

## The Effect of Compensation, Education Levels, and Job Satisfaction on Organizational Commitments to Teachers of SMPN in Padang Panjang

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### Abstract

This study aims to analyze the effect of compensation, education level and job satisfaction on organizational commitment to teachers of SMP in Padang Panjang City. This research is included in causative research with Path analysis techniques. The population in this study were all SMPN teachers in Padang Panjang City with a total sample of 132 respondents. The results of the study indicate compensation has a direct effect on organizational commitment. The level of education has a direct effect on organizational commitment. Job satisfaction has a positive and significant effect on organizational commitment. Compensation has a positive and significant effect on job satisfaction. The level of education has a positive and significant effect on job satisfaction. Compensation has a positive and significant effect on organizational commitment through job satisfaction. The level of education has a positive and significant effect on organizational commitment through job satisfaction.

**Keywords:** compensation, education level, job satisfaction, organizational commitment

### Introduction

Teacher has a strategic function to optimize the learning process for students. The process requires support related to the implementation of the teacher's functional assignments such as working conditions that encourage teachers to achieve and optimize their functions. Satisfied teachers have a tendency to work more directed, have a high resistance to workload, have high intensity in facing work difficulties. In other words, teachers who feel job satisfaction will have a high commitment to the school organization where they teach. School organizations desperately need teachers who have a high commitment to achieving the school's goal of educating the life of the nation.

According to Robbins and Judge (2012), organizational commitment is a situation where an employee sided with a particular organization and its goals and desires to maintain membership in the organization. According to Kreitner and Kinicki (2014) job satisfaction is an effectiveness or emotional response to various aspects of work. Handoko (2010) argues that compensation is everything that employees receive as a reward for their work.

According to Sutrisno (2011) education is the totality of human interaction for the development of whole people, and education is a continuous process that is constantly evolving. In order to create organizational commitment, compensation is important for employees as individuals because the amount of compensation reflects the size of the value of their work among the employees themselves, their families, and the community.

Ariffin and CHe Ha (2015) and Nawab and Bhatti (2011) show the same findings, namely compensation has a positive and significant effect on organizational commitment, meaning that if the compensation provided by the organization meets the needs of employees then the employee always works in that organization this has formed a commitment to employees. Humaeroh, et. al (2015) which shows that compensation in the form of financial and non-financial has a positive and significant effect on

employee job satisfaction. By getting compensation it will meet the needs of employees which will have an impact on job satisfaction.

Research conducted by Petrovic et al. (2013) which shows that the level of education has a positive and significant effect on employee job satisfaction, meaning that the higher the level of education of employees will affect the knowledge possessed by each employee who can help mitigate workloads such as planning, adjustments to new procedures, knowledge of new technologies and decision making in work. To increase the organizational commitment of teachers of SMPN in Padang Panjang City, it is necessary to pay attention to the factors that influence the commitment of the organization.

Based on the explanation above, it can be concluded that the importance of organizational commitment in a school organization. Therefore, it is expected that principals pay attention to the factors that influence organizational commitment. Teachers who feel satisfied with the compensation they receive will have an impact on organizational commitment to the school.

## Methods

This research belongs to causative research which determines the extent of the influence of compensation, level of education and job satisfaction towards organizational commitment to SMPN teachers in Padang Panjang City. The population in this study were all teachers of SMPN in Padang Panjang City with 132 respondents. Quantitative data is presented in Table form. Data management of each variable will be processed with SPSS software with path analysis.

## Results and Discussion

### Results

Table 1 Results of Path Coefficient Calculation First Sub Structure

Path	Coefficient	t count	Sig.	Description
The path coefficients compensation to job satisfaction( $\rho_{x3x1}$ )	0.528	9.272	0.000	Significant
Path coefficient Education Level on job satisfaction( $\rho_{x3x2}$ )	0.140	3.820	0.000	Significant
R Square = 0.926				
F <sub>count</sub> = 767 845				

Source: Primary Data Processed (2018)

Based on the results of the calculation of path analysis in the table above, it can be explained as follows:

1. Compensation path coefficient for job satisfaction ( $\rho_{x3x1}$ ) of 0,528 and  $t_{count}$  of 9,272 at a significance value of 0,000 which means that the path coefficient is significant.
2. The education level path coefficient on job satisfaction ( $\rho_{x3x2}$ ) is 0,140 and  $t_{count}$  is 3,820 at a significance value of 0,000, which means that the path coefficient is significant.
3.  $F_{count}$  is 767,845 >  $F_{table}$  3,91 which means that the compensation variable and level of education variable simultaneously influence the job satisfaction variable.

### Path Analysis Calculation Results Second Sub Structure

Based on the results of path analysis calculations in the Table below, it can be explained as follows:

- a. Variable path coefficient compensation for commitment organization ( $\rho_{Yx1}$ ) of 0.526 and  $t_{count}$  of 6.436 at a significance value of 0.000, which means that the path coefficient is significant.
- b. The path level variable education coefficient (X2) on organizational commitment ( $\rho_{Yx2}$ ) is 0.146 and  $t_{count}$  is 2.712 at a significance value of 0.008 which means that the path coefficient is significant.

- c. The path coefficient of job satisfaction variable (X3) on organizational commitment ( $\rho_{X4 \times 3}$ ) is 0.394 and  $t_{count}$  is 4.570 at a significance value of 0,000 which means that the significant path coefficient
- d.  $F_{count}$  is 535,396 >  $F_{table}$  3.06 which means that the compensation variable, the level of education and job satisfaction simultaneously influence organizational commitment.

Table 2 Path Coefficient Calculation Results Second Sub Structure

Path Path	Coefficient	t count	Sig.	Description
of compensation variable path coefficient (X1) on organizational commitment ( $\rho_{Y \times 1}$ )	0,526	6,436	0,000	Significant
education level variable path coefficient (X2) on organizational commitment ( $\rho_{Y \times 2}$ )	0,146	2,712	0,008	Significant
variable path coefficient Job satisfaction (X3) towards Organizational Commitment ( $\rho_{Y \times 3}$ )	0,394	4,570	0,000	Significant
R Square = 0,903				
F = 535,396				

Source: Processed Primary Data (2018)

### Hypothesis Testing

**1. Hypothesis 1: Compensation has a significant and positive effect on the Job Satisfaction**

The first hypothesis states that compensation has a significant and positive effect on the job satisfaction to teachers of SMPN in the city of Padang Panjang. Based on the calculation results show competence path coefficient value of work motivation ( $\rho_{X3 \times 1}$ ) = 0,528 and  $t_{count}$  is 9,272 and sig 0,000 < 0,05 then  $H_0$  is rejected and  $H_a$  accepted. The test results can be concluded that compensation has a significant and positive effect on the job satisfaction of SMPN teachers in city of Padang Panjang.

**2. Hypothesis 2: Education Levels have a significant and positive effect on Job Satisfaction**

The second hypothesis states that the level of education has a significant and positive effect on job satisfaction for SMPN teachers in Padang Panjang City. This means  $H_2$  is accepted. Based on the results of path coefficient calculation shows great education level on job satisfaction of teachers ( $\rho_{X3 \times 2}$ ) = 0,140 and  $t_{count}$  is 3,820 and sig 0,000 < 0,05 then  $H_0$  is rejected and  $H_a$  accepted. The results of the test can be concluded that the level of education has a significant and positive effect on the job satisfaction of SMPN teachers in the city of Padang Panjang. This means  $H_2$  is accepted.

**3. Hypothesis 3: Compensation has a significant and positive effect on organizational commitment**

The third hypothesis states that compensation has a significant and positive effect on the commitment of the SMPN Teachers' organization in the City of Padang Panjang. Based on calculations showed large coefficient compensation path to organizational commitment ( $\rho_{Y \times 1}$ ) = 0,526 and was  $t_{count}$  6,436 and sig 0,000 < 0,05 then  $H_0$  is rejected and  $H_a$  accepted. The test results can be concluded that Compensation has a significant and positive effect on the organizational commitment of the SMPN Teachers in the City of Padang Panjang. This means that  $H_3$  is accepted.

**4. Hypothesis 4: Educational Levels has a Significantly and Positive Influence on Organizational Commitment**

The fourth hypothesis states that the level of education has a significant and positive effect on organizational commitment to teachers of SMPN in Padang Panjang City. Based on calculations showed large path coefficient of education level on organizational commitment ( $\rho_{Y \times 2}$ ) = 0,146

and  $t_{count}$  is 2,712 and sig 0,008 < 0,05 then  $H_0$  is rejected and  $H_a$  accepted. The results of the test can be concluded that the level of education has a significant and positive effect on the commitment of the teachers of SMPN Teachers in Padang Panjang City. This means that  $H_4$  is accepted.

**5. Hypothesis 5: Job Satisfaction has a significant and positive effect on the Organizational Comitment**

The fifth hypothesis states that Job Satisfaction has a significant and positive effect on the organizational commitment of SMPN Teachers in Padang Panjang City. Based on the results of path coefficient calculation shows great job satisfaction on organizational commitment ( $\beta_{yx3}$ ) = 0,394 and  $t_{count}$  was 4,570 and sig 0,000 < 0,05 then  $H_0$  is rejected and  $H_a$  accepted. The test results can be concluded that job satisfaction has a significant and positive effect on the organizational commitment of SMPN Teachers in Padang Panjang City. This means that  $H_5$  is accepted.

## Discussion

**1. Effect of Compensation on Organizational Commitment**

Based on the results of hypothesis testing, found that there was a positive effect of compensation on organizational commitment to teachers of SMPN in Padang Panjang City. Then the calculation of the results of the direct influence between compensation variables and organizational commitment found that the direct effect is greater than the indirect effect. The form of the relationship between compensation and organizational commitment is positive, meaning that if the higher compensation received by a teacher in a city in Padang Panjang, the impact will increase the teacher's organizational commitment to Teachers of SMPN in Padang Panjang City.

This finding is also in accordance with the research of Ogunnaike, Oyewunmi, and Famuwagun (2016) which shows that compensation has a significant influence on organizational commitment. Furthermore, research conducted by Ariffin and CHe Ha (2015) and Nawab and Bhatti (2011) show the same findings, namely compensation has a positive and significant effect on organizational commitment, meaning that if the compensation provided by the organization meets the needs of employees then the employee always work hard in the organization.

**2. The Influence of Compensation on Organizational Commitment through Job Satisfaction**

Based on the results of testing the indirect effect, indicating that compensation has an effect on organizational commitment through job satisfaction for Teachers of SMPN in Padang Panjang City. The findings indicate that the value of the direct effect of the compensation variable on organizational commitment is greater than the indirect effect.

This finding is supported by a study by Prabowo (2016) who said that compensation has a positive and significant influence on organizational commitment. The study also found that compensation has an indirect effect on organizational commitment through nurse job satisfaction and contract midwives. This means that the influence between compensation and organizational commitment is reinforced by the variable job satisfaction, in other words, organizational commitment will influence organizational commitment through job satisfaction.

**3. The Influence of Educational Levels on Organizational Commitment**

Based on the results of hypothesis testing, it was shown that the Education Level had an effect on organizational commitment to Teachers of SMPN in the City of Padang Panjang. The form of the relationship between variable levels of education with organizational commitment is positive, meaning that the findings indicate that the level of education provides meaning or contribution to organizational commitment. So, it can be emphasized that the higher the level of education of a teacher can increase his commitment to the School Organization. But if the level of education is

getting lower then it will give a negative influence on organizational commitment. These findings prove that organizational commitment is determined by the level of education it has.

This finding is in accordance with the research conducted by Ariffin and CHe Ha (2015) which shows that the level of education has a positive and significant effect on organizational commitment, stating that the higher education possessed by each employee will affect the rank or class of the employee itself and also to fulfill the criteria in job promotion by considering employee commitment to the organization.

#### **4. The Influence of Educational Levels on Organizational Commitment through Job Satisfaction**

Based on the results of the analysis showed that the level of education has an effect on organizational commitment to Teachers of SMPN in the City of Padang Panjang. Educational level variables have a significant effect on organizational commitment, meaning that the findings indicate that the level of education provides meaning or contribution to organizational commitment. So, it can be emphasized that the higher the level of education can increase organizational commitment. then these findings indicate that there is an indirect influence between the level of education and organizational commitment through job satisfaction.

This finding is supported by research conducted by González, Sánchez, and Guzman (2016) with the aim of determining the impression of the education stage regarding job satisfaction and commitment of hotel worker organizations in the Cordoba region, Spain. By using path analysis with the SPSS program the results of the study found that the education stage affected job satisfaction. Job satisfaction also affects organizational commitment and job satisfaction mediating the relationship between education and commitment.

#### **5. The Influence of Educational Levels on Job Satisfaction**

Based on the results of hypothesis testing, found that the level of education had a positive effect on job satisfaction for teachers of SMPN in Padang Panjang City. The form of the relationship between education level variables with job satisfaction is positive, meaning that the findings indicate that the level of education provides meaning or contribution to teacher job satisfaction. If the teacher's education level is higher, then his job satisfaction will increase. Vice versa if the lower the level of education of a teacher, then job satisfaction will decrease.

These findings are supported by previous research, namely research conducted by Petrovic et al. (2013) which shows that the level of education has a positive and significant effect on employee job satisfaction, meaning that the higher the level of education of employees will affect the knowledge possessed by each employee who can help mitigate workloads such as planning, adjusting to new procedures, knowledge of new technologies and decision making in work.

#### **6. The Effect of Compensation on Job Satisfaction**

Based on the results of examining hypotheses, it is known that there is a positive and significant effect of compensation on job satisfaction for teachers of SMPN in Padang Panjang City. The influence is the biggest influence compared to the influence of other variables. This means that compensation provides the greatest contribution to the variable job satisfaction compared to other variables, namely the level of education. This finding shows that the relationship between variable compensation and job satisfaction is positive. This means that these findings indicate that compensation provides meaning or contribution to job satisfaction.

The findings are also in accordance with the Humaeroh et. al (2015) which shows that compensation in the form of financial and non-financial positive and significant effect on employee job satisfaction, By getting compensation it will meet the needs of employees who will have an impact on job satisfaction.

Furthermore, the findings are also supported by Prabowo's (2016) study which said that compensation has a positive and significant influence on organizational commitment. The study also found that compensation has an indirect effect on organizational commitment through nurse job satisfaction and contract midwives. This means that the influence between compensation and organizational commitment is reinforced by the variable job satisfaction, in other words, organizational commitment will influence organizational commitment through job satisfaction.

#### **7. Effect of Job Satisfaction on Organizational Commitment**

Based on the results of hypothesis testing, found that job satisfaction has an effect on organizational commitment to Teachers of SMPN in the City of Padang Panjang. The form of the relationship between the variable satisfaction with organizational commitment is positive, meaning that the findings indicate that job satisfaction provides meaning or contributes to organizational commitment.

This has been supported by previous research, namely research conducted by Demirtas (2015) Employee job satisfaction has a close relationship with commitment, meaning that a high level of job satisfaction will affect commitment, where these variables will be able to increase and can also reduce the level of commitment. This means that job satisfaction is directly related to employee organizational commitment.

### **Conclusion**

Based on the results of the research and discussion as described in the previous chapter, conclusions can be taken as follows: Compensation has a significant and positive effect on the job satisfaction teachers of SMPN in Padang Panjang City. In this finding, it was found that the greatest influence was the influence between compensation variables on job satisfaction. Compensation has a significant and positive effect on organizational commitment to SMPN Teachers in Padang Panjang City. Education level has a significant and positive effect on job satisfaction. The higher the level of education of a teacher, the more job satisfaction increases. The level of education has a significant and positive effect on Organizational Commitment. Job Satisfaction has a significant and positive effect on organizational commitment. Compensation has a significant and positive effect on organizational commitment through job satisfaction for SMPN teachers in Padang Panjang City. The level of education has a significant and positive effect on organizational commitment through the satisfaction of teachers of junior high school in the city of Padang Panjang.

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