0.01 (1%).

**Table 5**  
**Validation test calculations variable retention permanent lecturer (Y)**

No.	Variable	R- count	R- table	Information
1	y.1.1	.648 **	0.148	Valid
2	y.1.2	.599 **	0.148	Valid
3	y.1.3	.469 **	0.148	Valid
4	y.1.4	.501 **	0.148	Valid
5	y.1.5	.491 **	0.148	Valid
6	y.1.6	.537 **	0.148	Valid
7	y.2.1	.577 **	0.148	Valid
8	y.2.2			
9	y.2.3	.713 **	0.148	Valid
10	y.2.4	.708 **	0.148	Valid
11	y.2.5	.648 **	0.148	Valid
12	y.2.6	.599 **	0.148	Valid
13	y.3.1	.469 **	0.148	Valid
14	y.3.2	.501 **	0.148	Valid
15	y.3.3	.491 **	0.148	Valid
16	y.3.4			
17	y.3.5			
18	y.3.6	.524 **	0.148	Valid
19	y.4.1	.713 **	0.148	Valid
20	y.4.2	.708 **	0.148	Valid
21	y.4.3	.524 **	0.148	Valid
22	y.4.4	.713 **	0.148	Valid
23	y.4.5	.708 **	0.148	Valid
24	y.4.6	.648 **	0.148	Valid
25	y.5.1	.599 **	0.148	Valid
26	y.5.2	.537 **	0.148	Valid
27	y.5.3	.577 **	0.148	Valid
28	y.5.4	.524 **	0.148	Valid
29	y.5.5	.713 **	0.148	Valid
30	y.5.6			

Recruitment (X<sub>1</sub>), compensation (X<sub>2</sub>), job satisfaction (X<sub>3</sub>) commitment organization (X<sub>4</sub>) and retention lecturer fixed (Y)

Test results get that all questionnaire variable study retention lecturer permanent declared valid because all correlation pearson count (R<sub>count</sub>) more big from coefficient from table whose values is 0.148 (300 respondents) with accuracy 0.01 (1%).

#### Reliability Test

Validation test results are tabled in Table 6 as following,

**Table 6**  
**test results variable study**

No,	Variable	Cronbach's alpha
1	X <sub>1</sub> (26)	0.899>0.600
2	X <sub>2</sub> (25)	0.933>0.600
3	X <sub>3</sub> (27)	0.664>0.600
4	X <sub>4</sub> (22)	0.743>0.600
5	Y (26)	0.927>0.600

Recruitment (X<sub>1</sub>), compensation (X<sub>2</sub>), job satisfaction (X<sub>3</sub>) commitment organization (X<sub>4</sub>) and retention lecturer fixed (Y)

All Variable study recruitment (X<sub>1</sub>), compensation (X<sub>2</sub>), job satisfaction (X<sub>3</sub>) and retention permanent lecturer (Y) is free from reliability because score Cronbach's alpha variable study everything > 0.600.

#### Normality Test

Rule for set normality a data is data is said normally distributed if score Asymp . Sig. (2-tailed) on SPSS output more big from the level of significant (0.05), all research data recruitment (X<sub>1</sub>), compensation (X<sub>2</sub>), job satisfaction (X<sub>3</sub>) and retention permanent lecturers (Y) are normally distributed as shown in Table 4.3

**Table 7**

**Normality Test Results Variable Study**

Variable	Asymp.sig . (2-tailed)
X <sub>1</sub>	0.200>0.05
X <sub>2</sub>	0.200>0.05
X <sub>3</sub>	0.079>0.05
X <sub>4</sub>	0.056>0.05
Y	0.073>0.05

Recruitment (X<sub>1</sub>), compensation (X<sub>2</sub>), job satisfaction (X<sub>3</sub>) commitment organization (X<sub>4</sub>) and retention lecturer fixed (Y)

#### Multicollinearity test

**Table 8**

**Normality Test Results Variable Study**

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		

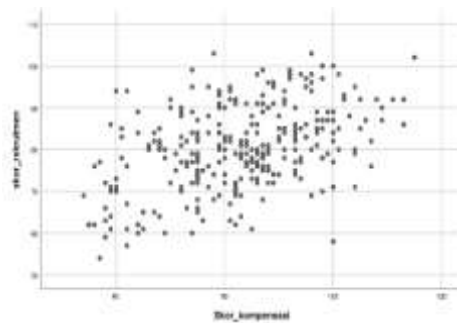
score_recruitment	.408	2.454
Score_compensation	.698	1.432
Score_kep_work	.763	1.311
Score_commitment_org	.466	2.145

Recruitment ( $X_1$ ), compensation ( $X_2$ ), job satisfaction ( $X_3$ ) commitment organization ( $X_4$ ) and retention lecturer fixed ( $Y$ )

Indication happening multicollinearity is. if more VIF value big than 10 and *tolerance* not enough of 0.1. Seen that all variable free get away from problem multicollinearity or no there is variable affected free multicollinearity, due to the third VIF variable free <10 and tolerance > 0.1 as shown in Table 4

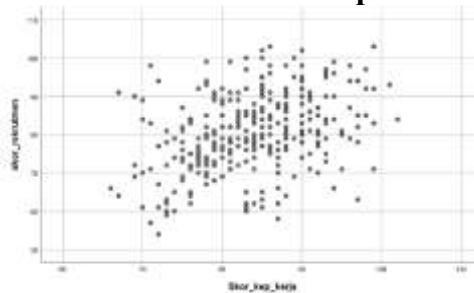
**Heteroscedasticity test**

Heteroscedasticity test in research this is see trend variable free have high correlation. If any correlation tall between variable free will occur Heteroscedasticity.



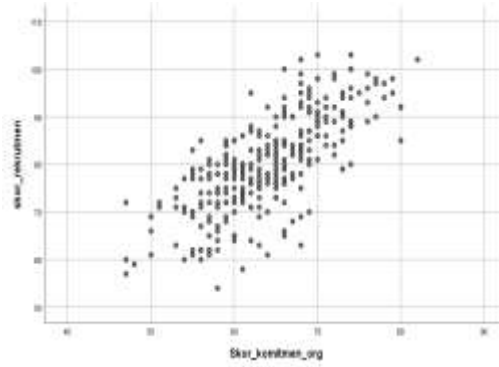
**Figure 1**

**Chart recruitment to compensation**

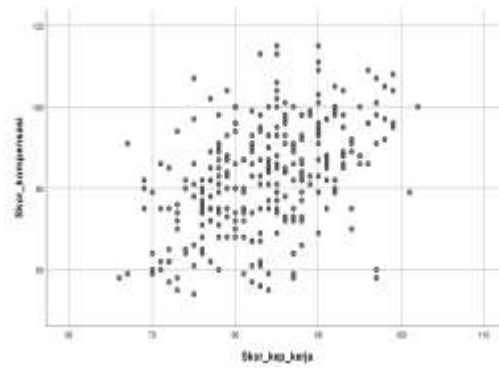


**Figure 2**

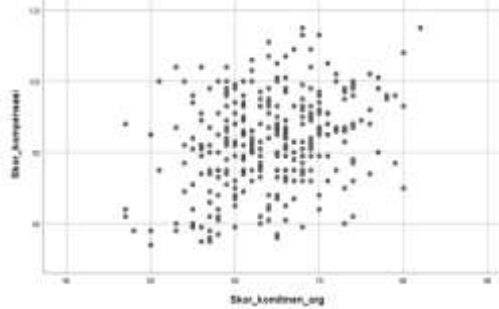
**Chart recruitment to job satisfaction**



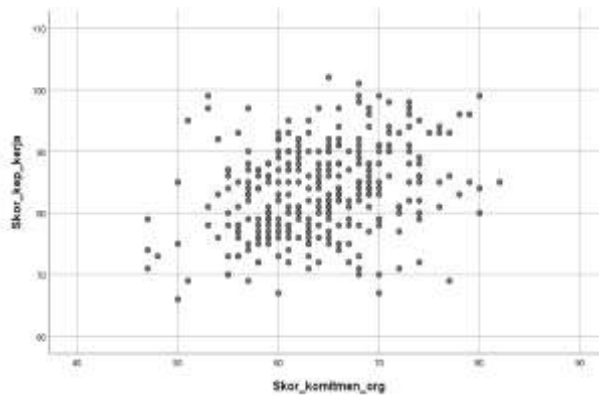
**Figure 3**  
**Chart recruitment to commitment organization**



**Figure 4**  
**Chart compensation to job satisfaction**



**Figure 5**  
**Chart compensation to commitment organization**



**Figure 6**  
**Chart job satisfaction to commitment organization**

**Equality Regression Simple**

For determine influence climate organization, discipline work and supervision, Partial to performance employees of PT. Dynamics Airufindo Persada Jakarta and its influence climate organization and discipline work by Partial to supervision used analysis regression simple, the results obtained are tabled in Table 5 as follows: following

**Table 9**  
**Calculation result equality regression simple and regression double**

Influencer	formula	t count	t table	F count	F table	Influence (%)
Y (X <sub>1</sub> )	Y=43,718 + 0.568 X <sub>1</sub>	10,994	2,364	120,875	3.51	28.9
Y (X <sub>2</sub> )	Y=66.521 + 0.275 X <sub>2</sub>	6,243	2,364	38,976	3.51	11.6
Y (X <sub>3</sub> )	Y=56,708 + 0.390 X <sub>3</sub>	4,809	2,364	23,131	3.51	7.2
Y (X <sub>4</sub> )	Y=48,481 + 0.638 X <sub>4</sub>	7,491	2,364	56,122	3.51	15.8
X <sub>4</sub> (X <sub>1</sub> )	X <sub>4</sub> = 25.401+ 0.482 X <sub>1</sub>	18,405	2,364	338,747	6.90	53.2
X <sub>4</sub> (X <sub>2</sub> )	X <sub>4</sub> = 50.767 + 0.160 X <sub>2</sub>	5,784	2,364	33,451	6.90	10.1
X <sub>4</sub> (X <sub>3</sub> )	X <sub>4</sub> = 41.717 + 0.267 X <sub>3</sub>	5,320	2,364	28,307	6.90	6.7

Recruitment (X<sub>1</sub>), compensation (X<sub>2</sub>), job satisfaction (X<sub>3</sub>) commitment organization (X<sub>4</sub>) and retention lecturer fixed (Y)

The results shown by Table 5 state that recruitment (X<sub>1</sub>), compensation (X<sub>2</sub>), job satisfaction (X<sub>3</sub>), and commitment organization (X<sub>4</sub>) influential positive and significant to retention permanent lecturer (Y), because all t<sub>count</sub> > t<sub>table</sub>. (10,994;

6,243; 4,809 and 7,491 > 2,364). Whereas influence in % is 28.9%; 11.6%; 7.2% and 15.8%. This result is Correct because all  $F_{count} > F_{table}$ . (120.875; 38.976; 23.131 and 56.122 > 3.51)

Influence recruitment ( $X_1$ ), compensation ( $X_2$ ) and job satisfaction ( $X_3$ ) in Partial to commitment organization ( $X_4$ ) is significant and positive because all  $t_{count} > t_{table}$  (18.405; 5.784 and 5.320 > 2.364). Whereas influence in % is 53.2%; 10.1% and 6.7%. This value is Correct because all  $F_{count} > F_{table}$ . (338,747; 33,451 and 28,307 > 6.90).

### Equality Multiple Regression

For determine influence competence, discipline work and climate organization by simultaneous to performance employees of PT. Dynamics Airufindo Persada Jakarta is used analysis regression double, the results obtained are tabled in Table 6, as following.

**Table 10**  
**Calculation result equality regression regression double**

Influencer	formula	$F_{count}$	$F_{table}$	Influence (%)
$Y(X_1, X_2, X_3, X_4)$	$Y = 35,764 + 0.469 X_1 + 0.083 X_2 + 0.072 X_3 + 0.022 X_4$	31,921	3.51	29.3

Recruitment ( $X_1$ ), compensation ( $X_2$ ), job satisfaction ( $X_3$ ) commitment organization ( $X_4$ ) and retention lecturer fixed (Y)

The results shown by Table 10 state that influence recruitment ( $X_1$ ), compensation ( $X_2$ ), job satisfaction ( $X_3$ ), and commitment organization ( $X_4$ ) against retention permanent lecturer (Y) is significant and positive because  $F_{count} > F_{table}$  (31, 921 > 3.51) While influence in % is 29.3%. This result is Correct because  $F_{count} > F_{table}$  (31, 921 > 3.51).

## CONCLUSION

Recruitment take effect positive and significant to retention lecturer remain at PTS LLDIKTI Region III Jakarta because  $t_{count} > t_{table}$ . (10,994 > 2,364).

Compensation take effect positive and significant to retention lecturer remain at PTS LLDIKTI Region III Jakarta because  $t_{count} > t_{table}$ . (6,243 > 2,364).

Satisfaction work take effect positive and significant to retention lecturer remain at PTS LLDIKTI Region III Jakarta because  $t_{count} > t_{table}$ . (4,809 > 2,364).

Commitment organization take effect positive and significant to retention lecturer remain at PTS LLDIKTI Region III Jakarta because of  $t_{count} > t_{table}$ . (7,491 > 2,364).

Recruitment take effect positive and significant to commitment organization because  $t_{count} > t_{table}$  (18,405 > 2,364).

Compensation take effect positive and significant to commitment organization because all  $t_{count} > t_{table}$  (5,784 > 2,364).

Satisfaction work take effect positive and significant to commitment organization because  $t_{count} > t_{table}$  ( $5,320 > 2,364$ ).

Influence no direct variable free Recruitment to retention lecturer remain at PTS LLDIKTI Region III Jakarta with commitment organization as a positive and significant mediator kareb influence direct recruitment to retention lecturer fixed at PTS LLDIKTI Region III Jakarta ( $b=0.568$ ) + influence direct recruitment to commitment organization ( $b=0.482$ )  $\times$  Influence direct commitment organization to retention lecturer fixed at PTS LLDIKTI Region III Jakarta ( $b=0.638$ ) is  $0.568 + 0.482 \times 0.638 = 0.876$

Influence no direct variable free compensation to retention lecturer remain at PTS LLDIKTI Region III Jakarta with commitment organization as a positive and significant mediator because influence direct compensation to retention lecturer remains at PTS LLDIKTI Region III Jakarta ( $b=0,275$ ) + influence direct compensation to commitment organization ( $b=0.160$ )  $\times$  Influence direct commitment organization to retention lecturer fixed at PTS LLDIKTI Region III Jakarta ( $b=0.638$ ) is  $0.275 + 0.160 \times 0.638 = 0.377$

Influence no direct variable free satisfaction work to retention lecturer remain at PTS LLDIKTI Region III Jakarta with commitment organization as a positive and significant mediator because influence direct satisfaction work to retention lecturer fixed at PTS LLDIKTI Region III Jakarta ( $b=0.390$ ) + influence direct satisfaction work to commitment organization ( $b=0,267$ )  $\times$  Influence direct commitment organization to retention lecturer fixed at PTS LLDIKTI Region III Jakarta ( $b=0.638$ ) is  $0.380 + 0.267 \times 0.638 = 0.550$

Recruitment, compensation, satisfaction work and commitment organization by Simultaneous take effect positive and significant to retention lecturer remain at PTS LLDIKTI Region III Jakarta because  $F_{count} > F_{table}$  ( $31,921 > 3,323$ ).

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