



The Effect of Direct Compensation and Work Motivation on Teacher Productivity at Private Senior High School in Jakarta

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Abstract: Competition today among schools forces each school management to improve teacher performance by providing motivation, involving teachers in training, and providing compensation or bonuses to teachers who successfully carry out their duties properly. This research aims to know the effect of salary on teacher productivity and determine the effect of work motivation on teacher productivity. The type of research used in this research is quantitative. The quantitative research method can be interpreted as a research method based on the philosophy of positivism, used to examine specific populations or samples and collect data using research instruments. Data analysis is quantitative statistics to test established hypotheses. The research carried out by the authors in this study is by distributing questionnaires to teachers at SMA Della Strada North Jakarta. The results of this research show that salary and motivation have a positive and significant influence on teacher productivity.

Abstrak: Persaingan antar sekolah saat ini memaksa setiap manajemen sekolah untuk meningkatkan kinerja guru dengan cara memberikan motivasi, mengikutsertakan guru dalam pelatihan, serta memberikan kompensasi atau bonus kepada guru yang berhasil melaksanakan tugasnya dengan baik. Tujuan penelitian ini adalah untuk mengetahui pengaruh gaji terhadap produktivitas guru dan mengetahui pengaruh motivasi kerja terhadap produktivitas guru. Jenis penelitian yang digunakan dalam penelitian ini adalah kuantitatif. Metode penelitian kuantitatif dapat diartikan sebagai metode penelitian yang didasarkan pada filosofi positivisme, digunakan untuk meneliti populasi atau sampel tertentu, mengumpulkan data dengan menggunakan instrumen penelitian, analisis data adalah statistik kuantitatif, dengan tujuan menguji hipotesis yang telah ditetapkan. Penelitian yang dilakukan penulis dalam penelitian ini adalah dengan menyebarkan kuesioner kepada guru-guru di SMA Della Strada Jakarta Utara. Hasil penelitian ini adalah gaji dan motivasi berpengaruh positif dan signifikan terhadap produktivitas guru.

A. Introduction

Human resources are a significant asset for an institution because they are always needed for every activity carried out by each institution. To improve the quality of human resources, one way that can be done is to improve the quality of education. Education is essential in all aspects of human life because education indirectly shapes human characteristics. An excellent educational process will create quality human characteristics.

In upgrading the quality of education, teachers have an essential role because teachers are the main factor, namely by providing what they have to help educate the nation's children. The teacher is one of the educators who play an essential role as a determinant of success in achieving good quality education. So the education of a teacher needs to be considered. Besides teacher education, several things must be considered, namely their welfare. Teacher welfare can be realized through appropriate salaries, allowances, bonuses, and others. This needs to be given because it can motivate teachers to increase their educator productivity.

In the present increase in the salary of teachers is very necessary because, in addition to having to be able to master the subject matter and educate the character of students, teachers must also be able to use and utilize existing technology to make it easier to carry out the teaching and learning process. The higher the salary given, the teacher will be motivated to improve the quality and productivity of students' learning process. According to [Sedarmayanti \(2017\)](#), motivation is a force that encourages a person to take action or not, which is essentially positive or negative internally and externally. Work motivation is something cause encouragement/enthusiasm to work/enthusiasm for work. Meanwhile, according to [Sunyoto \(2015\)](#), work motivation is a condition that encourages individuals to carry out certain activities to achieve their desires.

From the above understanding. Motivation is an encouragement that comes from within a person to increase enthusiasm and productivity in one's work. So that this encouragement appears, a reward must be held for that person. Paying attention to teachers' salaries who have good productivity the day will improve work productivity. Research Results from [Rasyid & Tanjung \(2020\)](#), stated that compensation has a partially positive effect and is significant to job satisfaction. Thus the more the salary increases, the more work will be done.

Research Results from [Rasyid & Tanjung \(2020\)](#) Motivation partially has a positive and significant effect on job satisfaction. Thus the motivation that comes from yourself alone or given to the teacher will affect his productivity. [Anggraeni \(2021\)](#) Intrinsic Factors are job satisfaction, responsibility, and professional development. The existence of good intrinsic factors owned by teachers in junior high schools in the Poncokusumo sub-district, the teacher's performance can increase, and students feel enthusiastic about learning.

Moreover, a sufficient salary to meet the needs can improve teacher performance. Motivation is a specific activity to achieve a goal. Motivation strengthens the relationship between intrinsic and extrinsic factors on teacher performance. So, if work motivation is good, it will affect the improvement of teacher performance.

Table 1. Pre-Survey

Question	Answer	
	Yes	Not
The salary given is appropriate for my needs	67.7%	33.3%
I am always excited when given a task by parties Institution	83.3%	16.7%
I make a contribution that increases the institution or makes it more productive	77.8%	22.2%

Based on the pre-survey results, salary is given according to needs. Of respondents who answered yes, 67.7% answered no, and 33.3% were always enthusiastic when given assignments by the institution. Of respondents who answered yes, 83.3% answered no, 16.7%, and questions I made an increased contribution to the institution or was more productive. Respondents who answered yes were 77.8%, and those who answered no were 22.2%, indicating that salary, motivation, and productivity were not maximized.

Della Strada High School North Jakarta is one of the schools that is trying to improve teacher performance by providing motivation, involving teachers in training, and providing compensation or bonuses to teachers who successfully carry out their duties properly. This research aims to know the effect of salary on teacher productivity and determine the effect of work motivation on teacher productivity. Human resource management is the science and art of managing relationships and the role of the workforce efficiently and effectively so that company, employee, and community goals are achieved (Larasati, 2018). Meanwhile, according to Abdullah (2014), management is the entire activity related to carrying out organizational work through the functions of planning, organizing, directing, and supervising to achieve organizational goals that have been set with the help of organizational resources (man, money, material, machine, and method) efficiently and effectively.

According to Hasibuan (2016), human resource management is the science and art of managing relationships and the role of the workforce so that it is effective and efficient in helping realize company, employee, and community goals.

Hasibuan (2016) human resource management functions are as follows: (a) Control controls all employees to comply with company regulations and work according to plan. (b) Procurement is the withdrawal, selection, placement, orientation, and induction process to get employees that match the company's needs. (c) Discipline is a function of resource management Humans are the most important and key to realizing goals because, with good discipline, it is easier to achieve maximum goals. (d) Dismissal is a break in the relationship, the work of someone from a company. (e) Organizing is an activity to organize all employees by establishing the division of labor, labor relations, the delegation of authority, integration, and coordination in the organization chart. (f) Directing is directing all employees' activity so that they want to work together and work effectively and efficiently in helping to achieve the goals of the company, employees, and society. (g) Compensation is the provision of direct

and indirect remuneration, money, or goods to employees as compensation for services provided to the company. (h) Integration is an activity to unify the interests of the company and the needs of employees in order to create harmonious and mutually beneficial cooperation. (i) Planning is planning the workforce effectively and efficiently to suit the company's needs in helping to achieve goals. (j) Maintenance is an activity to maintain or improve employees' physical, mental, and loyalty to continue working together until retirement. (k) Development improves employees' technical, theoretical, conceptual, and moral skills through education and training.

B. Method

The type of research used in this research is quantitative. According to Sugiyono (2017), the quantitative research method can be interpreted as a research method based on the philosophy of positivism, used to examine specific populations or samples and collect data using research instruments. Data analysis is quantitative statistics to test established hypotheses. The research carried out by the authors in this study is by distributing questionnaires to teachers at SMA Della Strada North Jakarta. The distribution of these questionnaires will be carried out in November. The sample is part of the number and characteristics possessed by the population (Sugiyono, 2011). In this study, the authors used a sample with all populations.

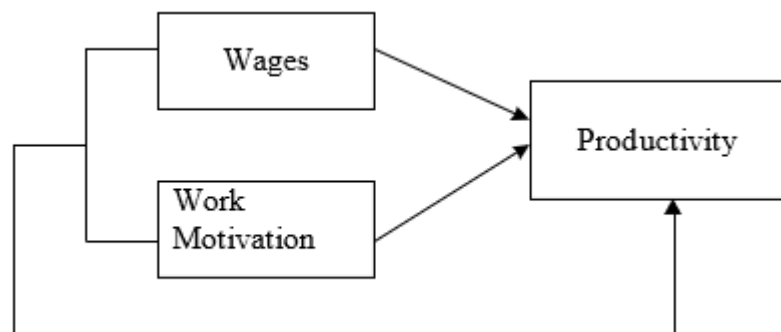


Figure 1. Research Conceptual Model

Sugiyono (2017) states that Quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to examine specific populations or samples, data collection using research instruments, and quantitative or statistical data analysis to test established hypotheses. Retrieval technique sample Non-probability sampling Non-probability sampling is a sampling technique that does not provide equal opportunities or opportunities for each element or member of the population to be selected as a sample. The following are types of non-probability sampling (Sugiyono, 2018).

Data primary is a data source that directly provides data to data collectors Sugiyono (2016). Primary data sources were obtained through interviews with research subjects and

observation or direct observation in the field. In this study, the primary data was in the form of interview notes and direct field observations obtained through interviews with the administrators of the Asmaina Dusun Plumbon Tengah Library and several visitors to the library, especially children who were still students.

According to Sugiyono (2017), a questionnaire is a data collection technique that gives respondents a set of questions or written statements to answer. One measurement using a Likert scale According to Sugiyono (2017), the Likert scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena. The answers to each instrument item using a Likert scale have a gradation from very positive to very negative. The classical assumption test is used in this research to analyze the data.

C. Result and Discussion

Result

Table 2. Salary Validity Test

Items	r_{count}	r_{table}	Information
X1.1	0.848	0.361	Valid
X1.2	0.849	0.361	Valid
X1.3	0.718	0.361	Valid
X1.4	0.873	0.361	Valid
X1.5	0.756	0.361	Valid

Valid items if the value of the r_{count} is greater than r_{table} , it is known that r_{table} with n 30 and alpha 5% is 0.361. In the salary variable above, the value of $r_{\text{count}} > 0.361$ is obtained, and it can be interpreted that all items are valid.

Table 3. Motivation Validity Test

Items	r_{count}	r_{table}	Information
X2.1	0.815	0.361	Valid
X2.2	0.803	0.361	Valid
X2.3	0.820	0.361	Valid
X2.4	0.806	0.361	Valid
X2.5	0.818	0.361	Valid
X2.6	0.825	0.361	Valid

Valid items if the value of the r_{count} is greater than r_{table} , it is known that r_{table} with n 30 and alpha 5% is 0.361. In the motivational variable above, the value of $r_{\text{count}} > 0.361$ is obtained, and it can be interpreted that all items are valid.

Table 4. Productivity Validity Test

Items	r_{count}	r_{table}	Information
Y. 1	0.847	0.361	Valid

Items	r _{count}	r _{table}	Information
Y.2	0.949	0.361	Valid
Y.3	0.870	0.361	Valid
Y.4	0.899	0.361	Valid
Y.5	0.705	0.361	Valid
Y.6	0.840	0.361	Valid

Valid items if the value of r_{count} is more significant than r_{table} , it is known that r_{table} with n 30 and alpha 5% is 0.361. In the productivity variable above, the value of $r_{\text{count}} > 0.361$ is obtained, and it can be interpreted that all items are valid.

Table 5. Reliability Test

Variable	Cronbach'sAlpha	Information
Salary (X_1)	0.925	Reliable
Motivation(X_2)	0.937	Reliable
Productivity (Y)	0.950	Reliable

Results reliability test obtained that each variable has Cronbach's alpha above 0.70. This shows that each variable instrument is reliable or that the instrument used has consistency as a measuring tool.

Table 6. Normality Test

Significance of Kolmogorov	Information
0.200	Normal

Results normality test obtained a significance value of Kolmogorov Smirnov in the regression model greater than 0.05. This shows that the data is normally distributed. Normality test With the histogram, the data is normally distributed to form a symmetrical curve to show normal data distribution. The normal pp plot graph shows that the data plot is spread close to the diagonal line to show normal data distribution.

Table 7. Multicollinierity Test

Variable	Tolerance	VIF	Information
Wages	0.532	1,881	Non-Multicollinearity
Motivation	0.532	1,881	Non-Multicollinearity

Results show that the tolerance value of each independent variable is above 0.1 and VIF is below ten, so there is no multicollinearity, meaning that there is no high relationship between independent variables.

Table 8. Heteroscedasticity Test

Variable	Sig	Information
Wages	0.173	Non-Heteroscedasticity
Motivation	0.079	Non-Heteroscedasticity

Results Heteroscedasticity test obtained that each independent variable in the regression model has a significant value above 0.05, so the regression model does not contain symptoms of heteroscedasticity.

Table 9. Determination Coefficient Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.782 ^a	.612	.583	.54905

The correlation value is 0.782, which shows the magnitude of the relationship between salary and motivation variables on productivity. If this value is squared, it will produce an R square value of 0.612. The coefficient of determination aims to determine the influence of the independent variables on the dependent variable. The result of the coefficient of determination above is 0.612, which shows that the salary and motivation variables can affect productivity by 61.2%. At the same time, the rest is influenced by other variables that are not the focus of this study.

Table 10. Partial Test Results (t-test)

Model		Unstandardized Coefficients		Standardized coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,440	.436		3.305	.003
	Wages	.391	.144	.446	2,710	.012
	Motivation	.344	.139	.406	2,469	.020

Based on the regression results, the regression model is obtained as follows:

Productivity = 1.440 + 0.391 Salary + 0.344 Motivation

Following this is the explanation of the regression results:

1. Variable salary has a t-statistic value of 2.710 and a significance value of 0.012, so the significance value is less than 0.05, so there is a significant partial effect of the salary variable on productivity. The regression coefficient value of 0.391 indicates a positive influence, meaning that the more appropriate the salary is, the more productivity will increase and vice versa. This coefficient value also means that productivity will increase by 0.166 units for each one-unit increase in salary.
2. Variable motivation has a t-statistic value of 2.469 and a significance value of 0.020. The significance value is less than 0.05, so there is a significant partial effect of the motivational variable on productivity. The regression coefficient value of 0.344 indicates a positive

influence, meaning that the more appropriate the motivation given, the more productivity will increase and vice versa. This coefficient value also means that productivity will increase by 0.344 units for each one-unit increase in motivation.

Table 11. Simultaneous Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12,817	2	6,409	21,259	.000 ^b
	residual	8.139	27	.301		
	Total	20,957	29			

A score of the f statistic is 21.259 and has a significance value of 0.000, so the significance value is less than 0.05. There is a simultaneous effect of salary and motivation on productivity.

Discussion

Salary Effect Against Productivity at SMA Della Strada North Jakarta

There is a significant influence from salary to teacher productivity at SMA Della Strada. This is evidenced by the salary variable having a t statistic value of 2.710 and a significance value of 0.012, so the significance value is less than 0.05. The regression coefficient value of 0.391 indicates a positive influence, meaning that the more appropriate the salary is, the more productivity will increase and vice versa. This coefficient value also means that productivity will increase by 0.166 units for each one-unit increase in salary.

Research results align with [Syamsi et al \(2021\)](#), who stated that salary significantly affects performance. Employees are the most critical asset in an agency in achieving its goals, so the agency is trying to improve the quality of its employees with various strategies. The most important thing an employee needs is one of the employee's salaries. Rewards in the form of salary are one of the extrinsic rewards that someone can achieve through work activities.

Effect of Motivation on Productivity at Della Strada High School, North Jakarta

There is a significant influence from motivation to teacher productivity at SMA Della Strada. This is evidenced by the motivational variable having a t statistic value of 2.469 and a significance value of 0.020 so that the significance value is less than 0.05 so that there is a significant partial effect of the motivational variable on productivity. The regression coefficient value of 0.344 indicates a positive influence, meaning that the more appropriate the motivation given, the more productivity will increase and vice versa. This coefficient value also means that productivity will increase by 0.344 units for each one-unit increase in motivation.

Study this is in line with [Elprizdat \(2021\)](#), who found that teaching motivation affects the performance of the Satu Bangsa School teachers in Bukit Hijau Karawaci, Tangerang. .

Teachers also play an essential role in the world of education, especially in the legal field at school, the teacher determines the success of students, especially in terms of the teaching and learning process that is usually carried out in schools. The surrounding environment influences the success of the performance shown by the teacher. Therefore, the surrounding environment, especially in this case the school, must be able to motivate and empower teachers to create good performance and act as professional teachers besides the teacher himself who can improve the quality of their work.

Research results at his are also in line with [Sampurno et al \(2020\)](#), which state that motivation affects PT employees' performance. BPD East Java Jember. [Sampurno et al \(2020\)](#) stated that employees lack a high work ethic, work carelessly, and lack the motivation to achieve work results that have been given by management if the company does not provide financial or non-financial satisfaction.

Salary Effectand Motivation for Productivity at Della Strada High School, North Jakarta

There is a significant influence from motivation to teacher productivity at SMA Della Strada. This is evidenced by the salary and motivation variables in the simultaneous test having an f statistic value of 21.259 and a significance value of 0.000 so that the significance value is less than 0.05, and it can be concluded that there is a simultaneous effect of salary and motivation on productivity. Salary and motivation variables can affect productivity by 61.2%.

Teachers have an essential role in upgrading the quality of education because they are the main factor, namely by providing what they have to help educate the nation's children. The teacher is one of the educators who play an essential role as a determinant of success in achieving good quality education. So the education of a teacher needs to be considered. Besides teacher education, several things must be considered, namely their welfare. Teacher welfare can be realized through appropriate salaries, benefits, bonuses, and more. This needs to be given because it can motivate teachers to increase their educator productivity. Having a good combination of salary and motivation will increase teacher productivity significantly.

D. Conclusion

Based on the results research, it can be concluded as (a) There is an influence here is a significant positive effect of salary on teacher productivity at Della Strada High School which means that the more appropriate the salary is, the more productivity will increase and vice versa. (b) Motivation has a significant positive effect on teacher productivity at SMA Della Strada, which means that the more appropriate the motivation is, the more productivity will increase and vice versa. (c) There is a significant influence from motivation to teacher productivity at SMA Della Strada. Salary and motivation variables can affect productivity by 61.2%.

The researcher provides several suggestions to various related parties. First, this study does not generalize about teacher productivity as a whole because this research was only conducted at Della Strada High School. In the process of collecting data through questionnaires, the information provided by respondents sometimes needs to show actual opinions because sometimes there are differences in thoughts, responses, and understanding of each respondent, as well as other factors such as honesty in filling out the questionnaire.

Based on the study results, there are limitations to the study, namely as follows: (a) Study does not generalize about teacher productivity as a whole because this research was only conducted at Della Strada High School. (b) In the process of collecting data through questionnaires, the information provided by respondents sometimes needs to show actual opinions because sometimes there are differences in thoughts, responses, and understanding of each respondent, as well as other factors such as honesty in filling out the questionnaire.

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