

THE ROLE OF COMPENSATION AND WORK ENVIRONMENT ON LOYALTY OF ISLAMIC PRIVATE SCHOOL TEACHERS

*¹Slamet Riyadi, ²Posman WH Hasibuan, ³Sudadi, ⁴Siti Aisyah Hanim, ⁵Ria Faulina

¹Universitas Muhammadiyah Tapanuli Selatan, ²Universitas Tama Jagakarsa,

³Universitas Islam Negeri Sultan Aji Muhammad Idris Samarinda,

⁴Universitas Malikussaleh, ⁵STKIP PGRI Bangkalan

Email: *¹slamet.riyadi@um-tapsel.ac.id

Abstrak: Tujuan dari penelitian ini adalah untuk melihat dampak dari kompensasi dan lingkungan sekolah terhadap loyalitas kerja guru di salah satu sekolah Islam di Indonesia. Penelitian ini dilakukan di salah satu sekolah di Jakarta, dengan seluruh guru yang berpartisipasi. Penelitian ini merupakan penelitian survei-korelasi. Pendekatan kuesioner digunakan untuk pengumpulan data, sementara Analisis Jalur digunakan untuk analisis. Temuan menunjukkan bahwa kompensasi memiliki pengaruh positif langsung terhadap loyalitas kerja; lingkungan sekolah memiliki pengaruh positif langsung terhadap loyalitas kerja guru; kompensasi memiliki pengaruh positif langsung terhadap lingkungan sekolah dan kompensasi memiliki pengaruh tidak langsung terhadap loyalitas kerja guru melalui lingkungan sekolah. Kompensasi berdampak pada loyalitas kerja guru melalui mediasi lingkungan sekolah yang kondusif. Kesimpulan dari penelitian ini adalah bahwa loyalitas kerja guru yang berkembang ditentukan oleh gaji guru. Selanjutnya, kondusifitas lingkungan sekolah mempengaruhi peningkatan loyalitas kerja guru. Peningkatan remunerasi akan memberikan pengaruh pada seberapa kondusif suasana sekolah. Sementara itu, komponen kondusifitas lingkungan sekolah memediasi pengaruh remunerasi terhadap loyalitas kerja.
Kata kunci: kompensasi, lingkungan sekolah, guru, loyalitas

Abstract: The goal of this study was to look at the impact of pay and school environment on teacher job loyalty at one of Islamic school in Indonesia. The study was carried out in one of Jakarta's schools, with all teachers participating. This study is a survey-correlation study. Questionnaire approaches were employed for data collection, while Path Analysis was used for analysis. The findings revealed that compensation has a direct positive effect on job loyalty; school environment has a direct positive effect on teacher job loyalty; compensation has a direct positive effect on school environment and compensation has an indirect effect on teacher job loyalty through school environment. Compensation impacts teachers' job loyalty through the mediation of a favorable school environment. The study's conclusion is that growing teacher job loyalty is decided by teacher salary. Furthermore, the conduciveness of the school environment influences the rise in teacher job loyalty. Improving remuneration will have an influence on how conducive the school atmosphere is. Meanwhile, the school environment conduciveness component mediates the influence of remuneration on employment loyalty.

Keywords: compensation, school environment, teacher, loyalty

Introduction

Today's era where technology and civilization are advanced, demands human resources who have high enthusiasm and loyalty in carrying out their duties and functions to achieve organizational goals that have been determined together (Soetjipto et al., 2007). Schools are formal educational institutions that have an

important role in realizing national education goals through the teaching and learning process, so educators and education personnel must be capable, capable, and skilled and have high loyalty in carrying out their duties and functions. Loyalty means loyalty, obedience and obedience. Hasibuan revealed that loyalty or loyalty consists of loyalty to position, profession and organization. It is also revealed that loyalty is reflected by employees' willingness to maintain and defend the organization inside and outside work from irresponsible people (Handoko, 2001).

Poerwopoespito explains that loyalty is how far employees put the company's interests above personal interests (Hidayat, 2023). Then it is also revealed that the attitude of loyalty to the company includes being honest, having a sense of belonging to the company, understanding the company's difficulties, working more than the company asks for, creating a pleasant atmosphere in the company, keeping or maintaining company secrets, maintaining and elevating the company's image, not demonstrating and not being a priori (Tannady et al., 2020). Job loyalty is an internal condition in the form of a commitment from workers to follow those who employ them (Gunawan et al., 2020). With this loyalty, teachers will refer the form and quality of their work performance behavior to the principal or the party who employs them. An educator and education personnel are said to be loyal to the school if they have a sense of responsibility for their work, have a sense of belonging to the school, prioritize school interests over personal interests, obey existing regulations and discipline (Fanani, 2023).

The loyalty of educators and education personnel determines the quality of their performance. High-performing educators and education personnel are one of the core factors for the success of a school, but the effort to retain the best employees is often the main obstacle faced by many schools. However, the facts show that Teacher Loyalty is still low. Based on previous research by Mulyani examining Compensation and Loyalty in one of the schools in South Jakarta. The results showed that educators and education personnel still lack loyalty to the school. This is evidenced by almost 82% or around 32 teachers having workloads in other schools. While 18% or around seven teachers who do not have workloads elsewhere (Firdaus et al., 2023).

In essence, we can understand that everyone works to fulfill their needs. Adequate income will provide satisfaction and happiness at work. Schools can improve work performance, motivation, performance, job satisfaction and loyalty through compensation given to teachers. Proper compensation will make educators and education personnel comfortable at school so that they do not do other work outside of school duties that can harm the school (Husein, 2003).

Based on data obtained from the Head at the research location, the compensation received by educators and education personnel consists of salaries, allowances consisting of holiday allowances (THR), homeroom teacher allowances, picket teacher allowances, auxiliary teacher allowances, book and uniform purchase profits, incentives, and teacher certification (for teachers who have received certification). In addition to compensation, a comfortable school environment can also be a factor in increasing teacher work loyalty (Agus Rofi'i, 2023). Creating a comfortable environment is an important task for every institution or school because a good environment can make it easier for teachers to carry out their duties properly (Wicaksono, 2013).

Sutrisno explained that the work environment is all the work facilities and infrastructure around employees when carrying out work that can affect their work (Dliyaul Haq, 2023). This means that it can be understood that maximum work results can be influenced by infrastructure and work colleagues or the work environment (Saydam, 2000). Seeing the important role of compensation and the school environment on the loyalty of educators and education personnel, this study aims to determine the influence between compensation and the School Environment on teacher work loyalty.

Method

This research was conducted at one of Islamic schools in Indonesia. The population used in this study was 217 with 120 samples taken using cluster random sampling. The data in this study were taken using a questionnaire that had previously been tested for validity and reliability with the results of several items removed and retested until obtaining valid and reliable questionnaire items with an alpha value of more than 0.7. The analysis technique used in this research is the path test which is calculated using the help of SPSS.

Findings and Discussion

The analysis began with a normality test and obtained the estimated error for the regression equation \hat{Y} on X_1 showing Asymp. Sig (2-tailed) or P value = 0.986 > 0.05 (5%) or Zcount 0.454 and Ztabel at $\alpha = 0.05$ confidence/significance level is 1.960 (Zcount 0.454 < Ztabel 1.960), which means H_0 is accepted and H_1 is

rejected. Thus, it can be interpreted that the requirement for normality in the distribution of estimated errors is met, in other words, the estimated error of the regression equation \hat{Y} on X_1 is normally distributed.

Based on the same test results, the estimated error for the regression equation \hat{Y} on X_2 shows Asymp. Sig (2-tailed) or P value = 0.658 > 0.05 (5%) or Zcount 0.732 and Ztabel at confidence/significance level α = 0.05 is 1.960 (Zcount 0.732 < Ztabel 1.960), which means H_0 is accepted and H_1 is rejected. Thus, it can be interpreted that the requirement for normality of the distribution of estimated errors is met, in other words, the estimated error of the regression equation \hat{Y} on X_2 is normally distributed.

In the linearity test, it is obtained that the linearity of the data of the Compensation variable (X_1) on the data of the Teacher Work Loyalty variable (Y), is obtained in the Deviation from linearity line, namely Fhitung = 0.883 with a p-value = 0.635 > 0.05. this result means that the regression equation for Teacher Work Loyalty (Y) on Compensation (X_1) is linear or in the form of a linear line. The next stage of the linearity test also found that the linearity of the data of the School Environment variable (X_2) on the data of the Teacher Work Loyalty variable (Y), obtained in the Deviation from linearity line, namely Fhitung = 1.689 with p-value = 0.058 > 0.05. this result means that the regression equation of Teacher Work Loyalty (Y) on School Environment (X_2) is linear or in the form of a linear line.

Based on the test results of the coefficient of determination, it is obtained that the determination coefficient (R^2) is 0.147, which means that 14.7% of the School Environment variable (X_2) can be explained by the Compensation variable (X_1). So that the error (ϵ) = $1 - R^2 = 1 - 0.147 = 0.853$ or 0.85% of the School Environment variable is influenced by other variables besides Compensation. Based on the Anova analysis results, it can be obtained $F_0 = 60.983$; $db_1 = 2$; $db_2 = 117$, p-value = 0.000 < 0.05 or H_0 is rejected. Thus, the Compensation variable has a significant effect on the School Environment. From the Coefficients calculation, the price to = 4.508 and v-paluae = $0.000/2 = 0.000$ < 0.05 or H_0 is rejected. Thus, the Compensation Variable (X_1) has a direct positive effect on the School Environment (X_2).

Based on the second stage of testing, it is obtained that the coefficient of determination (R^2) is 0.510, which means that 51.0% of the Teacher Work Loyalty variable can be explained by the Compensation and School Environment variables. So that the error (ϵ) = $1 - R^2 = 1 - 0.510 = 0.49$ or 0.49% of the School Environment variable is influenced by other variables besides Compensation. Based on the results of the Coefficient analysis, the path coefficient obtained in the Beta (Standardized Coeficients) column, namely the path coefficient X_1 to Y (Py_1) = 0.205 and X_2 to Y (Py_2) = 0.610. This indicates that $Py_1 = 0.205$; = to = 8.716, p-value = 0.000 < 0.05 or H_0 is rejected, which means that the Compensation Variable has a direct positive effect on Teacher Work Loyalty. Then, $Py_2 = 0.610$; = to = 8.716, p-value = $0.000/2 = 0.000$ < 0.05 or H_0 is rejected, which means that the School Environment has a direct positive effect on Teacher Work Loyalty.

One aspect of compensation that can influence teacher loyalty is salary. A good and competitive salary can be a key driver for teachers to remain at the institution. When teachers feel that their efforts are rewarded with decent pay, they tend to feel more satisfied with their work and are more eager to continue providing the best for students. Apart from salary, allowances and incentives can also influence teacher loyalty. Benefits such as health benefits, transportation allowances, or housing allowances can provide a sense of financial security and stability for teachers. Additional incentives such as performance bonuses or merit awards can also boost teachers' motivation and give them recognition for their hard work. In addition to financial compensation, professional development can also influence teacher loyalty. Training and development programs provided by educational institutions can help teachers to continuously improve their skills and achieve career growth. Teachers who feel supported in their professional development tend to be more loyal because they see that the institution is investing in their growth.

One aspect of the work environment that can influence teacher loyalty is organizational culture. A positive, inclusive and collaborative culture creates a pleasant atmosphere for teachers. Institutions that encourage teamwork, mutual respect, and open dialog will give teachers a sense of community and motivation to contribute their best. The importance of support and recognition from colleagues and leaders should not be overlooked. Teachers who receive support and recognition from their colleagues and leaders feel valued and supported in their tasks. This creates a strong emotional bond and encourages teachers' loyalty to the institution. In addition, clarity and transparency in institutional communication also play an important role in creating a work environment that influences teacher loyalty. Teachers need to be clearly informed about the institution's policies, procedures and expectations. Open and clear communication helps avoid uncertainty and conflict that can interfere with teacher motivation and loyalty. Adequate facilities and resources also contribute to a positive work environment. Educational institutions that provide good facilities, such as comfortable classrooms, well-stocked libraries and access to modern technology, provide an environment that enables teachers to teach and collaborate effectively. Adequate resources also assist teachers in preparing and

implementing quality lessons.

One way in which compensation can influence teacher loyalty through the work environment is through social factors. A friendly, inclusive and collaborative work environment can create strong interpersonal relationships between teachers and their coworkers. Teachers who feel valued and supported by their work team tend to be more loyal as they feel attached to a positive work community. In addition, support and recognition from leaders and coworkers can act as a form of emotional compensation that influences teacher loyalty. When teachers get support and rewards for their work achievements, they feel recognized and valued by the institution and their work team. This creates a strong emotional bond and increases their loyalty towards the institution.

A work environment that provides professional development opportunities also plays a role in influencing teacher loyalty indirectly through compensation. When institutions provide training programs, mentoring, or opportunities for career growth, teachers feel valued and supported in their development. They tend to be more loyal because they see that the institution is investing in their development and helping them achieve professional success. In addition, a work environment that facilitates work-life balance can also influence teacher loyalty through indirect compensation. When institutions provide time flexibility, support for work-personal balance, and respect teachers' needs for a life outside of work, teachers feel valued and supported. This creates a more pleasant work environment and influences teacher loyalty.

Overall, fair and adequate compensation can have a significant impact on teacher loyalty. By providing good salaries, adequate benefits, professional development opportunities and fair compensation systems, educational institutions can build strong relationships with teachers and increase their loyalty, which in turn will contribute to better education quality. A positive organizational culture, support and recognition, clear communication, and adequate facilities and resources are some of the key factors that can create a work environment that motivates and encourages teacher loyalty. By creating a good environment, educational institutions can build strong relationships with teachers and improve the quality of education delivered to students. Social support, recognition, professional development opportunities and work-life balance are some of the ways in which compensation can indirectly influence teacher loyalty through a positive work environment. Educational institutions that are able to create an adequate work environment can strengthen teachers' bonds with their jobs, increase their motivation, and result in better education for students.

Conclusion

Based on the results of the analysis conducted, several conclusions were obtained, namely compensation has a direct effect on teacher work loyalty. The better the compensation, the higher the teacher's work loyalty. Improvement and increase in teacher work loyalty is determined by the compensation received by the teacher. School environment has a direct positive effect on teacher work loyalty. The better the school environment, the higher the teacher's work loyalty. Improving teacher work loyalty is determined by the conduciveness of the school environment. Compensation and school environment simultaneously have a direct positive effect on teacher work loyalty. Increased teacher work loyalty can be increased through improved compensation and school environment. Compensation has an indirect effect on teacher work loyalty through the school environment. Through the mediation of a conducive school environment, compensation influences teacher work loyalty. School environment is an effective mediation of the effect of compensation on teacher work loyalty.

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