

The Effect of Compensation and Empowerment on Teacher and Staff's Loyalty

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ABSTRACT

The goal of this study is to figure out how compensation affects loyalty by giving people more power. It does this by using a quantitative method called SEM (Structural Equation Modeling) analysis with the help of the SPSS 23 and Amos 24 programmes. The research instrument was put through tests to see if it was valid and if it could be trusted. In this study, 125 people answered a questionnaire. The data was collected using a saturated sampling method, meaning the whole population was used as a sample. Based on the results of this study, we know that the value of cr in H1 is 4.215.2. This means that it has significant results, which means that compensation variables significantly affect loyalty. Since H2 has a cr value of 2.860 2, we know that the empowerment variables have a big effect on loyalty. H3 has a value that says the total effect of pay on loyalty through empowerment is greater than the direct effect. This means that empowerment is an intervening variable that will help make teachers and staff more loyal.

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1. INTRODUCTION

Human resources are crucial to the success of any business or organisation, and it is impossible to reach one's objectives without first establishing a strong foundation in this area (Annisa et al., 2020; Santosa & Devi, 2021). Human resources must be able to adapt to new circumstances quickly enough so that they don't get left behind as the world around them changes rapidly (Baharun et al., 2021; Sa'dullah & Hidayatullah, 2020). To ensure survival or high levels of employee loyalty, organisations must engage in their human resources. This means providing competitive wages and giving workers a significant say in company decisions. Although technological advancements in the modern era have occurred at a dizzying rate, they will not be able to free the role of the teacher in the learning process, which is extremely

dominant with the role of the teacher in today's societies' efforts to shape the character and personality of their citizens. (Korotaeva & Chugaeva, 2019; Suyadi et al., 2022).

Article 6 of Law No. 14 of 2005 Regarding Teachers and Lecturers states that the position of teachers as Professional staff seeks to implement the national education system and realise the goals of national education, specifically the development of students' potential. Free and accountable (Ahid & Chamid, 2021; Budiarto & Salsabila, 2022). Teachers must get welfare guarantees to realise the maximum educational process so that teachers can focus on carrying out their professional responsibilities and duties to educate the nation's children, one of which is through the provision of compensation. Compensation according to Werther and Davis in Andika (Azis et al., 2022; Sirojuddin et al., 2021) states that compensation is everything that is received by the workforce as a measure of the contribution of their services to the organisation or company. Lijan (Sinambela, 2021) stated that compensation is part of the reward system which is only related to the economic part, but since there is a belief that individual behavior is influenced by the system in a wider spectrum, the compensation system cannot be separated from the overall reward system available from the organisation. This means that rewards themselves are all things provided by the organisation to meet one or more individual needs (Lipuku et al., 2022; Mugizi et al., 2021).

In the compensation indicators proposed by (Sedarmayanti, 2007), it is explained that there are four points of compensation indicators, including salaries, incentives, allowances, and facilities. 1) Salary or wages are rewards given to workers or teachers and staff, which usually apply to weekly, monthly or annual rates. The longer they work, the greater the salary or wages that will be received. 2) Incentives are awards or additional salaries given outside of salaries or wages to motivate teachers and staff or labour so that their work productivity increases. Incentives are given that are not permanent or at any time based on profits, sales, and employee productivity. 3) Allowances are given by the institution to teachers and staff based on position or job title, so the higher the position, the higher the allowance. This happens because the higher the position, the greater the responsibility for the provision of allowances must be commensurate with the responsibilities and heavier work. Examples of benefits such as health insurance, life insurance, pension plans, and other benefits related to the workforce. 4) Facilities are provided by the institution to teachers and staff to streamline the working time of teachers and staff and provide comfort at work. Examples of facilities such as special parking lots, transportation facilities, and other facilities.

Maharani (Trisna & Guridno, 2021) states that compensation has a simultaneous effect between compensation and work motivation on teacher loyalty. The results of the same study also revealed (2020)(Rizana, 2020) that compensation has a positive effect on loyalty. Compensation can foster a sense and attitude of teacher loyalty to an institution. In this case, it is necessary to have good compensation management for educators or teachers (Sherly et al., 2021). The compensation received by a teacher will create a sense of satisfaction and enthusiasm in realising the goals of the institution. If the teacher feels that the compensation they receive is inadequate, then the teacher's loyalty to the institution will decrease because compensation will affect the attitude of a teacher's loyalty to an institutional institution. a teacher is the main control holder in the implementation of the teaching and learning process, so a teacher must have an attitude and a sense of loyalty to the institutions. If teacher loyalty to institutions is low, it will have an impact on the implementation of the learning process so student achievement will also have a negative impact (Muazza, 2021).

Loyalty, according to (Sitinjak et al., 2017), is a form of loyalty and obedience of the workforce to the leader, including physical and non-physical loyalty. In this case, it is very much needed to achieve the goals of an organisation and institution. According to Siswanto (Safitri et al., 2020) that aspects of work loyalty that can focus on the implementation of the work of each teacher and staff or workforce, namely: obeying regulations, responsibility to the company, willingness to work together, sense of belonging and liking for work.

According to (Riniwati, 2016), indicators of teacher loyalty can be identified by four related factors: 1) Obedience and obedience of teachers to an institution is a form of teacher tendency to carry out instructions recommended by the institution. This can help efforts to achieve the success of the

institution's goals. 2) Every teacher has duties and roles as educator and school administrator. Teachers must prepare and realise them optimally so that every teacher can improve their abilities and professional roles as well as possible. 3) The teacher is the service itself, the central role of education in building society and serving students who need help to get a variety of knowledge. So teachers are required to have a high dedication to society, especially in educating students. 4) The honesty of a teacher in carrying out his duties and educating students will provide a good example and should be imitated by students.

Teacher empowerment is a form of effort to improve human resources so that the potential for optimal performance systems is created, developing capabilities and strengthening the power and potential possessed so that tasks and responsibilities can be carried out optimally (Ma'arif et al., 2022). Through this empowerment, teachers or educators are required to be responsible for carrying out their professional duties in decisions that have been or will be taken through the given authority and can optimally and creatively utilise the freedoms that have been given so that the quality of education can develop properly (Kango et al., 2021; Karim et al., 2021).

(Widodo & Sriyono, 2020) said that self-empowerment is a key to effective teacher professional development. According to (Pidarta, 2009), the concept of empowerment comes from the word power or power so empowerment is defined as empowerment, power has the meaning of power that comes from within but can be strengthened through elements from outside. The importance of empowering human resources, according to (Sedarmayanti, 2007), has benefits for various other sources and synergies every process of organisational activity, so its existence plays a role, among others: 1) As a management tool to empower various sources to achieve the goals that have been set. 2) As a management reformer to improve organisational performance. 3) As the initiator of the organisation take advantage of opportunities to improve and develop the organisation. 4) As a mediator to other parties to improve organisational performance. 5) As a thinker in the context of organisational development.

The results of the research obtained (Dagan, 2020), Teacher Empowerment by School Principals to Improve Optimal Work Performance at Tumbang Kalemei State Elementary School. Based on the description above, the problem can be formulated as follows: 1) Does compensation affect the loyalty of teachers and staff? 2) Does empowerment affect the loyalty of teachers and staff? 3) Does compensation affect loyalty through empowering teachers and staff at Madrasah Aliyah Negeri Mojokerto?

Based on the formulation of the research problem described above, the objectives of this study are to 1) examine and analyse the effect of compensation on teacher and staff loyalty. 2) To test and analyse the effect of empowerment on teacher and staff loyalty. 3) To find out how the effect of compensation on loyalty through empowering teachers and staff.

2. METHODS

The method used in this study is a survey method with a quantitative approach that aims to test hypotheses between variables and explain the effect of causal relationships between variables by involving empirical evidence, theories, facts, and existing evidence (Bungin, 2015). According to Sekaran (Suryani & Hendriyadi, 2016), it is explained that the population is the whole group of people, events, or things of interest that researchers want to investigate. Then, the population in this study are all teachers and staff connected in the educational performance structure of Madrasah Aliyah Negeri 2 Mojokerto, amounting to 125 people, while the sampling technique in this study uses a probability sampling technique.

The type of data in this study is primary data obtained directly and collected by researchers Suryani & Hendriyadi (2018). The method or approach implemented in the primary data collection process uses a questionnaire, providing a set of questions to be answered or filled out by respondents.

(Budiaji, Weksi, 2013) Research that measures individual behaviour can use the Likert scale The instrument used in this study with a Likert scale using a checklist. The questionnaire in this study used 5 alternative answers to the instrument as follows: 1) Very not good, 2) Not good, 3) Neutral, 4) Good and 5) Very good. Data analysis in this study is based on sample data through the data analysis stage

by conducting instrument tests through validity and reliability tests. Then using SEM analysis, and finally testing the hypothesis.

3. FINDINGS AND DISCUSSION

3.1 Finding

Test validity and reliability

The validity test is used on a research instrument that is considered capable of displaying valid data results, using item analysis on each questionnaire item, namely by correlating the score of each item with the total score, which is the number of each item score. The method of measuring each item is by comparing the value of the R count with the R table. If it is known that the value of R count is greater than the value of R table, then the result is declared valid, and vice versa, if the value of R table is greater than the value of R count, the result is declared invalid. The following is a table of values for the validity test results:

Table 1. Test the Validity of the X1 Variable (Compensation)

Question	r		Description
	Hitung	r Tabel	
X1.1	0.598	0.361	Valid
X1.2	0.680	0.361	Valid
X1.3	0.474	0.361	Valid
X1.4	0.498	0.361	Valid
X1.5	0.778	0.361	Valid
X1.6	0.612	0.361	Valid
X1.7	0.574	0.361	Valid
X1.8	0.518	0.361	Valid
X1.9	0.595	0.361	Valid
X1.10	0.778	0.361	Valid
X1.11	0.518	0.361	Valid
X1.12	0.543	0.361	Valid
X1.13	0.458	0.361	Valid
X1.14	0.595	0.361	Valid

Source: Primary Data Processed, (2021)

Based on the data in table 1, the validity test of the X1 (Compensation) variable, there are 14 questions on the X1 (Compensation) variable which are declared valid because they have the result value of r arithmetic r table. So it can measure the compensation variable in this study.

Table 2. Y1 Variable Validity Test (Empowerment)

Question	r Hitung	r Tabel	Information
Y1.1	0.635	0.361	Valid
Y1.2	0.609	0.361	Valid
Y1.3	0.712	0.361	Valid
Y1.4	0.484	0.361	Valid
Y1.5	0.635	0.361	Valid
Y1.6	0.590	0.361	Valid
Y1.7	0.635	0.361	Valid
Y1.8	0.414	0.361	Valid
Y1.9	0.484	0.361	Valid
Y1.10	0.414	0.361	Valid
Y1.11	0.459	0.361	Valid

Source: Primary Data Processed, (2021)

Based on table 2, it can be concluded that all questionnaire items total 11 items, with each item having an R count value greater than the R table value, so it can be stated that all questionnaire items are valid and able to measure empowerment variables in this study.

Table 3. Y2 Variable Validity Test (Loyalty)

Question	r Count	r Table	Information
Y2.1	0.638	0.361	Valid
Y2.2	0.687	0.361	Valid
Y2.3	0.732	0.361	Valid
Y2.4	0.787	0.361	Valid
Y2.5	0.738	0.361	Valid
Y2.6	0.735	0.361	Valid
Y2.7	0.683	0.361	Valid
Y2.8	0.634	0.361	Valid
Y2.9	0.831	0.361	Valid
Y2.10	0.648	0.361	Valid
Y2.11	0.393	0.361	Valid
Y2.12	0.499	0.361	Valid
Y2.13	0.579	0.361	Valid
Y2.14	0.667	0.361	Valid
Y2.15	0.721	0.361	Valid
Y2.16	0.476	0.361	Valid

Source: Primary Data Processed, (2021)

Based on the results of the values in table 3, it can be concluded that all questionnaire items totalling 16 items, with each item having an R count value greater than the Rtable value, so it can be stated that, all questionnaire items are valid and able to measure the loyalty variable in this study.

A reliability test is used to measure research instruments; a data can be declared reliable if two or more researchers in the same object produce the same data. The measuring instrument used is Cronbach alpha through the computer program Excel Statistical Analysis & SPSS 23. The reliability of a constructor variable will be said to be good if it has a Cronbach alpha value > 0.60. The following are the results of the reliability test on each of the variables in the table:

Table 4 Reliability Test

No	Variable	Cronbach's Alpha	Information
1	Compensation (X1)	0.846	Reliable
2	Empowerment (Y1)	0.777	Reliable
3	Loyalty (Y2)	0.909	Reliable

Based on the results of table 4 reliability tests, all variables have a sufficient Cronbach's Alpha coefficient value of 0.60 so it can be concluded that all measuring concepts in each variable are declared reliable and can be used in this study.

Structural Equation Modeling Test

a. Confirmatory Factor Analysis Variabel Eksogen

Based on the results of the Confirmatory Factor Analysis of Exogenous Variables, it can be shown by the results that it is known that the loading value of the compensation variable is X1.1 =

80, X1.2 = 73, X1.3 = 79, and X1.4 = 71. Then the value of the loading factor is known. Overall 0.50, so that the four indicators used provide unidimensionality to become a construct for compensating variables.

b. *Confirmatory Factor Analisis Variabel Intervening*

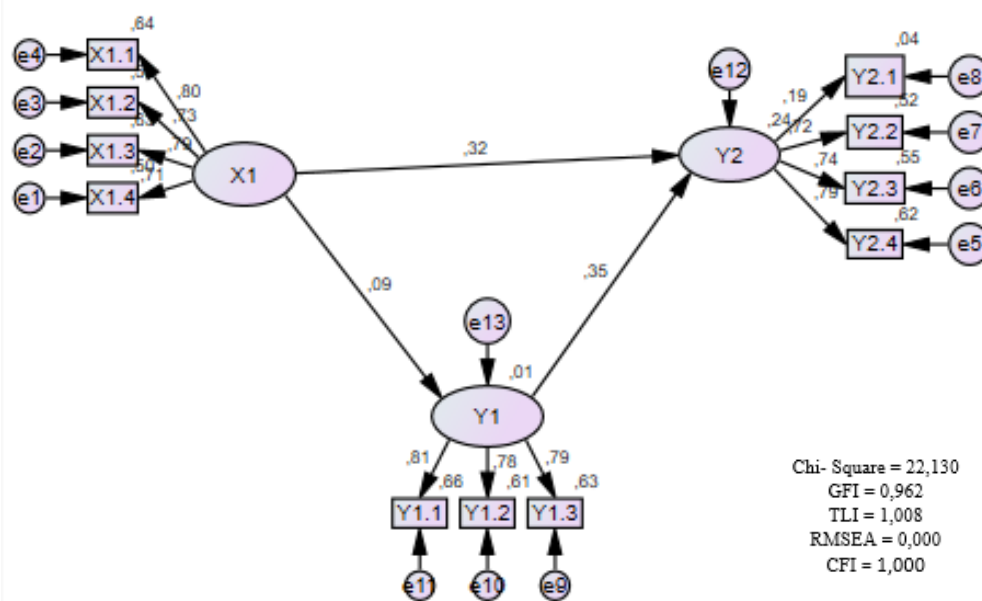
Based on the results of the Confirmatory Factor Analysis of Intervening Variables, it can be shown that the loading value of the empowerment variable is known to be Y1.1 = 81, Y1.2 = 78, and Y1.3 = 79. Then it is known that the overall loading factor value is >0.50 so the three indicators provide unidimensionality to become a construct for the empowerment variable.

c. *Confirmatory Factor Analisis Variabel Endogen*

Based on the results of confirmatory factor analysis, endogenous variables can be shown with the results that it is known that the loading value of the loyalty variable is Y2.1 = 19, Y2.2 = 72, Y2.3 = 74, and Y2.4 = 79. indicators Y2.2, Y2.3, and Y2.4 have a loading factor value of 0.50 so they provide unidimensionality to become a construct for forming loyalty variables.

d. *Teknik Full Structural Model*

The full structural model engineering model is used to carry out the causality model test on the previously stated causal relationship. So through a full analysis of this model, it will be known the suitability of the model and the causal relationship in the model being tested. Then the results of the full structural model technique in this study can be seen in Figure 1 below:



Picture. 1 Full Model SEM

Based on the results of the full SEM model analysis, it can be seen that the value of the standard regression coefficient, the coefficient of the influence of compensation on loyalty is 0.32, the coefficient of the effect of compensation on empowerment is 0.09, while the coefficient of the influence of empowerment on loyalty is 0.35.

The results of the suitability test and statistical test for the full SEM model can be seen in the following table:

Table 5 Conformity Test Results

Goodness of fit index	Cut off value	Analysis Results	Model Evaluation
Chi- Square (χ^2)	The smaller the better	22,130	
Probability	≥ 0.05	0,571	Well
CMIN/DF	≤ 2.00	0,922	Well
GFI	≥ 0.90	0,962	Well
AGFI	≥ 0.90	0,930	Well
TLI	≥ 0.95	1,008	Well
CFI	≥ 0.95	1,000	Well
RMSEA	≤ 0.08	0,000	Well

The results of the fit model test show that the Chi-Square value is 22.130, while other results show that the values of CMIN/DF, TLI, CFI, RMSEA, GFI, and AGFI are all by the predetermined cut-off value. So based on the value of the results that have been obtained, it shows that in general, the SEM model used enters the good category so that it can be used to describe the causality relationship through the factors used.

Evaluation of goodness-of-fit criteria

SEM Assumptions

Sample size

The sample size used in this study was 125 samples. As for the number of samples used, the number of samples used has met the requirements; namely, the minimum number of samples used is 100 samples.

Normality

To find out whether the data is normal or not, it is necessary to know the distribution of the data first, so that the data can be used further in the SEM model. Normality test results can be seen as follows:

Table 6 Normality Assumption Test Results

Variable	min	Max	skew	c.r.	kurtosis	c.r.
X1.4	2,000	4,000	,079	,359	-,830	-1,894
X1.3	2,000	4,000	,090	,411	-,465	-1,062
Y1.1	2,000	4,000	,004	,020	-,340	-,777
Y1.2	2,000	5,000	,164	,750	-,058	-,132
Y1.3	2,000	5,000	,321	1,467	-,107	-,245
Y2.1	2,000	4,000	,034	,153	-,274	-,626
Y2.2	1,000	5,000	,073	,332	,220	,503
Y2.3	1,000	5,000	,061	,277	,754	1,722
Y2.4	2,000	5,000	,224	1,021	-,694	-1,585
X1.1	2,000	5,000	,213	,971	,350	,798
X1.2	2,000	4,000	,001	,003	-,024	-,054
Multivariate					,109	,036

Processed primary data source, 2021.

Based on the results of the normality test, it can be seen that all indicators on the variables studied have a value of c.r -2.58 - 2.58, so all indicators on the variables used are normally distributed.

Hypothesis testing

Find out the results of the calculation of the hypothesis test which can be known through the critical ratio value and the level of the sig value, which is worth cr 2.00, and the level of sig = 0.05 is a condition for accepting the hypothesis test. Then the value of cr and the level of sig between the hypothesised variables can be known through the following table:

Table 7. Hypothesis Test Results

			Estimate	S.E.	C.R.	P	Keterangan
Y1	<---	X1	,365	,139	2,622	,009	Signifikan
Y2	<---	X1	,708	,168	4,215	***	Significance
Y2	<---	Y1	,402	,141	2,860	,004	Signifikan

Processed primary data source, 2021.

The results obtained show the following results:

Test the first hypothesis, the effect of compensation on loyalty.

The critical ratio value on the compensation variable is 2.622, and empowerment is 2.860, and loyalty is 4.215. Where all these variables have a critical ratio value of more than 2 as a condition for accepting the hypothesis, and all these variables have a p-value of 0.05 smaller as a condition for the acceptance of the hypothesis. So based on the results of the value held, the first hypothesis states that compensation and empowerment of loyalty have been tested.

Test the second hypothesis, the significant effect of empowerment on loyalty

The critical ratio value on the compensation variable is 2.622, and the loyalty variable is 4.215 which is greater than the value of 2 as a requirement for acceptance of the hypothesis results, while the p-value of 0.009 is smaller than 0.05 as a condition for the acceptance of the hypothesis. So based on these results, the third hypothesis states that compensation has a significant effect on loyalty.

Test the third hypothesis, and compensation affects loyalty through empowerment

The results of testing the third hypothesis that compensation has an effect on loyalty through empowerment can be seen through direct influence, and total influence can be seen in the table:

Table: 8 Result of sStandardised direct effect

Variable	X1	Y1	Y2
<i>sStandardised direct effect</i>			
Y1	0,325	0,000	0,000
Y2	0,463	0,295	0,000
<i>sStandardised total effect</i>			
Y1	0,325	0,000	0,000
Y2	0,558	0,295	0,000

Processed primary data source, 2021.

Based on the results of the total influence and direct effect, it can be seen as follows: the direct effect of compensation on loyalty shows that the value of the direct influence of compensation is 0.463 and loyalty is 0.295. While the effect of total compensation on loyalty through empowerment shows that the compensation value is 0.325, loyalty is 0.558 and empowerment is 0.295. Based on the results

of the total influence value, which is higher than the result of the direct influence value, the third hypothesis states that the effect of compensation on loyalty through empowerment has been tested.

3.2 Discussion

This study aims to determine the effect of compensation on loyalty through empowering teachers and staff at Madrasah Aliyah Negeri 2 Mojokerto. The research was carried out using quantitative methods by paying attention to research instruments and carrying out tests on each variable so that the accuracy of the test results on each data carried out by the researcher could be known.

Effect of compensation on loyalty

Based on the results of hypothesis testing, it shows that there is an effect of compensation and empowerment on loyalty in MAN 2 Mojokerto, it is known through the p-value of 0.009, so it shows that the compensation and empowerment variables have a significant effect on loyalty. According to Hasibuan's statement, all opinions are in the form of money, goods are directly or indirectly given by employees as a form of compensation for services provided by the company.

In this study, financial and non-financial compensation both have a positive and significant effect. The financial compensation referred to in this study is salary and incentives. The greater the salary earned by the teacher, the greater the loyalty, while this incentive is money that is given outside of salaries, such as official travel money and overtime pay, should get better attention. While financial compensation consists of allowances such as holiday and old age allowances as well as supporting facilities such as official housing and official vehicles.

According to the results of research conducted by (Rizana, 2020) entitled "The Effect of Compensation and Empowerment on Loyalty with Job Satisfaction as an Intervening Variable", the results of study state that the compensation variable has a positive effect on loyalty and job satisfaction, and the empowerment variable has a positive effect on job satisfaction. work with a distribution of 75.7%. According to Henri (Simamora, 2004), compensation is any form of financial return, as well as materialised services, as well as in the form of allowances given to workers, which will lead to morale, behavior, and loyalty towards organisations and institutions.

The influence of empowerment on loyalty

Based on the results of hypothesis testing, it shows that there is an influence of empowerment on loyalty in MAN 2 Mojokerto, it can be seen through the p-value which shows significant results, empowerment affects loyalty. Empowerment is one aspect of management in optimising organisational resources to provide optimisation of the system and its performance. As well as to strengthen the power or potential possessed, it is necessary to take real steps, direct programs, and create a conducive climate. According to Kadarisma (Sudaryo et al., 2020), that empowerment is the granting of autonomy rights from superiors to subordinates and giving the power to complete their duties and responsibilities, it will increase the loyalty attitude of each teacher.

Involvement and a sense of responsibility will always be there if employees are directly involved with organisational duties and authority in making decisions. As is the empowerment of employees involved in a policy that can determine whether the goal is achieved or not organisation. By getting involved in employee organisations will know the direction and organisation goals. Employee in order to provide ideas, proposal proposals and programs in order to achieve organisational goals. So that employees can control their work and encourage to be more creative and innovative. A sense of belonging and togetherness will be created in themselves because they are involved in organisation and feel responsible in the process of activities within the organisation.

Based on the results of research conducted by Juliadi (Saputra & Fermayani, 2019), entitled "The Effect of Employee Empowerment and Compensation on Employee Performance at PT. Paramita Padang Clinical Laboratory" 2019 with research results showing that the empowerment and compensation variables jointly affect employee performance. Meanwhile, (Sufyarma, 2004) argues that

empowerment is a form of effort in realising maximum potential by raising awareness and providing motivation so that the potential that continues to grow is realised. Empowerment is also an effort that can be made to mobilise strength, power, and influence on others so that they can carry out their duties and responsibilities properly and optimally so that educators can provide good performance and provide effective and efficient services and loyalty to the organisation through potential ownership.

Compensation affects loyalty through empowerment

Based on the results of SEM analysis shows the results that the effect of total compensation on loyalty through empowerment is greater than the value of the direct influence of compensation on loyalty through empowerment. Based on these results, empowerment becomes an intervening variable that will actively help increase the loyalty of educators.

The empowerment of each member of the organisation according to their abilities or expertise is able to grow and increase the loyalty of teachers that they previously had through the compensation they received. so teachers have high loyalty not because of the salary they get but also because they have their own pride in their work, their responsibilities in the organisation. the trust they gain can be used to innovate better.

Based on the results of research conducted by (Maharani et al., 2020) (Maharani, 2018), entitled "The Influence of Compensation, Motivation, and Work Environment on Loyalty of Genius Teachers at Yatim Mandiri Surabaya Branch", the results of this study stating that compensation and motivation variables affect loyalty. In addition to compensation, empowerment variables can affect teacher loyalty. According to Gibson, et al., empowerment is an opportunity for workers to make decisions in carrying out workloads on time.

4. CONCLUSION

The results of this study indicate that the empowerment variable is able to mediate employee loyalty compensation, meaning that teacher and staff empowerment actively affects teacher and staff loyalty compensation. Maximum teacher empowerment can grow and strengthen teacher loyalty. By actively empowering teachers, teachers feel more valued and useful in the organisation. The factors that affect teacher and staff loyalty only consist of one independent variable and one intervening variable, and when filling out the questionnaire, the researcher was not able to assist all respondents. Compensation, loyalty and empowerment are a small part of the scope of human resource management but have a significant impact, so it needs to be tested continuously to get consistent research results. The researcher suggests adding other variables in further research in order to add to the scientific treasures. This study has limitations in the relative time of the study and was carried out during pandemic conditions; besides that, the population and sample in this study were relatively small in number.

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