

THE ROLE OF COMPENSATION AND WORK ENVIRONMENT IN IMPROVING PERMANENT TEACHER PERFORMANCE IN RELIGION DEPARTMENT OF DEMAK

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Abstract

Compensation is an important factor for improving the performance of employees. Work environment, either physical or non-physical is also an important variable affecting directly or indirectly against the performance of employee performance.

This research is done by using SEM (Structural Equation Modeling) test, and SmartPLS application. The research was done by giving questionnaire to 62 permanent teachers in a foundation under religion department, Demak Central Java. In term of considering the number of sample, the writer uses solvin formula with proportional random sampling technique. Multiple regression analysis method is used to analyze compensation impact and work environment towards teachers' performance.

The result of this research shows that there is a significant impact from compensation and the work environment towards teachers' performance with R-square 0,642. It shows that the improvement of compensation and works condition will improve teachers' performance.

Key Words: *Compensation, Works Environment, Performance, SPSS.*

INTRODUCTION

The performance of an organization is the implementation of a plan that has been drawn up, which in its implementation should always be monitored, and whether it has been evaluated in order to achieve the target. If there is a difference between the planned objectives with results achieved, then the school management should do the repairs. In performance improvement, the school management should pay attention to any factors that take role in the performance. Factors that may affect the performance are compensation and work environment. Compensation is important to employee (teacher), because it is one of the ways in management to improve work achievements. To motivate and improve the employee performance is by compensation. Work environment is an environment where the employee do their daily duty,

either physical or non-physical work environment. A conducive working environment provides a sense of security and allow the employees motivated to work optimally. It can be seen from the achievements after the regulation changed, such as the increase of teachers certification, the increase of teachers salary for non – civil servant teachers, also the betterment in term of school facility and completeness of learning media technologically, the achievement increased significantly. Therefore, the problem in this research is “The analysis of compensation impact and work environment towards permanent teacher performance in a foundation under religion department Demak” not only that but also the impact of compensation and work environment.

LITERATURE REVIEW

According to John Greenwood (2001), compensation is “everything is received employees as retribution for them”. Compensation is an important variable, and to meet the needs of employees and their families. Gorda (2006) suggests that there are three forms of compensation, namely: 1) compensation in the form of money as wages and salaries, bonuses, overtime, money and food allowances which are paid with money, 2) compensation in the form of goods, and 3). compensation in the form of pleasure like awards or recognition of the achievements of the work.

According to Nitisemito (2002) the working environment is “everything that exists around the workers that can affect him in the exercise of duties charged”. The work environment can be a physical and non-physical. According to Robbins (1997) factors that influence the physical work environment are: temperature, lighting, noise and air quality. These factors can only be felt by workers. According to Sedarmayanti (1996), non-physical work environment are all circumstances that occur relating to fellow colleagues or relations with subordinates. Thus, the work environment either physical or non-physical if entwined in conducive will provide a sense of security and allows employees to be working optimally. According to Wibowo (2009), the performance is “implementation of plans that had been drawn up”. Implementation of the plan was done by human resources that have the ability, competence, motivation, and interest.

If the results of the performance not in accordance with the planning so need to do repairs. Factors that affect performance are leadership, education, compensation and work situation (relations between superiors by subordinates, relations between employees, supported by infrastructure work). According to Sutrisno (2010), performance can be assessed: quality is produced, the quantity produced, the ability, and cooperation.

Research Empirical Model

To be able to realize the direction from the breakdown and analysis of the problems encountered, then outlined the framework for the following theory:

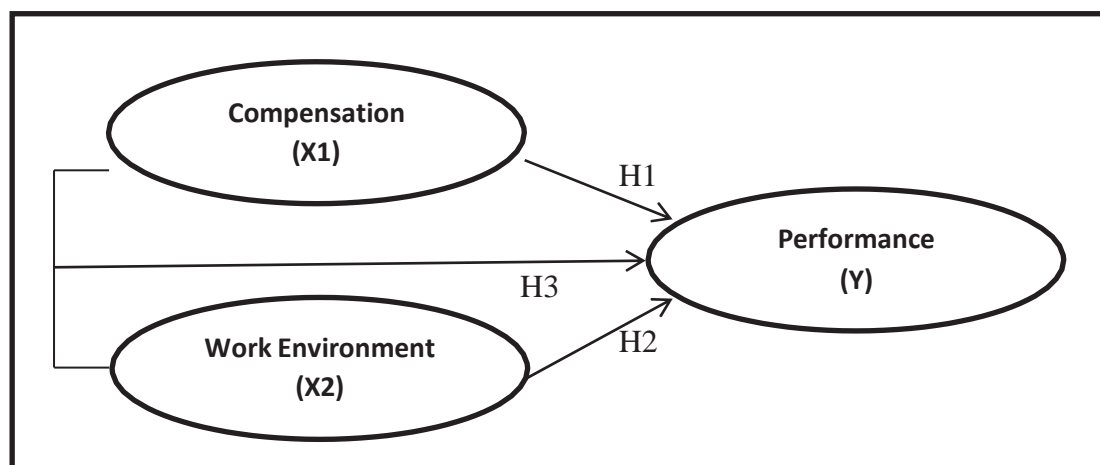


Figure 1.
Research Empirical Model

From the image 1 terlihat that compensation and work environment affects performance. The variable compensation and the working environment is a free or independent variable, then the dependent variables or bound variable is performance. Then the hypothesis in this study as follows:

H1 : There was significant influence between the compensation on performance.

H2 : There was significant influence between the work environment on performance.

H3 : Compensation and working environment of significant effect simultaneously on teacher performance.

RESEARCH METHOD

The subject of this research are permanent teachers in a foundation under religion department, Demak Central Java both for PNS (civil servant) or non-PNS teachers. The time used in the study was from March 2016 s/d February 2017. The Data used is primary data, i.e. data collected by researchers from the research object. There are 3 data collection techniques: a study of the literature, questionnaire, and technical documentation.

The research was done by survey method, dengan giving questionnaire to 62 permanent teachers. In determining the magnitude of the number of researchers using the sample slovin formula with proportional random sampling techniques. The method of multiple regression analysis is used to analyze compensation impact and the work environment on the performance of teachers. Scaling variables in this study are the Likert scale, i.e. is a technique to measure the attitude in which respondents were asked to indicate their level of agreement against the respective statement (Noor, 2012).

As for the variables and indicators in this study as follows:

1. Teacher Performance Variable (Y)
 - a. Quality work dimension: the indicator is in accordance with work standard, punctual, and accurate.
 - b. The dimensions of a number indicators: Work assigned target was reached, the volume of work done has been in accordance with the expectations of the employer.

- c. dimensions of knowledge: charge indicators will be able to understand the tasks related to the job, knowledgeable to complete assigned worktops.
 - d. Cooperation Dimensions: charge indicators will be employees are able to collaborate with coworkers, employees against any positive work team, employees willing to help team members work in completing the work.
2. Compensation Variable (X1)
- a. The dimension of Allowance: the allowance charge indicators will be operational, alimony the feasts, health benefits.
 - b. Dimensions of Incentives: incentives with the fair, employees are given the same opportunities in education and training.
 - c. Dimensions of charge indicators will be an award: award of commendation for achievement, recognition of superiors over the achievements of employees.
3. Work Environment Variable (X2)
- a. The dimension of Supervision: supervisory charge indicators will be done continuously by the superior, a sense of security for our employees in doing its job.
 - b. The dimensions of a work Atmosphere: charge indicators will be a work atmosphere that can give a boost morale.
 - c. Dimensions of the system of granting rewards: charge indicators will in return granting (either salary or other stimulant) that attract.
 - d. d. dimensions of Treatment: treatment charge indicators will humanely, not equated with robots, provide an opportunity to develop a career, relations are harmonious, family, employees are treated fairly and objectively., suhu ruangandisesuaikan dengan rentang kerja.
 - e. Dimensi Kebisingan: Indikatornya berupa lingkungan sekolah jauh dari hiruk pikuk keramaian kota, lingkungan sekolah jauh dari suara bising.
 - f. Lighting Dimensions: charge indicators will be adapted to the lighting needs of employees, the light intensity of the room are comfortable working.
 - g. Air Quality Dimensions: charge indicators will be the air around the school is very fresh, the school environment far away from industrial areas, highways, and other contaminants.
 - h. size dimensions workspace: charge indicators will be all rooms have enough space, provide comfort in working.
 - i. Dimensions: workspace settings charge indicators will be organized workspace as comfortable as possible, as secure as possible, and arranged in such a way as to be mutually interact.

RESULT

The results of Test validity and Reliability of Research Instruments

Table 1. Validity Test Result

No Item	T-count	T-table	Note
Performance			
Y1.1	0,551	0,254	Valid
Y1.2	0,561	0,254	Valid
Y1.3	0,332	0,254	Valid
Y1.4	0,471	0,254	Valid
Y1.5	0,642	0,254	Valid
Y1.6	0,602	0,254	Valid
Y1.7	0,405	0,254	Valid
Y1.8	0,481	0,254	Valid
Y1.9	0,511	0,254	Valid
Y1.10	0,521	0,254	Valid
Compensation			
X1.11	0,432	0,254	Valid
X1.12	0,448	0,254	Valid
X1.13	0,269	0,254	Valid
X1.14	0,298	0,254	Valid
X1.15	0,634	0,254	Valid
X1.16	0,581	0,254	Valid
X1.17	0,414	0,254	Valid
Work Environment			
X2.18	0,505	0,254	Valid
X2.19	0,522	0,254	Valid
X2.20	0,516	0,254	Valid
X2.21	0,280	0,254	Valid
X2.22	0,315	0,254	Valid
X2.23	0,416	0,254	Valid
X2.24	0,474	0,254	Valid
X2.25	0,339	0,254	Valid
X2.26	0,331	0,254	Valid
X2.27	0,342	0,254	Valid
X2.28	0,288	0,254	Valid
X2.29	0,293	0,254	Valid
X2.30	0,279	0,254	Valid
X2.31	0,279	0,254	Valid
X2.32	0,357	0,254	Valid
X2.33	0,452	0,254	Valid
X2.34	0,451	0,254	Valid
X2.35	0,473	0,254	Valid

Test the validity of the calculation results against the now performance, compensation, and work environment (table 1) shows that 35 grains now everything is valid because the T-value for all items count now larger than a T-chart on the significance level of 5% that is of now declared valid so 0.254.

Table 2. Reliability Test Result

Variable	Rxy	Critical Value	Note
Performance	0,6503	0,6	Reliable
Compensation	0,6207	0,6	Reliable
Work environment	0,6278	0,6	Reliable

Reliability test results against the now performance (table 2) gain reliability coefficient (r) of 0.6503, where those values greater than 0.6, so it can be inferred that the instrument (the respondent) now it's reliability or reliable (Ghozali, 2002: 39) Test reliability against the now compensation and work environment demonstrates the value of the coefficient of the respective rxy 0.6207 and 0.6278, both of which are also greater than 0.6. Therefore the instrument It is also now the second reliability or reliable.

Classical Assumption Test Result

Table 3. Normality Test Result

Variable	Kolmogorov smirnov	p-value	sig	Note
Unstandardized residual	0,615	0,843	p>0,05	Normal

From the results of the calculation of the Kolmogorov-Smirnov test (Ghozali, 2002:88) in Table 4.5 can note that p value of unstandardized residual turned out larger than α ($p > 0.05$), so that the overall data in this research were declared to have distribution normal or having a normal distribution of data.

Table 4. Multicollinearity Test Results

Variable	Tol	VIF	Note
Compensation	0,698	1,433	Multikol Free
Work Environment	0,698	1,433	Multikol Free

From the results of the calculations (table 4) shows that all the variables are free to have more tolerance of 0.1 ($0.1 >$) and all free variables have values less than 10 VIF (Ghozali, 2002:89), so there are no symptoms of multikolinieritas regression model.

Table 5. Heteroskedastisitas Test Results

Variabel	<i>t-hitung</i>	<i>Sig,</i>	Note
Compensation	0,471	0,640	Valid
Work Environment	1,186	0,240	Valid

The results of calculations on (table 5) indicate there is no disturbance of heteroskedastisitas, because the value of t is smaller than the value t calculate table at 5% significance level so as not to sign to absolute residual ($p > 0.05$). Overall it can be concluded that there is no problem in this research (heteroskedastisitas Ghozali, 2002).

Multiple Linear Regression Test Results

Table 6. Multiple Regression Analysis Results

Variable	Coefisient	t-count	sig
Constanta	11,436		
Compensation	0,492	5,371	0,000
Work Environment	0,426	4,648	0,000
R ²	0,642		
F statistic	55,794		0,000

The equation can be compiled from the results of the above is:

$$Y = -11,436 + 0,492.X1 + 0,426.X2$$

The equation above can be described as follows:

a = -11,436, means if compensation and constant work environment, then the teacher's performance will be reduced.

b1 = 0,492, meaning if the score increased one unit compensation then score the performance of teachers will be increased by 0 492dengan, assuming the variable work environments are considered constant.

b2 = 0,426, mean score of work environment increased one unit then score the performance of teachers will be increased by 0.426 assuming the variable compensation is considered constant.

Hypothesis Test Result

Table 7. T Test Result

Variable	<i>t- count</i>	<i>t-table</i>	Note
Compensation	5,371	2,000	Ho rejected
Work Environment	4,648	2,000	Ho rejected

The t-test results showed that the variable compensation value t of the p-value of 5.371 value of 0.000, while a value of t table calculated at 5% significance level with db = 62 is = 2.000. Because t calculate > t (5.371 > 2.000) and p 0.05 table then H0 < rejected and accepted Ha. This means that compensation of positive and significant effect on the performance of teachers.

Further test results to the working environment variable t have t count of 4.648 value p-value of 0.000, while values t tables at 5% significance level with db = 62 is = 2.000. Because t calculate $> t$ ($4.648 > 2.000$) and p 0.05 table then H_0 < rejected and H_2 are received. This means that the work environment positive and significant effect on the performance of teachers.

F Testing

The value of count is 55.794 F. While the F tables at a 5% significance level with the degrees of freedom (db) = m; N-m-1 = (2; 59) is amounting to 3.15. Because $F > \text{count table}$ ($55.794 > 3.15$), H_0 is rejected, and the H_3 received. This indicates that compensation and work environment positive and significant effect on the performance of teachers.

Coefficient Of Determination (R^2)

From testing with multiple regression analysis that has been undertaken is obtained a value of R^2 (adjusted R^2) of 0.642, so it can be said that the results of the testing that is done give fairly good results. It showed that 64.2% of the variation could be explained by the teacher's performance compensation and work environment. While the rest of about 35.8% is explained by other variables outside of the model.

DISCUSSION

The results showed that compensation and work environment positive and influential significant on the performance of teachers. It can be seen from the results of the regression equation as follows: $Y = -11.436 + 0,492X_1 + 0,426X_2$. Further test results the coefficient of determination R^2 values obtained of = 0.642 that indicates that the variable compensation and work environment influence on the performance of the teachers of 64.2% 35.8%, whereas the rest is affected by other variables that are not examined, for example, work motivation, competence of teachers, instructional media, the leadership of the principal, and communications, and so on. The first hypothesis test results with the test t obtain t calculate variable compensation (X_1) of 5.371 greater than t (2.000) at the 5% significance level. This means a positively influential compensation on the performance of teachers. This means that the higher the compensation is received, then the higher the performance of teachers. In contrast the lower compensation, then the lower the performance of teachers.

In this research obtained the fact that if compensation is increased of one unit then the performance of the teachers will be increased by 0.492 units of other factors remain and if an improved working environment of one unit then the performance of the teacher will increase by 0.426 units of other factors constant. For variable work environments, with the t test obtained t of 4.648 greater than t count (2.000) at the 5% significance level. This means the work environment positive and significant effect on the performance of teachers. That means the better work environment, then the higher the performance of teachers. Instead the more bad working environment, the lower the performance of teachers. If the improved working environment of one unit then the performance of the teachers will be increased by 0.426 units of other factors remain.

The implications of the results of this research are that the school must seek the grant of compensation and safeguarding the environment work better to improve the performance

of the teachers. This research has contributed to the decision making for the leadership of the Foundation under the Ministry of religious affairs of the town of Demak, Central Java with focused to variable compensation and the work environment to enhance the performance of the teachers, a thing that quantitatively similar Research has not been done can also be done in other areas such as companies, both small and medium scale in Indonesia in order to improve the performance of employees. This is particularly necessary because the market is increasingly open as Asean market with the establishment of the Asean economic community (MEA) so that competitiveness become the key variables that correlated with the performance of human resources, Indonesia.

CONCLUSION

by 64.2% variable compensation and work environment. And of 35.8% is determined by other factors not examined. To improve the performance of teachers, principals need to encourage motivation of teachers through an increase in compensation. Compensation can be given through financial or non-financial. Because the salaries of teachers have been determined by the Government, it is recommended that principals are looking for another alternative, for example through cooperative efforts in helping the welfare level of the teachers or provide additional earnings (incentive) for teachers. Because the work environment also affects the performance of the schools need to do a repair against the building, learning facilities, and other learning tools so teachers can work with comfortable and excited. For future research are advised to identify variables other than compensation and work environment, because of the variable compensation and work environment are just contributing to the performance of 64.2%.

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