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THE EFFECT OF SALARY AND LOYALTY ON THE PERFORMANCE OF SETIBEL TUTORING TEACHERS IN MOJOSARI, MOJOKERTO REGENCY

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ABSTRACT

This study aims to analyze the effect of salary and loyalty on the performance of Bimbel Setibel teachers in Mojosari, Mojokerto Regency. The research method used is quantitative with data collection through questionnaires distributed to Bimbel Setibel teachers. The results of the study are expected to provide information on how much influence the salary and loyalty of teachers have on their performance. Other studies show that the level of teacher income is positively correlated with teaching performance. Teacher loyalty also has a significant effect on performance. Adequate compensation can increase teacher work loyalty. Job satisfaction is needed to increase teacher loyalty and has a positive impact on improving performance. This study is expected to provide implications for Bimbel Setibel management in improving teacher performance through increasing salary and loyalty.

Keywords: *salary, loyalty, and performance of setibel teachers*

INTRODUCTION

Setibel Tutoring Center in Mojosari is facing challenges in retaining high quality teachers. The teacher turnover rate is relatively high, reaching 30% per year (Internal Data of Setibel Tutoring Center, 2022) which negatively impacts teaching quality and students' satisfaction. The decline in quality is attributed to a lack of development support from management, which has not been cooperative in maintaining student enrollment, tache salaries, and career development programs. To resolve the problem, the management of setibel tutoring center began to gradually adjust teacher salaries. Increasing the average teacher salary by 15% in 2023 and 10% in 2024 (Internal Data of Setibel Tutoring Center, 2024). In addition, they introduced additional benefits such as performance-based incentives, personal development training, and a more conductive work environment. This study is limited to teachers at setibel tutoring center in Mojosari, with the scope focused only on salary and loyalty. (Ma'ruf, 2021) Indirectly, it shows that salary or incentives affect employee loyalty. This effort is made to improve teacher satisfaction and loyalty.

METHOD

This study utilized reported data provided by respondents through a Linkert scale questionnaire, with answer choices spanning from completely disagree to completely agree via google forms. This study uses a quantitative approach with variable salary (X1), loyalty (X2) and performance (Y). A question was considered valid if it showed a significant correlation with the total score when the calculated correlation coefficient r count > r (two tailed test at a significance level of 0,05) (Armadita, 2021). Reliability testing was conducted using the Cronbach Alpha (α) score above r table > 0,70. Classical assumption test included normality and multicollinearity test. (Sugiyono, 2022) Regresi linier multiple analysis was performed using the equation:

$$Y = a + b1X1 + b2X2 + e$$

Where:

Y	= Performance
X1	= Salary
X2	= Loyalty
a	= constant
b	= Regression Coefficient
e	= error

Hypothesis testing involved the coefficient to determine whether the independent test (adjusted R2) and statistic test t (t-test). The partial test examined the individual partial regression coefficient to determine whether the independent variable (X1 and X2) had a significant effect on the dependent (Y).

RESULT AND DISCUSSION

Finding

Respondent identity

The respondents are 30 active teachers at Setibel Tutoring Center located in Dsn. Kebon Ds. Kebondalem RT. 10 RW. 03 Mojosari, Mojokerto regency. Where the most respondents came from the 24-27 age group, namely 14 people (46,7%), followed by the 28-31 age group of 8 people (26.7%), then the 20-23 age group of 5 people (16,6%), and the last was the 32-35 age group of 3 people (10%). Where based on gender the respondent of 28 people (93,3%) woman, and 2 people (6,7%) men.

In the variable salary (X1), as many 0,643% of respondent strongly disagree, 1,929% disagree, 58,842% agree, and 38,585% strongly agree with the salary indicator statements.in the variable loyalty (X2) 0,075% of respondents strongly disagree, 1,051% disagree, 42,117% agree, and 56,756 % strongly agree. This finding shows that loyalty provided by the company to the tutoring teachers has been very good. In the variable performance (Y) as many 0% of respondent strongly disagree, 2,143% disagree, 50,885% agree and 46,971% strongly agree. The performance of tutoring teachers has been satisfactory and aligns well with the responsibilities outlined in their job descriptions.

Instrument test

1. Validity test

The validity test is used to measure the extent to which the study can reveal data that is truly in accordance with the variable under study.

Table 1 validity test of salary (X1)

No	Statements	R Count	R table	Sig.	Result
1	The salary I receive is commensurate with the performance I deliver (X1.1.1)	0.555	0,3610	0.00	Valid
2	The salary provided is in accordance with the regulations of Bimbel Setibel (X1.1.2)	0.806	0,3610	0.00	Valid
3	The compensation provided by Bimbel Setibel motivates me to work enthusiastically. (X1.2.1)	0.886	0,3610	0.00	Valid
4	The benefits offered by Bimbel Setibel encourage me to work with enthusiasm (X1.2.2)	0.852	0,3610	0.00	Valid
5	I am satisfied with the salary provided, as it reflects the results of my performance (X1.3.1)	0.919	0,3610	0.00	Valid
6	The salary I receive increases my loyalty in carrying out my duties within the company (X1.3.2)	0.924	0,3610	0.00	Valid

Table 2 validity test of loyalty (X2)

No	Statements	R Count	R table	Sig.	Result
1	I consistently comply with workplace regulations (X2.1.1)	0.865	0,3610	0.00	Valid
2	I adhere to the rules established by Bimbel Setibel (X2.1.2)	0.897	0,3610	0.00	Valid
3	I take full responsibility for the tasks assigned by Bimbel Setibel (X2.2.1)	0.897	0,3610	0.00	Valid
4	I am accountable for all the work outcomes I deliver to the company (X2.2.2)	0.853	0,3610	0.00	Valid
5	I am capable of working collaboratively within a team (X2.3.1)	0.772	0,3610	0.00	Valid
6	Team collaboration facilitates the completion of my tasks (X2.3.2)	0.914	0,3610	0.00	Valid
7	I feel that I am a part of the Bimbel Setibel community (X2.4.1)	0.912	0,3610	0.00	Valid
8	I take pride in working at Bimbel Setibel Mojosari (X2.4.2)	0.897	0,3610	0.00	Valid
9	I maintain positive relationships with my colleagues (X2.5.1)	0.871	0,3610	0.00	Valid
10	I strive to maintain harmonious relationships with coworkers (X2.5.2)	0.886	0,3610	0.00	Valid

11	I feel comfortable performing my job responsibilities (X2.6.1)	0.765	0,3610	0.00	Valid
12	I enjoy completing the tasks assigned to me (X2.6.2)	0.850	0,3610	0.00	Valid

Table 3 validity test of performance (Y)

No	Statements	R Count	R table	Sig.	Result
1	The amount of work assigned to me is appropriate to my capabilities. (Y.1.1)	0.778	0,3610	0.00	Valid
2	I am able to complete tasks efficiently. (Y.1.2)	0.922	0,3610	0.00	Valid
3	I consistently complete my tasks on time. (Y.2.1)	0.910	0,3610	0.00	Valid
4	I always arrive to the scheduled time. (Y.2.2)	0.648	0,3610	0.00	Valid
5	The output of my work exceeds expectations. (Y.3.1)	0.689	0,3610	0.00	Valid
6	My supervisor is satisfied with the results of my work. (Y.3.2)	0.883	0,3610	0.00	Valid
7	I am able to work independently without relying on others. (Y.4.1)	0.883	0,3610	0.00	Valid
8	I take initiative in carrying out my tasks. (Y.4.2)	0.855	0,3610	0.00	Valid
9	I complete tasks effectively. (Y.5.1)	0.891	0,3610	0.00	Valid
10	I complete tasks by prioritizing them according to their level of importance. (Y.5.2)	0.877	0,3610	0.00	Valid

Based on the result of the validity test of salary (X1), loyalty (X2), and performance (Y) variable, all statements items have an r-count > r-table value 0,600-0,800. Thus, all statement indicators are declared valid.

2. Reliability test

Table 4 reliability test of variable

variable	Cronbach's Alpha	N of Item
Salary	0,901	6
Loyalty	0,949	12
Performance	0,950	10

The table above shows the result of the reliability that using Cronbach's alpha which shows that all variables have a value above 0,6 so that all research instruments are reliable.

3. Normality and multicollinearity test

Table 5 results of normality test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		30
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	2,40458616
Most Extreme Differences	Absolute	,106
	Positive	,090
	Negative	-,106
Test Statistic		,106
Asymp. Sig. (2-tailed)		,200[c,d]

Table 6 result of multicollinearities

Coefficients [a]			
Model		Collinearity Statistics	
		Tolerance	VIF
1	GAJI (X1)	,783	1,277
	LOYALITAS (X2)	,783	1,277
a. Dependent Variable: y			

The table above shows the result of the normality test score Asymp. Sig. (2-tailed) is 0,200 this value is greater than 0,05 it can be concluded that the data in this study are normally distributed. Multicollinearity test of salary variable (X1) and loyalty (X2) VIF 1,277 with tolerance 0,783. This indicates that there is no occurrence of multicollinearities.

4. Determine Coefficient (R^2)

Table 7 Result of the coefficient determine with SPSS

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	8,426	3,100		2,718	,011
	x1	,323	,101	,364	3,212	,003
	x2	,462	,084	,621	5,478	,000

a. Dependent Variable: y

The table above can be described using the equation:

$$Y = 8.426 + 0.323X1 + 0.462X2$$

5. Hypothesis testing

Table 8 results of hypothesis testing

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,853[a]	,728	,708	2,492

a. Predictors: (Constant), x2, x1

b. Dependent Variable: y

Based on the result of the hypothesis testing R 0,853, R square 0,728 can be predicted salary and loyalty 72,8%.

6. Partial Test (T Test)

Table 9 result of partial test (t test)

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	8,426	3,100		2,718	,011
	Salary (X1)	,323	,101	,364	3,212	,003
	Loyalty(X2)	,462	,084	,621	5,478	,000

a. Dependent Variable: y

Based on the analysis, the salary variable has a significant value of 0,03. With a t-value of 3,212, which is below the error threshold of 0,05, it can be concluded that the salary variable has a statistically significant effect on the performance variable. These results indicate that teachers' performance improves in accordance with increases in their salaries. Therefore, this study posits that the higher the salary received by teachers at Bimbel Setibel Mojosari, Mojokerto Regency, the better their performance will be. Furthermore, the loyalty variable has a significant value of 0.00, which is below the error threshold of 0.05, with a calculated t-value of 5.478, based on the analysis presented in the table. This indicates that the loyalty variable has a significant effect on the performance variable. The findings reveal that teacher performance increases in tandem with higher levels of loyalty. Thus, the researcher concludes that loyalty and performance are significantly interrelated when the loyalty of teachers at Bimbel Setibel Mojosari increases, their performance also tends to improve.

Discussion

The researcher collected respondents' feedback on the variables provided in the questionnaire, based on the findings obtained from thirty participants. The following discussion presents an explanation of their responses:

The Influence of Salary on Teacher Performance

The salary variable has a significant value of 0.03. With a t-value of 3.212, which is below the 0.05 level of significance, it can be inferred that the salary variable has a statistically significant influence on the performance variable. These results indicate that teacher performance improves in correlation with higher salary levels. Accordingly, this study concludes that the higher the salary received by teachers at Bimbel Setibel Mojosari, Mojokerto Regency, the better their performance tends to be.

The Influence of Loyalty on Teacher Performance

The loyalty variable has a significance value of 0.00, which is below the 0.05 significance threshold, with a t-value of 5.478. This indicates that the loyalty variable has a significant effect on the performance variable. The analysis results suggest that teacher performance improves in line with higher levels of loyalty. Therefore, the researcher concludes that loyalty and performance have a mutually significant relationship when the loyalty of teachers at Bimbel Setibel Mojosari, Mojokerto Regency increases, their performance also tends to improve.

CONCLUSION

Salary and loyalty have a positive and significant effect on the performance of Bimbel Setibel Mojosari teachers in Mojokerto Regency. This conclusion is based on the results of the T-test. According to the t-test conducted on the variable salary (X1) in relation to Performance (Y), the calculated t-value (t-count) was greater than the critical t-value (t-table), namely 3,212 > 1,701. In addition, the significance value of X1 on Y was 0,003, which is smaller than 0,05 ($\alpha = 5\%$).

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