Work Environment and Compensation on Teacher Performance: The Mediating Role of Work Professionalism

Joko Suyono¹ *, Yusuf Siswanto¹, Arasy Alimudin¹, Damarsari Ratnasahara Elisabeth²
Universitas Narotama, Jl. Ariel Rahman Hakim No.51, Klampis Ngasem, Kec. Sukolilo, Kota SBY, Jawa Timur 60117, Indonesia¹
Sekolah Tinggi Ilmu Ekonomi Mahardhika, Jl. Wisata Menanggal No. 42A, Surabaya, Jawa Timur 60234, Indonesia²

*Corresponding Author: joko.suyono@narotama.ac.id

ABSTRACT

Purpose: This research was conducted at SMA (Senior High School) and SMK (Vocational High School) Kawung 2 Surabaya with the aim of analyzing the influence of the work environment on teacher performance, analyzing the effect of compensation on teacher performance, and analyzing the effect of work professionalism on teacher performance, analyzing the influence of work environment mediated by work professionalism on teacher performance, analyzing the effect of compensation mediated by work professionalism on teacher performance.

Design/methodology/approach: The population of this study were teachers of SMA and SMK Kawung 2 Surabaya with a total of 52 teachers. Data analysis using multiple linear regression using SPSS software.

Findings: The results showed that work environment has a significant effect on teacher performance, compensation has a significant effect on teacher performance, work professionalism has a significant effect on teacher performance, work professionalism is able to mediate the effect of work environment on teacher performance, and work professionalism is able to mediate the effect of compensation on performance teacher.

Paper type: Research paper

Keyword: Work Environment, Compensation, Work Professionalism, Teacher Performance

Received : January 6th
Revised : January 16th
Published : March 31th

I. INTRODUCTION

Education is an important thing in human life, especially in the present. Without education, people will be left behind by the progress of the times that are developing all the time in any part of the world. Especially in the era of globalization of information, where there is so much information flow, whether it is positive or negative, even true or not. At this time the development of the world of education is growing very rapidly, almost all regions, both in big cities and small cities, have schools, both play group level schools, kindergartens, elementary schools, junior high schools and senior high schools and also vocational high schools. Likewise in Surabaya, many schools have been established, ranging from elementary schools to senior high schools or vocational high schools (SMK). The establishment of these schools certainly demands consequences for the performance of educators and education personnel to improve their performance. The success of a school in achieving the expected goals depends on the quality of human resources which is the most dominant factor for the school. The teacher plays an important role in improving the performance of the school, because the school will not progress and develop without being supported by the ability of the teacher even though the school has good facilities and infrastructure. A teacher must work professionally in order to be able to produce efficient and effective output and of course it will be able to improve their performance. A good work environment is also very necessary to improve teacher performance because a good work environment will be able to motivate teachers to work well and be highly motivated to improve their performance. A teacher also needs to be given
good compensation, in accordance with his performance so that the teacher feels appreciated and recognized for his work.

Employee performance is a result achieved by workers in their work according to certain criteria that apply to a particular job. (Robbins & Stephen P., 2013) explains that employee performance is a function of the interaction between ability and motivation. Furthermore, Robbins & Stephen P., (2013) states that performance goal setting is to set targets that are useful not only for evaluating performance at the end of a period but also for managing work processes during that period. Employee performance is a result achieved by workers in their work according to certain criteria that apply to a particular job. According to Robbins & Stephen P., (2013), employee performance is a function of the interaction between ability and motivation. Mangkunegara & AA. Anwar Prabu, (2015) performance is the result of work both in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. Good performance is optimal performance, in the sense that performance is in accordance with organizational standards and supports the achievement of organizational goals, vision and mission of the organization. Increasing employee performance will bring progress for the organization to be able to survive in an increasingly fierce competition. In this case, employee performance is influenced by several factors, both those related to the workforce itself and those related to the organizational environment. Each organization is ensured to have a rule and order that must be followed by all employees, which means that attendance, all employees are required to attend according to the hours set by each company.

In an organization, the work environment is important and needs to be considered by the leadership of the organization, because the work environment is a facility or place that plays a role in an organization, including institutional organizations where the work environment greatly affects employee satisfaction and performance improvement. Alex S & Nitisemito, (2014) states that the work environment is everything that is around the employee and which can affect him in carrying out the assigned tasks. According to Robbins & Stephen P., (2013): “Employees enjoy the physical conditions around the workplace that are not dangerous or troublesome, the presence of temperature, light, noise and other environmental factors should not be extreme. The formation of a work environment related to human capabilities and productivity are influenced by physical, chemical, biological, physiological, mental and socio-economic factors. The opinion that states that work environment is a concrete and abstract environment that surrounds someone's work, was stated by Sarwoto, (2011) where according to him the work environment is an atmosphere that affects workers in carrying out activities that are charged in a certain place. From the expert's opinion, what is meant by the work environment is a physical and non-physical condition around the employee that can affect the employee's work productivity. Work environment which includes lighting, music, air circulation, noise layout and so on where its existence can reduce boredom and fatigue from employees and affect the tasks and activities that are assigned.

Good compensation is needed to improve performance (Muazza, 2019; Papilaya et al., 2019). Compensation, according to Panggaebean, (2014), can be defined as any form of award given to employees as remuneration for their contributions to the organization. Furthermore, Gouzali & Saydam, (2010) argues that compensation is a form of company compensation for the sacrifice of time, energy, and thoughts that have been given by them (employees) to the company. In addition to compensation, professionalism is also needed to improve performance (Idris et al., 2017; Sari et al., 2019). Professionalism according to Siagian, (2014) professionalism is, "Reliability and expertise in carrying out tasks so that they are carried out with high quality, on time, carefully, and with procedures that are easy to understand and follow by customers." Meanwhile Sedarmayanti, (2017) states that, "Professionalism is an attitude or situation in carrying out work requiring expertise through certain education and training and is carried out as a job that becomes a source of income"-. A person who has professionalism in his work always encourages himself to create professional work. Someone who has professionalism at work will always try to manifest himself in accordance with what has been determined by his boss. Professionalism is very important for everyone to have, in addition to its enormous benefits for others, professionalism can also help teachers to become better individuals.

From the statements above the research questions can be drawn of whether work environment affects teacher performance, compensation affects teacher performance, work professionalism is able to mediate the effect of work environment on teacher performance, work professionalism is able to mediate the effect of compensation on teacher performance, work professionalism affects teacher performance.

A. Literature Review And Hypothesis
1. Performance
   According to Steers & Porter, (2013), employee performance is a combination of three important factors include the ability, temperament and interest of a worker; clarity and acceptance of the explanation of the role of a worker; and the level of work motivation. The higher the quality and quantity of the employee's work, the higher the performance. So the performance is the quality and quantity of work completed by employees.
   According to Gomes & Faustino, (2013) suggests that employee work performance is based on:
1. Quantity of Work, namely the number of work results obtained in a certain period of time.
2. Quality of Work, namely the quality of work achieved based on terms of suitability and readiness.
3. Job Knowledge, the breadth of knowledge about work and skills.
4. Creativeness, namely the authenticity of ideas that arise and actions to solve problems that arise.
5. Cooperative, namely the willingness to cooperate with other people (fellow members of the organization).
6. Dependability, namely awareness and trustworthiness in terms of attendance and task completion.
7. Initiative, namely the spirit to carry out new tasks and to enlarge its responsibilities.
8. Personal Qualities, which concerns personality, leadership, hospitality, and personal integrity.

2. Work Environment

According to Alex S & Nitisemito, (2014) states that the work environment is everything that is around the employee and which can affect him in carrying out the assigned tasks. According to Robbins & Stephen P., (2013), employees enjoy the physical condition around the workplace that is not dangerous or troublesome, the presence of temperature, light, noise and other environmental factors should not be extreme. The formation of a work environment related to human capabilities and productivity is influenced by physical, chemical, biological, physiological, mental and socio-economic factors. Work environment which includes lighting, music, air circulation, noise layout and so on, where its existence can reduce boredom and fatigue from employees and affect the tasks and activities assigned. Moreover Alex S & Nitisemito, (2014) explains things that are included in the work environment of employees, including equipment and facilities, work atmosphere (Nonphysical Working Environment), workplace environment (Physical Working Environment). According to Moenir, (2015), equipment and facilities are everything that is occupied and enjoyed by employees both in a direct relationship with work and for the smooth running of work. A good employee work atmosphere is very beneficial for the institution in its efforts to achieve the effectiveness of the institution’s work. A good work atmosphere is created by properly and well organized organization, this is in accordance with the opinion of Sarwoto, (2011) that a good working atmosphere is generated, especially in structured organizations. Well, a lot of good work. A good working environment condition will have a big influence in increasing employee productivity because it plays an important role in reducing boredom and tired. On the other hand, if the work environment is not good, then employee productivity will decrease because employees feel disturbed in carrying out their work activities (Sarwoto, 2011).

d. Work Environment and Performance

According to Hasbay & Altundag, (2018) conducted research on the influence of the work environment on teacher performance. The results showed that teacher performance was influenced mostly by management factors, followed by work environment and salary. Edo et al., (2018) conducted a research of working environment and teachers‘ productivity in secondary schools. The results showed that adequate lighting in the learning environment, a reasonable temperature provides comfort and relaxation to teachers, spacious offices and classrooms create opportunities for special learning activities, thereby reducing the risk of noisedisturbance.

H1: work environment has an effect on teacher performance.

3. Compensation

Compensation is all income in the form of money, direct or indirect goods received by employees as compensation for services provided to the company Hasibuan & P., (2017). Compensation is in the form of money, meaning that the salary is paid in currency to the employee concerned. Compensation according to Tanjung & Hendri, (2013) is anything that is received by employees as remuneration for efforts that have been given to the company. This is important to do because it is a factor that encourages employee participation in the company and besides that it is the right of employees because they have contributed their energy and thoughts for the progress and development of the company. For that compensation must be given wisely in accordance with the duties and responsibilities of the employees concerned.

According to Hasibuan & P., (2017) suggests the objectives of providing compensation, including:
1. Cooperation bond. With the provision of compensation, there is a formal partnership between the employer and the employee, where the employee must do his / her duties properly, while the employer is obliged to pay the compensation in accordance with the agreed agreement.
2. Job satisfaction. With remuneration, employees will be able to fulfill their physical, status, social and egoistic needs, so that they get job satisfaction from their position.
3. Effective procurement. If the compensation program is set large enough, it will be easier to procure qualified employees for the company.
4. Motivation. If the remuneration provided is large enough, the manager will be easy enough to motivate his subordinates.
5. Employee stability. With compensation based on fair and proper principles and external competitive consistency, employee stability is more secure because turnover is relatively small.
6. Discipline. By providing a large enough remuneration, employee discipline will be better. They will be aware and obey the rules that apply.
7. Trade union influence. With a good compensation program the influence of labor unions can be avoided and employees will concentrate on their work.
8. Government influence. If the compensation program is in accordance with applicable labor laws (such as minimum wages) then government intervention can be avoided.

According to Flippo & B., (2013) suggests important factors that influence compensation policy, including demand and supply. The law of supply and demand in practice will primarily result in the prevailing wage rate. If there is something that results in an increase in the employer's demand for labor, there will be a tendency to increase compensation, the reverse of such a situation may result in a decrease in employee compensation. Second, the labor union. The increase in the strength of the trade unions was due in part to the fact that the interests of the employees had not received the same attention that was paid to the other components of the company. Third, the ability to pay. If firms are generally affluent and able to pay, then there is a tendency to offer higher prices to the workforce as a whole. Fourth, productivity. the widespread use of the productivity index as the main solution to compensation. Fifth, the cost of living. Adjustment of compensation to cost of living is not a fundamental solution to fair employee compensation. The use is temporary during times of inflation where workers are forced to follow price increases. And sixth is government. The government has enacted a standard labor law that determines the minimum wage and standard work output for all companies.

a. Compensation and performance

According to Fauzi & Usman, (2015) conducted a study of the effect of compensation on employee performance. The results showed that compensation had a significant positive effect on employee performance. Idris et al., (2017) conducted a study on the effect of compensation on lecturers' professionalism and performance. The results of this study provide evidence that financial and non-financial compensation has a positive and significant effect on lecturer professionalism.


4. Professionalism

Professionalism can be defined as a person's ability and skills in doing work according to their respective fields and levels. According to Harea & Andrias, (2004), professionalism is first of all a matter of attitude. Then he said there were several things that could be considered to represent an attitude of professionalism, include high skills, service provision that was oriented towards the public interest, strict supervision of work behavior and a remuneration system which was a symbol of work performance. According to Sedarmayanti, (2017) professionalism shows work results that are in accordance with the technical or ethical standards of a profession. Work activities are usually associated with income in the form of money. To create a level of professionalism in carrying out the institutional mission, the basic requirements are the availability of reliable human resources, well-programmed work, and available time to implement the program as well as adequate financial support and adequate facilities and supporting facilities. Professionalism according to Sedarmayanti, (2017) is a pillar that will place the bureaucracy as an effective machine for the government and as a parameter of apparatus proficiency in working well. The measure of professionalism is competence, effectiveness, and efficiency as well as being responsible. Another view, such as Siagian, (2014), states that what is meant by professionalism is reliability in carrying out tasks so that they are carried out with high quality, on time, carefully, and with procedures that are easy to understand and follow by customers. Maister & H., (2013) says that professional people are people who are relied on and trusted because they are expert, skilled, knowledgeable, responsible, diligent, full of discipline, and serious in carrying out their job duties.

a. Professionalism and performance

According to Martak & Marwan N.M., (2015) conducted a study entitled of the influence of professionalism and organizational commitment on work performance through job satisfaction in auditors of the Public Accountant Firm in Surabaya. The results showed that professionalism had a significant effect on job satisfaction.

H3: work professionalism has an effect on teacher performance

b. Work professionalism mediates the influence of the work environment on performance

According to Prilian et al., (2014) conducted research on the influence of the work environment on employee performance. The results of this study indicate that the work environment has a positive relationship and influence on employee performance. Prabayantti et al., (2018) conducted research on the influence of professionalism, organizational culture and organizational commitment on auditor performance. The results of this study indicate that professionalism, organizational culture and organizational commitment have a positive effect on auditor performance.

H4: work professionalism mediates the influence of the work environment on performance.
c. Work professionalism mediates the effect of compensation on performance

According to Idris et al., (2017) conducted a study on the effect of compensation on lecturers' professionalism and performance. The results of this study provide evidence that financial and non-financial compensation has a positive and significant effect on lecturer professionalism. Marheno et al., (2016) also conducted research on professionalism and work motivation on teacher performance with the work environment as a moderating variable. The results of the analysis show that teacher professionalism has a significant positive effect on teacher performance.

H5: work professionalism mediates the effect of compensation on performance

![Figure 1. Research Model](image)

**II. METHOD**

**A. Population and sample**

The population in this study were all teachers of High Senior School, SMA and SMK Kawung2 Surabaya, Indonesia with a total of 52 people. Technique to determine the sample size using the total sampling and all the population take as sample.

1. **Data collection technique**

   The questionnaire technique is used to obtain data related to the research variables. The questionnaire is arranged in the form of a closed statement with 5 (five) alternative answers using Likert scale.

2. **Data analysis technique**

   Data analysis technique used to analyze questionnaires that have been filled out by respondents is path analysis

**III. RESULTS AND DISCUSSIONS**

**A. Path Analysis**

Data analysis in this study was carried out with path analysis. The path analysis model is an extension of multiple linear regression analysis or path analysis is the use of regression analysis to estimate the causal relationship between variables that have been previously determined based on theory (Ghozali, 2018).

a. Model I Path Coefficient
Table 1. Regression Model I

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>4,988</td>
<td>1,538</td>
<td>3,244</td>
<td>.001</td>
</tr>
<tr>
<td>1</td>
<td>Work Environment</td>
<td>.172</td>
<td>.054</td>
<td>3,169</td>
</tr>
<tr>
<td></td>
<td>Compensation</td>
<td>.540</td>
<td>.065</td>
<td>8,333</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Work Professionalism

Based on the table above, it is known that the significance value of the two variables, namely work environment and compensation, is less than 0.05. This shows that there is a significant relationship between the work environment and compensation on work professionalism.

Table 2. Results of Correlation and Determination Coefficient Analysis Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.631a</td>
<td>.398</td>
<td>.390</td>
<td>3,098</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), compensation, work environment

Based on the table above, it is known that the magnitude of R2 or R square is 0.398. This shows that the contribution or contribution of the influence of the work environment and compensation to work professionalism is 39.8%; while the remaining 60.2% is the contribution of other variables not examined in this study.

The following is the path diagram of the structure I model in this study:

![Path Diagram Model I](image)

Figure 2: Path Diagram Model I

b. Model II Path Coefficient

Following are the results of model II regression analysis:
Table 3. Regression Model II

Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>0.363</td>
<td>0.175</td>
<td>2.072</td>
<td>0.040</td>
</tr>
<tr>
<td>1</td>
<td>Work Environment</td>
<td>0.172</td>
<td>0.006</td>
<td>0.439</td>
</tr>
<tr>
<td>Compensation</td>
<td>0.210</td>
<td>0.009</td>
<td>0.447</td>
<td>24.498</td>
</tr>
<tr>
<td>Work Professionalism</td>
<td>0.171</td>
<td>0.009</td>
<td>0.367</td>
<td>19.630</td>
</tr>
</tbody>
</table>

Based on the table above, it is known that the significance value of the three variables, consist of work environment, compensation and work professionalism are less than 0.05. This shows that there is a significant relationship between work environment, compensation and work professionalism on teacher performance.

Table 4. Results of Correlation and Determination Coefficient AnalysisModel Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.983a</td>
<td>0.966</td>
<td>0.966</td>
<td>0.342</td>
</tr>
</tbody>
</table>

Based on the table above, it is known that the magnitude of R2 or R square is 0.996. This shows that the contribution of the influence of the work environment, compensation and work professionalism on teacher performance is 96.6%; while the remaining 3.4% is the contribution of other variables not examined in this study.

Following the path diagram of the structure model II in this study

Figure 3. Path Diagram Model II

B. Hypothesis testing

1. Analysis of the influence of the work environment on teacher performance
   From the results of data analysis, it is obtained a significance value of 0.000 < 0.05, so it can be concluded that there is a direct influence of the work environment on teacher performance.

2. Analysis of the effect of compensation on teacher performance
   From the results of data analysis, it is obtained a significance value of 0.000 < 0.05, so it can be concluded that there is a direct effect of compensation on teacher performance.
3. Analysis of the influence of the work environment through work professionalism on teacher performance
It is known that the direct effect of work environment variables on teacher performance is 0.439. While the indirect effect of the work environment through work professionalism on teacher performance is the multiplication of the beta value of the work environment on work professionalism and the beta value of work professionalism on teacher performance, namely: 0.204 X 0.367 = 0.074. Then the total effect given by the work environment on teacher performance is the direct effect plus the indirect effect, namely: 0.439 + 0.074 = 0.513. Based on the results of these calculations, it is known that the value of the direct effect is 0.485 and the indirect effect is 0.513, which means that the value of the indirect effect is greater than the direct effect. These results indicate that indirectly work environment variables through work professionalism have a significant effect on teacher performance.

It is known that the direct effect of compensation on teacher performance is 0.447. While the indirect effect of compensation through work professionalism on teacher performance is the multiplication of the compensation beta value on work professionalism with the value of work professionalism on teacher performance, namely: 0.536 X 0.367 = 0.196. Then the total effect that is given compensation on teacher performance is the direct effect plus the indirect effect, namely: 0.447 + 0.196 = 0.643. Based on the results of these calculations, the value of the direct effect is 0.447 and the indirect effect is 0.643 which means that the value of the indirect effect is greater than the direct effect. These results indicate that indirectly the compensation variable through work professionalism has a significant effect on teacher performance.

5. Analysis of the effect of work professionalism on teacher performance
From the results of data analysis, it was obtained a significance value of 0.000 < 0.05, so it can be concluded that there is a direct effect of work professionalism on teacher performance.

IV. CONCLUSIONS

Based on the analysis results obtained a significance value of 0.000 < 0.05, so it can be concluded that there is a direct effect of the work environment on the performance of teachers at SMA (senior high school) and SMK (vocational high school) Kawung 2 Surabaya. Alex S & Nitisemito, (2014) states that the work environment is everything that is around the employee and which can affect him in carrying out the assigned tasks. The results of this study indicate that the work environment affects the performance of teachers at SMA and SMK Kawung 2 Surabaya. Thus, if the work environment is getting better, it is expected that it will influence and improve the performance of teachers. The existence of a good work environment makes the teachers more enthusiastic at work so that they can improve their performance.

Based on the data analysis, it was obtained a significance value of 0.000 < 0.05, so it can be concluded that there was a direct effect of compensation on the teachers performance of SMA and SMK Kawung 2 Surabaya. The results of this study indicate that compensation has an effect on the performance of teachers. The existence of good compensation provided will greatly support teachers in their work so that they can improve their performance. Teachers will feel comfortable at work and generate morale to get the results expected by SMA and SMK Kawung 2 Surabaya if compensation is given in accordance with the provisions and policies of SMA and SMK Kawung 2 Surabaya.

Based on the results of data analysis, it was found that indirectly the work environment variable through work professionalism had a significant effect on the performance of teachers in SMA and SMK Kawung 2 Surabaya. The results of this study indicate that if the work environment becomes better it will influence and improve teacher performance. The existence of a good work environment makes the teachers safer and more comfortable at work and also more enthusiastic at work so that they can improve their performance. On the other hand, the existence of work professionalism is considered to mediate the influence of the work environment on the performance of teachers. This is because there is a good work environment balanced with work professionalism, so the teachers are very excited to improve their performance.

Based on the results of data analysis, it is found that indirectly the compensation variable through work professionalism has a significant effect on the performance of SMA and SMK Kawung 2 Surabaya teachers. The compensation given by SMA and SMK Kawung 2 Surabaya will greatly support teachers in their work so that they can improve their performance. Teachers of SMA and SMK Kawung 2 Surabaya will feel comfortable at work and generate morale to get the results expected by SMA and SMK Kawung 2 Surabaya if the compensation provided is sufficiently decent. On the other hand, the existence of work professionalism is considered to mediate the effect of compensation on the teacher performance of SMA and SMK Kawung 2 Surabaya. This is due to the
fulfillment of compensation for teachers balanced with work professionalism, making teachers of SMA and SMK Kawung 2 Surabaya always try to improve their performance.

Based on the results of data analysis, it was obtained a significance value of 0.000 < 0.05, so it can be concluded that there is a direct effect of work professionalism on teacher performance of SMA and SMK Kawung 2 Surabaya. The results of this study indicate that work professionalism has an influence on the performance of teachers. If the teachers work professionally, they will be able to improve their performance for the better.

ACKNOWLEDGMENTS

The author would like to thank the principal of SMA and SMK Kawung 2 Surabaya for his support to the author in conducting research for journal writing. The author also expresses his deepest gratitude to the Head of the Master Management Study Program, Narotama University, for his guidance to the author.

REFERENCES


