# ANALYSIS OF WORK DISCIPLINE AND JOB SATISFACTION ON LECTURER PERFORMANCE IN MEDAN CITY

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**Abstract**

*This research aims to determine and analyze the influence of work discipline and satisfaction on the performance of lecturers in Medan City. The type of research used in this research is associative research with a quantitative approach. The population in this study is the population in this study, namely all lecturers at private universities in Medan City. The sampling method in this research uses a probability sampling method with a simple random sampling technique, namely taking sample members from the population randomly without paying attention to the strata in the population, with a sample size of 60 respondents. Data collection methods were carried out by means of questionnaires and interviews. The data analysis method used is multiple linear regression analysis. Based on the research results obtained partially and simultaneously, it shows that work discipline and satisfaction with the performance of lecturers in Medan City. The results of the coefficient of determination test obtained an adjusted R square value of 0.818 (81.8%). This shows that the variablework discipline and job satisfactionable to explainlecturer performance was 81.8%,while the remaining 18.2% is influenced by other variables not examined inthis research.*

*Keywords :Work discipline, job satisfaction, lecturer performance*

## 1. INTRODUCTION

In the context of higher education, the role of lecturers is very crucial in determining the quality of education provided. Lecturers are not only responsible for the teaching process, but also for research and community service. Therefore, lecturer performance is an important indicator in assessing the quality of higher education institutions. In the city of Medan, which is one of the big cities in Indonesia with various universities, both public and private, the performance of lecturers greatly determines the quality of the academic output and graduates produced. Lecturers act as the main facilitators in the learning process in higher education. Lecturers convey knowledge and skills to students through lectures, discussions and practice. The quality of lecturers' teaching greatly influences students' understanding and abilities in their field of study.

Lecturers are teaching staff who work in universities and have the main tasks of teaching, research and providing community service. Apart from that, lecturers are also expected to be able to guide students in achieving their academic goals. Lecturer performance is not only measured by how well they teach in class, but also by their contribution to scientific research and involvement in community service activities. Lecturer performance is often measured through several factors such as teaching ability, research productivity, participation in community service activities, and involvement in institutional development, work discipline, and job satisfaction. Therefore, it is important for lecturers to have high work discipline and feel satisfied with their work in order to achieve optimal performance.The city of Medan is one of the centers of higher education in Indonesia, with various universities and institutes offering a variety of study programs. Lecturers in Medan City are faced with various challenges, ranging from high workloads to demands to continue developing their competencies through research and publications. Apart from that, they must also be able to adapt to developments in technology and learning methods that continue to develop.

Several well-known universities in the city of Medan certainly have high standards for lecturer

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performance. Therefore, lecturers in this city are expected to be able to meet these standards through good work discipline and a high level of job satisfaction.Lecturer performance is one of the key factors in determining the quality of higher education (Retnowati et al., 2021; Wahyudi, 2022). Good performance is demonstrated through the lecturer's ability to deliver material effectively, the ability to motivate and guide students, as well as productivity in research and publications (Ahmad & Rahshid, 2016; Sutoro, 2021; Winarno & Hermana, 2021). Apart from that, involvement in community service activities is also an important indicator of lecturer performance. To improve performance, lecturers need to have high work discipline and feel satisfied with their work. Work discipline will help lecturers to work effectively and efficiently, while job satisfaction will increase their motivation and commitment to the tasks at hand.

Work discipline is an attitude and behavior that reflects compliance with the rules and regulations that apply in the workplace (Oppong & Wooton, 2020; Sitpou et al., 2021). Good work discipline will help lecturers carry out their duties more effectively and efficiently. Work discipline includes various aspects such as punctuality, adherence to schedules, seriousness in carrying out tasks, and responsibility in completing work (Rivaldo & Nabella, 2023; Perkasa et al., 2023; Costinot & Bahmani-Oskooee, 2023). In the context of lecturers, work discipline is very important because they must be able to manage their time between teaching, conducting research and carrying out community service. Apart from that, work discipline also includes adherence to academic ethics and professionalism in interacting with students and colleagues.

Lecturers in Medan City often have a very high workload, including teaching, research and community service. Ineffective time management can cause delays in completing assignments and projects, as well as reduce the quality of teaching and research conducted. Some lecturers may not fully comply with the policies and procedures set by the institution. This includes rules regarding attendance, teaching schedules, assessments, and participation in institutional activities. This non-compliance can create misalignment in the institution's daily operations.Lack of professionalism in interactions with students and colleagues is also a work discipline problem. This could include inappropriate behavior in class, lack of etiquette in communication, or not providing adequate guidance to students.

Job satisfaction is a positive feeling felt by individuals towards their work (Lingga et al., 2023; Camelie et al., 2023). Job satisfaction can be influenced by various factors such as working conditions, relationships with superiors and colleagues, compensation, and opportunities for development and achievement (Paais & Pattiruhu, 2020; da Cruz Carvalho, 2020; Saman, 2020). For lecturers, job satisfaction is very important because it can influence their motivation and commitment in carrying out academic tasks. High job satisfaction will make lecturers feel more motivated and enthusiastic about their work, so they can improve their performance. On the other hand, low job satisfaction can cause stress and reduce lecturer productivity. Therefore, it is important for educational institutions to create a supportive work environment and provide appropriate rewards for lecturers.

One of the main factors that influences lecturer job satisfaction is compensation and benefits. Many lecturers feel that the salaries and allowances they receive are not commensurate with their workload and responsibilities. This can cause dissatisfaction and reduced motivation to work optimally. Support from management and superiors greatly influences lecturers' job satisfaction. Lack of support, whether in terms of guidance, appreciation, or problem solving, can make lecturers feel unappreciated and less motivated. Poor relationships with management can also lead to job dissatisfaction. A conducive work environment has a big influence on job satisfaction. An unsupportive environment, such as conflict between colleagues, lack of collaboration, or a negative work culture, can reduce lecturer job satisfaction. A disharmonious environment can create stress and discomfort in the workplace. This research aims to analyze the relationship between work discipline and job satisfaction on the performance of lecturers in Medan City. Based on a literature review, work discipline and job satisfaction are two important factors that can influence individual performance in the workplace.

High work discipline will help lecturers manage time and resources better, thereby increasing work effectiveness and efficiency. Meanwhile, high job satisfaction will increase lecturers' motivation and commitment to their work, which in turn will improve their performance. In the context of lecturers in Medan City, work discipline and job satisfaction are very important factors considering the high work demands and complexity of the academic tasks that must be completed. Therefore, this research will provide useful insights for educational institutions in their efforts to improve lecturer performance through managing work discipline and job satisfaction. Lecturer performance is one of the key factors in determining the quality of higher education.

To achieve optimal performance, lecturers need to have high work discipline and feel satisfied with their work (Zanardi & Brusa, 2023; Ngwenya & Pelser, 2020). Work discipline will help lecturers to work effectively and efficiently, while job satisfaction will increase their motivation and commitment to the tasks at hand. This research aims to analyze the relationship between work discipline and job satisfaction on lecturer performance in Medan City, so that it can provide useful insights for educational institutions in efforts to improve lecturer performance. Thus, it is hoped that this research can make a significant contribution in efforts to improve the quality of higher education in Medan City through managing work discipline and lecturer job satisfaction. Apart from that, it is also hoped that the results of this research can become a reference for further research related to lecturer performance and the factors that influence it.

## 2. LITERATURE REVIEW
### 2.1 Lecturer Performance (Y)
According to Afandi (2018), explains that performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authority and responsibilities in an effort to achieve organizational goals illegally, does not violate the law and does not conflict with morals and ethics. . Performance (work achievement) is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2017). Performance is the implementation of the plans that have been prepared. Performance implementation is carried out by human resources who have the ability, competence, motivation and interests. How an organization values and treats its human resources will influence their attitudes and behavior in carrying out performance (Wibowo, 2017). The concept of performance is an abbreviation of work energy kinetics which is the English equivalent of performance. The term performance is often Indonesianized as performance. Performance is the output produced by the functions or indicators of a profession within a certain time (Wirawan, 2018).

Lecturer performance reflects effectiveness and productivity when carrying out academic duties, including teaching, research and community service. This performance is measured through the lecturers' ability to deliver material, guide students, and their contribution to research and scientific publications. Apart from that, involvement in institutional activities and community development is also an important indicator. Optimal lecturer performance does not only depend on individual competence, but also on institutional support, availability of resources, and a conducive work environment. Good performance results contribute to improving the quality of higher education and the development of science (Purwanto, 2020; Nurzaman & Amalia, 2022; Qurtubi, 2023).

### 2.2. Work Discipline (X1)
According to Sutrisno (2018), explains that work discipline is a person's willingness and willingness to obey and comply with the norms that apply around him and employee discipline greatly influences the goals of the agency. Work discipline is also the willingness and obedience to behave in accordance with existing regulations in the agency concerned (Hasibuan, 2017). It was further explained that work discipline is an attitude of obedience to the rules and norms that apply in a company in order to increase employee determination in achieving company/organization goals (Agustini, 2019). Work discipline is a tool that managers use to communicate with employees so that they are willing to change behavior and to increase awareness and a person's willingness to comply

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with all regulations and social norms that apply in a company (Sumadhinata, 2018). Work discipline is the attitude and behavior of human resources in complying with the regulations, procedures and standards set by the organization. This includes punctuality, consistent attendance, adherence to work schedules, and responsibility in completing tasks (Alhempi et al., 2024; Hadi et al., 2024; Maryani et al., 2020). Work discipline reflects an individual's commitment and dedication to their work, which is very important for achieving efficiency and productivity. In the context of lecturers, work discipline includes good time management between teaching, research and community service. Good work discipline helps create an orderly and professional work environment, which ultimately improves performance and quality of work results.

**2.3. Job Satisfaction (X2)**

According to Afandi (2018), explains that job satisfaction is a positive attitude from workers including feelings and behavior towards their work through assessing one's work as a sense of appreciation in achieving one of the important work values. Job satisfaction is an employee's attitude towards work which is related to the work situation, cooperation between employees, rewards received at work, and matters involving physical and psychological factors (Sutrisno, 2018). Job satisfaction is whether employees are happy with their work or not, this feeling can be seen from the employee's good behavior towards work and everything they experience in the work environment (Handoko, 2020). Everyone who works hopes to get satisfaction from their place of work. Job satisfaction will affect productivity which managers really hope for.

For this reason, managers need to understand what must be done to create employee job satisfaction (Wibowo, 2017). Job satisfaction is a general attitude towards a person's work that shows the difference between the amount of reward they receive at work and the amount they believe they should receive (Robbins & Judge, 2017). Job satisfaction is a positive feeling that individuals experience towards their work, including aspects such as salary, working conditions, relationships with colleagues and superiors, as well as opportunities for career development. Job satisfaction reflects how well employees' expectations and needs are met in their work environment (Judge et al., 2020; Hoff et al., 2020). Factors such as recognition of achievements, balance between work and personal life, and management support play an important role in creating job satisfaction.

**2.4. conceptual framework**
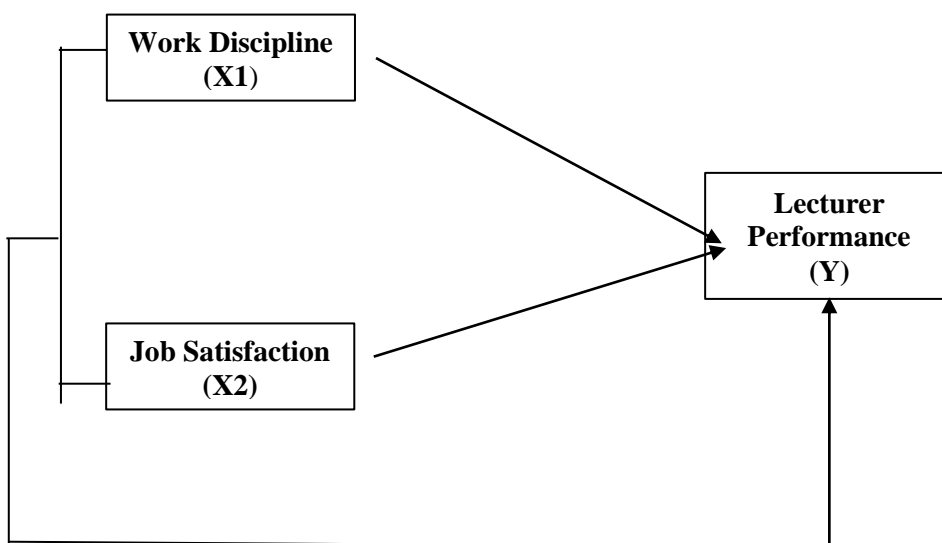


Source: Researcher (2024)
**Picture. Framework Conceptual**

## 2.5. Hypothesis

1. **H1:**Discipline partially has a significant effect on the performance of lecturers in Medan City
2. **H2:**Job satisfaction partially has a significant effect on the performance of lecturers in Medan City
3. **H3:**Work discipline and job satisfaction simultaneously have a significant effect on the performance of lecturers in Medan City.

## 3. RESEARCH METHODS
### 3.1. Research Approach

According to Meyer et.al (1996) stated that research is a systematic method for the purpose of improving, modifying and developing knowledge that can be conveyed (communicated) and tested (verified) by other researchers. The type of research that the author uses in this research is associative researchwhich aims to determine the relationship between two or more variables.The research method in this study is a quantitative method which can be interpreted as a research method based on philosophy and positivism, used to research certain populations and samples, data collection using research instruments, data analysis is quantitative/statistical with the aim of describing and testing the hypotheses that have been established ( Sugiyono, 2017).

### 3.2. Research Location and Time

This research was carried out among lecturers at private universities in Medan City. The research was carried out in January 2024-completed.

### 3.3 Research Population and Sample

Population is the sum of the entire group of individuals and is the events that attract the attention of researchers to study (Sekaran & Bougie, 2017). The population in this research is all lecturers at private universities in Medan City. The sample is part of the number and characteristics of the population (Sugiyono, 2017). The sampling method in this research uses a probability sampling method with a simple random sampling technique, namely taking sample members from the population randomly without paying attention to the strata in the population, with a sample size of 60 respondents.

### 3.4 Data Collection Techniques

The data collection techniques used in this research are as follows:
1. **Interview Study (Interview)**
   This is done by determining direct questions and answers between the interviewer and the interviewee about everything that the interviewer knows.
2. **Questionnaire / Questionnaire**
   This is a form of statement submitted to respondents, namely lecturers at private universities in Medan City and the assessment uses a Likert scale.

### 3.5 Data Analysis Techniques
### 3.5.1 Data Quality Test
1) **Validity test**
   The validity test shows the degree of accuracy between the data that actually occurs on the object and the data collected by researchers to find the validity of an item (Sugiyono, 2017), provided that the corrected item total correlation value is > 0.30.
2) **Reliability Test**
   The reliability test is the extent to which measurement results using the same object will produce the same data (Sugiyono, 2017), provided that the Cronbach's alpha value is > 0.60.

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### 3.5.2 Classic Assumption Test

**1) Normality test**

The normality test is to test the hypothesis that the residuals are normally distributed. For a good linear regression model, these assumptions must be met, and a normality test is carried out on the model residual values.

**2) Multicollinearity Test**

Test Multicollinearity is a test to determine whether there is a significant relationship between independent variables in a multiple linear regression model.

**3) Heteroscedasticity Test**

Heteroscedasticity tests the difference in residual variance from one observation period to another observation period, or describes the relationship between predicted values by studentized deleting the residual values.

### 3.5.3 Multiple Linear Regression Test

Multiple linear regression analysis was carried out to determine the direction and how much influence the independent variable has on the dependent variable (Ghozali, 2017). The equation model is as follows:

$$Y = \alpha + \text{ß}1X1 + \text{ß}2X2 + e$$

Information:

Y  =Lecturer Performance (Dependent Variable)

α  = Constant

ß  = Multiple Regression Coefficient (*Multiple Regression*)

X1 =Work discipline (Independent Variable)

X2 =Job satisfaction (Independent Variable)

e  =*Term error*

### 3.5.4 Hypothesis Testing

**1) Partial Test (t-test)**

Partial test determines the influence of work discipline and job satisfaction on lecturer performance in Medan City.

**2) Simultaneous Test (F-Test)**

This test was carried out to find out whether work discipline and job satisfaction affect the performance of lecturers in Medan City at a confidence interval or hypothesis testing level of 5%.

### 3.5.5 Determination Test

According to Ghozali (2017), explains that the coefficient of determination ($R^2$) is a tool to measure how far the model's ability is to explain variations in the dependent variable. The value of the coefficient of determination is between zero or one. A small $R^2$ value means that the ability of the independent variables to explain variations in the dependent variable is very limited.

## 4. RESULTS AND DISCUSSION
### 4.1. Validity and Reliability Test Results

**Work Discipline Validity Test Results (X1)**

| Item-Total Statistics | | | |
|---|---|---|---|
| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | **Corrected Item-Total Correlation** | Cronbach's Alpha if Item Deleted |
| P1.1 | 27.48 | 23,070 | **,843** | ,840 |

| | | | | |
|---|---|---|---|---|
| P1.2 | 27.67 | 22,738 | **,817** | ,843 |
| P1.3 | 27.57 | 23,227 | **,649** | ,861 |
| P1.4 | 27.50 | 23,172 | **,778** | ,858 |
| P1.5 | 27.48 | 22,091 | **,640** | ,840 |
| P1.6 | 27.45 | 23,674 | **,527** | ,874 |
| P1.7 | 27.43 | 23,554 | **,632** | ,822 |
| P1.8 | 27.49 | 23,814 | **,654** | ,891 |

Based on the table above, it shows that 8 statements are declared valid, because the corrected item total correlation value is > 0.30 so these statements can be used in research.

### Job Satisfaction Validity Test Results (X2)

| Item-Total Statistics | | | | |
|---|---|---|---|---|
| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | **Corrected Item-Total Correlation** | Cronbach's Alpha if Item Deleted |
| P2.1 | 25.76 | 20,124 | **,581** | ,814 |
| P2.2 | 25.87 | 18,538 | **,570** | ,787 |
| P2.3 | 25.99 | 19,808 | **,725** | ,808 |
| P2.4 | 26.71 | 19,986 | **,609** | ,810 |
| P2.5 | 25.84 | 19,530 | **,700** | ,798 |
| P2.6 | 27.77 | 19,613 | **,846** | ,805 |
| P2.7 | 27.92 | 19,725 | **,815** | ,796 |
| P2.8 | 27.79 | 19,341 | **,829** | ,822 |

Based on the table above, it shows that 8 statements are declared valid, because the corrected item total correlation value is > 0.30 so these statements can be used in research.

### Lecturer Performance Validity Test Results (Y)

| Item-Total Statistics | | | | |
|---|---|---|---|---|
| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | **Corrected Item-Total Correlation** | Cronbach's Alpha if Item Deleted |
| Y.1 | 26.20 | 19,535 | **,548** | ,841 |
| Y.2 | 26.20 | 19,091 | **,444** | ,833 |
| Y.3 | 26.21 | 17,380 | **,641** | ,815 |
| Y.4 | 27.46 | 17,079 | **,628** | ,811 |
| Y.5 | 28.02 | 18,181 | **,737** | ,812 |
| Y.6 | 26.91 | 19,133 | **,594** | ,835 |
| Y.7 | 26.88 | 19,214 | **,603** | ,862 |
| Y.8 | 26.82 | 19,302 | **,611** | ,871 |

Based on the table above, it shows that 8 statements are declared valid, because the corrected item total correlation value is > 0.30 so these statements can be used in research.

### Work Discipline Variable Reliability Test Results (X1)

| Reliability Statistics | |
|---|---|
| **Cronbach's Alpha** | **N of Items** |
| **,886** | **6** |

Based on the table above, it can be seen that the work discipline variable has 8 statements, the Cronbach alpha value of the work discipline variable is 0.862 so it can be said to be reliable because it is greater than 0.60.

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**Job Satisfaction Variable Reliability Test Results (X2)**

| Reliability Statistics | |
|---|---|
| **Cronbach's Alpha** | N of Items |
| **,923** | 8 |

Based on the table above, it can be seen that the job satisfaction variable has 8 statements, the Cronbach alpha value of the job satisfaction variable is 0.862 so it can be said to be reliable because it is greater than 0.60.

**Reliability Test Results for Lecturer Performance Variables (Y)**

| Reliability Statistics | |
|---|---|
| **Cronbach's Alpha** | N of Items |
| **,862** | 8 |

Based on the table above, it can be seen that the lecturer performance variable has 8 statements, the Cronbach alpha value of the lecturer performance variable is 0.862 so it can be said to be reliable because it is greater than 0.60.

## 4.2. Multicollinearity Test Results

**Multicollinearity Test Results**

| Model | | Collinearity Statistics | |
|---|---|---|---|
| | | **Tolerance** | **VIF** |
| 1 | (Constant) | | |
| | Work Discipline | **,612** | **1,783** |
| | Job satisfaction | **,612** | **1,783** |

Source: processed SPSS Version.25 (2024)

Based on the table above, it shows that the tolerance value for the work discipline and job satisfaction variables is > 0.10 and has a VIF value < 10. Thus, it can be concluded that there are no symptoms of multicollinearity among the independent variables in the regression model of this research.

## 4.3. Normality Test Results

**Kolmogorove-Smirnov Normality Test Results**

| One-Sample Kolmogorov-Smirnov Test | | |
|---|---|---|
| | | Unstandardized Residuals |
| N | | 50 |
| Normal Parameters, b | Mean | 0E-7 |
| | Std. Deviation | 2.26513885 |
| Most Extreme Differences | Absolute | ,087 |
| | Positive | ,065 |
| | negative | -.085 |
| Kolmogorov-Smirnov Z | | ,877 |
| **Asymp. Sig. (2-tailed)** | | **,473** |
| a. Test distribution is Normal. | | |
| b. Calculated from data. | | |

Source: processed SPSS Version.25 (2024)

Based on the data in the table above, you can see the asymp value. sig (2-tailed) 0.473 > 0.05 so it can be concluded that this research has a normal distribution and has met the normality test requirements.

## 4.4. Multiple Linear Regression Test Results

**Multiple Linear Regression Test**

| Model | Unstandardized Coefficient | |
|---|---|---|
| | **B** | Std. Error |
| (Constant) | **3,465** | **1,759** |
| Work Discipline | **,378** | **.071** |
| Job satisfaction | **,433** | **,085** |

Source: processed SPSS Version.25 (2024)

Based on the table above, the multiple linear regression equation in this research is:

Lecturer Performance =3,465 + 0.378 work discipline + 0.433 job satisfaction + e

Through the multiple linear regression equation, the following explanation is explained:

1. A constant value of 3.465 means that if work discipline and job satisfaction are considered zero then lecturer performance has a value of 3,465 units.
2. The coefficient value of the work discipline variable is 0.378, meaning that if the work discipline value increases by 1 unit, the lecturer's performance value will increase by 0.378.
3. The coefficient value of the job satisfaction variable is 0.433, meaning that if the job satisfaction value increases by 1 unit, the lecturer's performance value will increase by 0.433.

## 4.5. T-Test Results (Partial Test)

**Partial Test (t-test)**

| Model | t | Significance |
|---|---|---|
| (Constant) | **1,782** | **,345** |
| Work Discipline | **3,162** | **,000** |
| Job satisfaction | **4,015** | **,000** |

Source: processed SPSS Version.25 (2024)

Based on the partial test results in the table above, it can be seen that the test results for each independent variable are as follows:

1. The test results for the work discipline variable show a tcount value of 3.162 > ttable 1.66 with a significance level of 0.000 < 0.05 so it can be concluded that in this study the work discipline variable partially has a significant effect on lecturer performance.
2. The test results for the job satisfaction variable show a tcount value of 4.015 > ttable 1.66 with a significance level of 0.000 < 0.05 so it can be concluded that in this study the work discipline variable partially has a significant effect on lecturer performance.

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## 4.6. F-Test Results (Simultaneous Test)

**Simultaneous Test (F-Test)**

| ANOVAa | | | | | | |
|---|---|---|---|---|---|---|
| Model | | Sum of Squares | df | Mean Square | **F** | **Sig.** |
| 1 | Regression | 1629,518 | 2 | 862,826 | **137,821** | **,000b** |
| | Residual | 862,352 | 55 | 8,335 | | |
| | Total | 2326.276 | 57 | | | |
| a. Dependent Variable: Lecturer performance | | | | | | |
| b. Predictors: (Constant), job satisfaction, work discipline | | | | | | |

Source: processed SPSS Version.25 (2024)

Based on the table above, it shows that the Fcount value obtained is 137.821 > Ftable 2.31 with a significance level of 0.000 < 0.05. Through these results, it can be concluded that in this study simultaneously or simultaneously the variables of work discipline and job satisfaction have a significant effect on the performance of lecturers in the city of Medan

## 4.7. Determination Test Results

**Coefficient of Determination Test**

| Model | R | R Square | **Adjusted R Square** | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .877a | ,827 | **,818** | 3,251 |

Source: processed SPSS Version.25 (2024)

Based on the table above, the coefficient of determination test results obtained an adjusted R square value of 0.818 (81.8%). This shows that the variablework discipline and job satisfactionable to explainlecturer performance was 81.8%,while the remaining 18.2% is influenced by other variables not examined inthis research.

## 4.8. Discussion of Research Results

1. **The Influence of Work Discipline on Lecturer Performance**
   Based on statistical results on the work discipline variable, it was found that the t-count value was 3.162 > t-table 1.66 with a significance level of 0.000 < 0.05 so it could be concluded that in this study the work discipline variable partially had a significant effect on lecturer performance. This indicates that with work discipline you will be able to do it.
2. **The Influence of Job Satisfaction on Lecturer Performance**
   Based on statistical results on the job satisfaction variable, it was found that the t-count value was 4.015 > t-table 1.66 with a significance level of 0.000 < 0.05 so it could be concluded that in this study the work discipline variable partially had a significant effect on lecturer performance. This indicates that with job satisfaction you will be able to.
3. **The Influence of Work Discipline and Job Satisfaction on Lecturer Performance**
   Based on statistical results on the work discipline and job satisfaction variables, the results obtained were that the F-count value obtained was 137.821 > F-table 2.31 with a significance level of 0.000 < 0.05. Through these results, it can be concluded that in this study simultaneously or simultaneously the variables of work discipline and job satisfaction have a significant effect on the performance of lecturers in the city of Medan. This indicates that with work discipline you will be able to do it.

# 5 CONCLUSION AND SUGGESTION

## 5.1 CONCLUSION

1. Work discipline partially has a significant effect on the performance of lecturers in Medan City.
2. Job satisfaction partially has a significant effect on the performance of lecturers in Medan City.
3. Work discipline and job satisfaction simultaneously have a significant effect on the performance of lecturers in Medan City.

## 5.2 SUGGESTION

1. In order to improve work discipline, institutions should provide time management training, establish clear disciplinary policies, reward good performance, and provide adequate support. Regular supervision and performance evaluation are also important to ensure lecturers comply with established disciplinary standards.
2. To increase job satisfaction, it is best to provide fair compensation, career development opportunities, a supportive work environment, and recognition of achievements. In addition, providing a balance between work and personal life and involving lecturers in institutional decision making can also increase job satisfaction.
3. In order to improve lecturers' performance, it is best to give awards for achievements, facilitate collaboration between lecturers, and involve lecturers in academic decision making which can also motivate and improve their performance.

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