

Correlation of Non-Financial Compensation and Work Loyalty of Administrative Employees at Madrasah Aliyah Negeri in Bandung

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ABSTRACT. This study aimed to 1) identify the description of non-financial compensation at the State Aliyah Madrasah in Bandung, 2) describe administrative work loyalty at the State Aliyah Madrasah in Bandung, and 3) analyze the relationship between non-financial compensation and the work loyalty of administrative employees at the State Aliyah Madrasah in Bandung. This study employs a quantitative approach with ex post facto methods. The sample consists of 39 administrative employees selected using a non-probability sampling method with a purposive sampling technique. Data collection was conducted through questionnaires, and the data analysis technique utilized the SPSS 26 program. The results indicate that the non-financial compensation variable received an outstanding respondent's response of 88.17%, with the Reality (X) Non-financial compensation variable falling into the "Very High" category due to its interval range of 4.20-5.00 and obtaining a value of 4.40. The Reality variable (Y), Job Loyalty, also falls into the "Very High" category, with an interval range of 4.20-5.00 and a value of 4.33. The correlation coefficient value is 0.612, indicating a strong positive relationship as it falls within the range of 0.61 – 0.80.

Keywords: Non-Financial Compensation, Work Loyalty, Administrative Employees, Madrasah Aliyah

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INTRODUCTION

Effective management is the key to the success of an organization, while human resources are the most important asset owned by an organization (Azizi et al., 2021; Chams & García-Blandón, 2019; Fredriksz, 2017). One part of the management process in Islamic education management is to design and develop a strategic plan, which is the basis and starting point for enhancing human resources and implementing the system (Zulfa et al., 2021). Human resources are a benchmark in the development of an educational institution, holding significant potential as designers and implementers of activities within such institutions (Alfariz, 2020; Danial et al., 2021; Gu et al., 2023). Various academic institutions compete to acquire quality human resources because the competence of the human resources within determines the quality of employee work (Dirani et al., 2020). Competence is a fundamental characteristic that correlates

with increased individual or team performance. Competency grouping comprises knowledge, skills, and abilities (Annisa et al., 2020).

As the prime mover in achieving the goals of educational institutions, administrative staff engage in various educational administration activities, including managing the recording, collection, and storage of data and documents (Kowalski, 1995). These tasks aid leaders in decision-making processes and involve handling correspondence and reports related to school activities (Eisenschmidt et al., 2019). Administrative staff plays a crucial role in implementing administrative functions within schools, which is essential for supporting the attainment of educational objectives (Arisanti et al., 2020).

Based on a preliminary study conducted at the State Aliyah Madrasah in Bandung on February 6, 2023, several problems were identified in the provision of compensation. These issues led to low loyalty and decreased effectiveness in the daily performance of administrative employees. The issues include minimum wage constraints, an unfavorable work environment resulting in discomfort, and a lack of appreciation, such as insufficient incentives for outstanding educators and educational staff, leading to decreased morale. Additionally, the opportunities for participating in activities like Education and Training (DIKLAT) to enhance knowledge and skills are minimal (Atep Hasan, Interview, February 6, 2023).

Based on the results of a literature study, research conducted by (Febriana & Kustini, 2022, p. 519) utilized the SEM PLS method to test the hypothesis, revealing that compensation has a positive and significant effect on employee loyalty, as indicated by the t-test, p-value, and original sample results. Another study by Hidayat, I., & Susanto, H.A. (2022) also demonstrated a positive and significant relationship between compensation and teamwork, influencing employee loyalty with an R-Square value of 0.522. At PT MNC Studios Traffic 3TV Department, compensation, as a variable (X1), has been shown to influence employee loyalty, as evidenced by a Sig. Value of $0.037 < \alpha (0.05)$, indicating a positive effect on employee loyalty (Ibnu Hidayat, 2022).

Employee loyalty also has a relationship with the provision of compensation. If compensation is given correctly and fairly, work loyalty will increase, and employees will be fully responsible for carrying out their obligations (Fitriyana et al., 2023; Ozturk et al., 2021). The level of employee loyalty affects work results, and loyalty is an important thing that needs attention. In work, educational institutions need employee loyalty (Atmaja & Lestari, 2020).

Employee loyalty goes beyond mere longevity of service within a company; it entails the degree to which individuals dedicate their mental faculties, focus, innovative input, and commitment to the organization (Gong et al., 2021; Hariyanti, 2020; Sudarman, 2021). Employee loyalty is evidenced by the dedication to leveraging one's skills and knowledge, carrying out responsibilities diligently, upholding integrity in tasks, nurturing constructive rapport with supervisors, effectively collaborating with peers, maintaining discipline, safeguarding the organization's reputation, and showcasing enduring allegiance to the role (Pitoy et al., 2020). According to (Boyle et al., 2021), loyalty is the commitment and capability to adhere to, execute, and embody principles or instructions with full consciousness and accountability. In Article 4 of Presidential Regulation No. 10 of 1979, which concerns Work Performance Evaluation, loyalty is characterized by various indicators, which include: Obedience and Adherence, Accountability, Dedication, and Integrity.

The urgency of this study lies in examining non-financial compensation, which is a crucial factor in retaining employees with high potential. By offering non-financial incentives, these employees are expected to demonstrate strong loyalty to their work and experience, boosting morale and ultimately leading to improved work quality. This study focuses on administrative employees who meet the required qualifications and hold permanent positions within the educational institution. Therefore, the objectives of this study are threefold: 1) To identify the types of non-financial compensation provided at the State Aliyah Madrasah in Bandung. 2) To describe the level of administrative work loyalty at the State Aliyah Madrasah in Bandung. 3) To

analyze the relationship between non-financial compensation and the work loyalty of administrative employees at the State Aliyah Madrasah in Bandung.

METHOD

This study adopts a quantitative approach employing ex post facto research methods. The quantitative approach, rooted in the positivist philosophy, involves investigating specific populations or samples using research instruments for data collection and quantitative or statistical analysis to test predetermined hypotheses (Creswell & Creswell, 2018). The research utilizes ex post facto or comparative causal methods to explain or uncover the relationships between variables and the reasons behind observed symptoms or behaviours. The study focuses on three public Islamic high schools in Bandung: MAN 1, 2 in the Bandung district, and 2 in Bandung city. Due to licensing issues at MAN 1 in the city of Bandung, it was not included in the sample. Hence, the authors employed the non-probability sampling method using purposive sampling, which involves selecting samples based on specific criteria. The sample size calculation in this study was determined using the Slovin formula, resulting in a sample size of 39 employees.

The data collection methods involve the use of questionnaires and documentation. The research administered several questions directly to respondents, utilizing a 5-point Likert scale. According to (Sugiyono, 2008), the Likert scale is employed to gauge attitudes, opinions, and perceptions of individuals or groups regarding social phenomena. Researchers define these social phenomena as research variables. Documentation summarises the questionnaire results provided by the author, thereby serving as evidence that the research has been conducted.

The data analysis technique used in this study involved the SPSS 26 program, which included Instrument Analysis (Validity and Reliability). Validity testing of the instrument was conducted to assess the degree to which each item measures what it intends to by comparing the correlation coefficient obtained with the values in the correlation coefficient table ((Yeni et al., 2018). Additionally, reliability testing was performed to evaluate the instrument's consistency in uncovering phenomena, both within individuals or groups and across different time points. Research instruments are considered reliable when accurate and consistent measurement results and calculations (Muhidin & Abdurahman, 2017). Once the data was confirmed to be valid and reliable, further analysis was carried out, including Partial Analysis of Indicators, Assumption Analysis (Normality and Linearity), Heteroscedasticity Test, Correlation Test, Coefficient of Determination Test, and T-Test.

RESULT AND DISCUSSION

Result

The test results based on the research questionnaire that was distributed regarding variable X, namely non-financial compensation, obtained the result that the statement items that had been made to represent this variable were declared valid. The validity test in this study was analyzed using the Degree of Freedom (df) with the formula $df = n - 2$, with a confidence pressure of 95%. The value of n indicates the number of respondents who were examined in this study, namely as many as 10 respondents taken from the results of the readability test. So that the value of df is $10 - 2 = 8$. The confidence pressure is 95% and df is 8, then it is input using the compute variable formula in IBM SPSS 26 software to find t_{tabel} : $t_{\text{tabel}} = \text{Inv}(\text{prob}, df) = \text{Inv}(0.05, 8)$, then obtained $t_{\text{tabel}} = 2.306$. Then find the rtable value by entering the df value and ttable value that has been obtained into the following formula:

$$r = \frac{t}{\sqrt{df + t^2}}$$

$$r = \frac{2.306}{\sqrt{18 + 2.306 \times 2.306}} = 0.6319$$

This is in accordance with the provisions, namely the value of $r_{\text{Hitung}} > r_{\text{Table}}$. For $n = 39$ with an alpha of 5% (0.05) then r_{Table} is 0.632. Based on the validity test carried out using SPSS 26, all statement items for variable X and variable Y have r_{count} values exceeding r_{Table} so that it can be concluded that all statement items for variable X and variable Y are valid.

The reliability test was carried out to see the consistency of the instrument in uncovering phenomena that occurred from an individual or group even though it was carried out at different times. Research instruments can be said to be reliable if the results of measurements and calculations are accurate and consistent (Muhidin & Abdurahman, 2017). The level of reliability of each question item can be known and proven through calculations taking into account the Cronbach Alpha numbers with the following conditions:

- 1) If $\alpha > r_{\text{tabel}}$ = consistent instruments
- 2) If $\alpha < r_{\text{tabel}}$ = inconsistent instruments
- 3) $R_{\text{tabel}} = 5\% (10) = 0,632$

The results of the reliability test for variable X, based on the calculation of the reliability test, show that all statement items in variable X, namely non-financial compensation, are declared reliable. This is based on the r_{hitung} alpha value, which is $0.988 > r_{\text{table}}$ 0.632. The results of the Y variable reliability test, namely work loyalty, are declared reliable. Because the test results show that the alpha value is $0.991 > r_{\text{table}}$ 0.6319. So that all statements on the Y variable can be used to find the success of implementing administrative employee work loyalty.

The results of the descriptive analysis of the characteristics of the respondents showed that most of the administrative staff respondents at the State Aliyah Madrasah in Bandung were 22 men (54.4%), aged 36-45 years as many as 12 people (30.8%), with a working period of 6-10 years and 11-15 years each with 13 people (33.3%).

Then a descriptive statistical test was carried out based on 26 items of non-financial compensation statements (variable X) on 39 respondents as a sample of this study. According to the theory of R. Wayne Mondy and Joseph J. Martocchio (2016: 247) states that "Nonfinancial compensation consists of the satisfaction that a person receives from the job itself or from the psychological or physical environment in which the person works". There are 2 indicators in measuring non-financial compensation namely (Mondy, R. W., & Martocchio, 2016):

1. Job indicators, namely skill variety, task identity, task significance, autonomy and feedback.
2. Indicators of the work environment, namely logical policies, capable managers, competent employees, friendly colleagues, appropriate status symbols and working conditions.

The results of the descriptive analysis of non-financial compensation variables consisting of 26 statement items received very good responses from respondents with the largest percentage being the statement "There is a clear division of labor making it easier for administrative employees to understand and complete" with a percentage of 93.85%. Overall, the Non-Financial Compensation Variables received very good responses from respondents with a percentage of 88.17%.

While the results of the descriptive analysis of the work loyalty variable which consisted of 11 statement items received very good responses from respondents with the largest percentage being the statement "I comply with predetermined working hours by coming to work on time according to applicable regulations" with a percentage of 91.79%. Overall, the Job Loyalty Variable gets very good responses from respondents with a percentage of 86.67%.

The results of the per-indicator partial analysis test on variable X, namely non-financial compensation from distributing the questionnaire can be categorized and interpreted by the formula $X = \frac{\sum fx}{n}$ namely obtaining a result of 4.40. The average value obtained from the results of these calculations, which is in the interval 4.20-5.00, is included in the "Very High" qualification. While the results of the per-indicator partial analysis test on the Y variable, namely

work loyalty from the distribution of the questionnaire can be categorized and interpreted by the formula $X = \frac{\sum fx}{n}$ ie obtaining a result of 4.33 which is in the interval 4.20-5.00 is included in the "Very High" qualification.

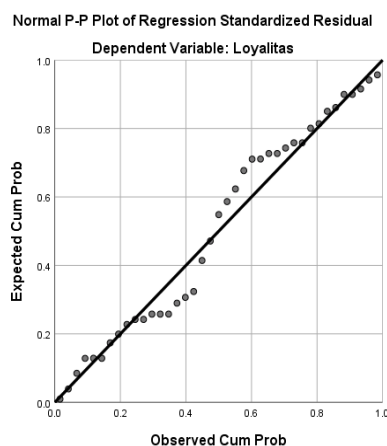
Table 1. Data Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		39
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.55625369
Most Extreme Differences	Absolute	.123
	Positive	.114
	Negative	-.123
Test Statistic		.123
Asymp. Sig. (2-tailed)		.139 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

(SPSS Data Processing Results 26)

From table 1, the Kolmogorov-Smirnov test shows that the variable to be tested has a significance value/opportunity value greater than α (0,05) unstandardized residual of 0,139 (0,139>0,05), so Hypothesis(H₀) rejected and H1 accepted, so the data is normally distributed.

Figure 1. Normality Chart



(SPSS Data Processing Results 26)

Based on Figure 2, the normality graph spreads around the diagonal line and follows the direction of the diagonal line which can be said that the data is normally distributed.

Table 2. Data linearity test

ANOVA Table			Sum of Squares	df	Mean Square	F	Sig.
Loyalitas * Kompensasi	Betwe en	(Combined)	384.967	19	20.261	2.837	.014
		Linearity	272.358	1	272.358	38.134	.000

	Groups	Deviation from Linearity	112.608	18	6.256	.876	.609
	Within Groups		1 35.700	19	7.142		
	Total		5 20.667	38			

(SPSS Data Processing Results 26)

The results of the linearity test in table 34 show that the significance value in the Linearity row in the ANOVA table is $0.609 > 0.05$, so it can be concluded that the independent variable (X) and the dependent variable (Y) are linear, so it can be concluded that they meet the linearity requirements. In addition, the results of the linearity test by looking at Ftable, namely that it is known that the Fcount value is $0.876 < F$ table 4.11 so that it can be concluded that the independent variable (X) and the dependent variable (Y) are linear.

The purpose of the heteroscedasticity test is to test whether in the regression model there is an inequality of the variance of the residuals from one observation to another. To test whether the variance of the residuals is homogeneous, the Glejser test is used, following the results of the heteroscedasticity test.

Table 3. Heteroscedasticity Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3.476	3.176		-1.094	.281
	Kompensasi	.050	.028	.282	1.791	.082

a. Dependent Variable: Abs_RES

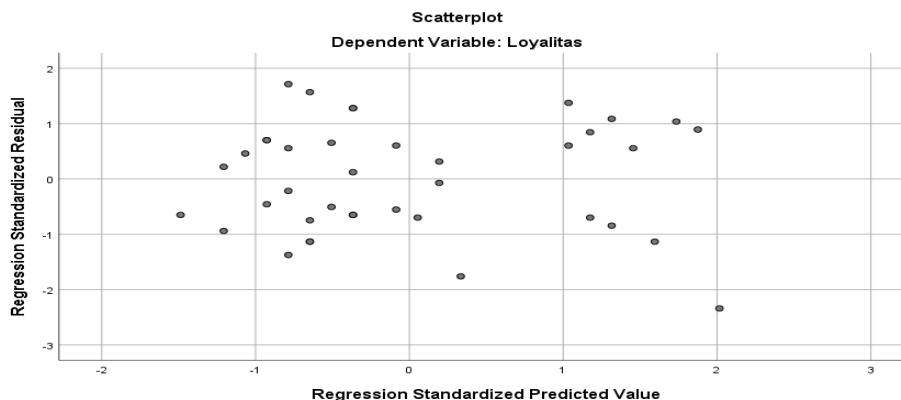
(SPSS Data Processing Results 26)

Based on table 35, it is obtained that the significance value for the non-financial compensation variable is 0.082, because the significance value is ≥ 0.05 , it is found that the data does not show symptoms of heteroscedasticity. The characteristics of the absence of symptoms of heteroscedasticity include:

1. The data points spread above and below or around the number 0
2. The dots don't gather just above or just below
3. The spread of data points must not form a wavy pattern that widens then narrows and widens again
4. The distribution of data points is not patterned.

This is also supported by the Scatterplots graph as follows:

Figure 2. Scatterplots



(SPSS Data Processing Results 26)

Based on the scatterplot image, it shows that the data is spread evenly, and there are no visible patterns. This means that there are no symptoms of Heteroscedasticity.

In the correlation test, the decision-making criterion is that if the two research variables are said to be correlated or have a relationship, that is, if the significance value obtained is less than (<) 0.05. And if the significance value obtained is otherwise, more than (>) 0.05 then it is classified as uncorrelated. Calculations to recognize the existence of a correlation between non-financial compensation variables on work loyalty in this study are assisted using the SPSS 26 application. The results of this correlation test are as follows:

Table 4. Correlation Test Results

Correlations			
		Kompensasi Non Finansial	Loyalitas Kerja
Kompensasi Non Finansial	Pearson Correlation	1	.612*
	Sig. (2-tailed)		.045
	N	26	11
Loyalitas Kerja	Pearson Correlation	.612*	1
	Sig. (2-tailed)	.045	
	N	11	11

*. Correlation is significant at the 0.05 level (2-tailed).

(Source: Results of SPSS 26 data processing)

From the results of the correlation test above, it is stated that the significance value obtained is 0.000. This means that these numbers fall into the criteria for two variables that are significantly related because it is smaller than 0.05. As for the correlation coefficient value, it is 0.612 which is included in the classification of a strong positive relationship because it is in the range of 0.61 – 0.80.

Analysis of the Coefficient of Determination R^2 was carried out to find out how big the relationship between non-financial compensation and work loyalty is. The value of the coefficient of determination can be seen in the results of data processing using IBM SPSS STATISTIC v23 in the following table:

Table 5. Determination Coefficient Analysis Test

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.723 ^a	.523	.510	2.59057	.523	40.584		7	.000
a. Predictors: (Constant), Kompensasi									
b. Dependent Variable: Loyalitas									

(SPSS Data Processing Results 26)

Based on table 37, the coefficient of determination is 0.523. This means that the magnitude of the relationship between non-financial compensation and job loyalty is 52.3%, while the remaining 47.7% is influenced by other factors not examined by researchers such as job satisfaction, leadership, and work culture.

T-test calculation results for each hypothesis tcount, compared with ttable with an error level of 5% two tailed test and the provisions, as follows:

H_0 rejected, H_a accepted, if $T_{hitung} > T_{tabel}$ it means there is a relationship.

H_0 accepted, H_a rejected, if $T_{hitung} < T_{tabel}$ meaning no relationship.

Table 6. Partial Hypothesis Test (T Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.669	6.762		.690	.494
	Kompensasi	.375	.059	.723	6.371	.000
a. Dependent Variable: Loyalitas						

(SPSS Data Processing Results 26)

The results of the statistical test obtained a tcount value of 6,371 by taking the significance level α by 5%, then the value t_{tabel} atau $t_{0,05,37} = 2.36$, then it is obtained that $T_{hitung} > T_{table}$ is $6.371 > 2.36$, then H_0 is rejected or in other words non-financial compensation is positively related to work loyalty.

Discussion

Non-Financial Compensation

Non-financial compensation encompasses various non-monetary rewards or incentives provided to employees to acknowledge their performance and contributions in the workplace. Examples include skill development opportunities, flexible working hours, recognition, and leadership roles in significant projects or programs. The findings indicated that the non-financial compensation variable for administrative employees at Madrasah Aliyah Negeri in Bandung scored 88.17%, meeting the criteria for excellence. This suggests that variable X (non-financial compensation) has been effectively fulfilled at the State Aliyah Madrasah in Bandung.

This study corroborates the findings presented by Meindro Waskito and Nur Kamila Sari (2022) in the KINERJA Journal, Journal of Economics and Business Vol.4 No.2, titled "The Influence of the Work Environment and Compensation on Employee Loyalty." Their research, which involved data analysis and hypothesis testing, revealed that the compensation variable (X)

positively and significantly influenced the employee loyalty variable (Y). The significance value of $0.009 < 0.05$, or a count value of $2.755 > \text{Table } 1.682$, indicates this relationship. Therefore, it is evident that both the work environment and compensation positively and significantly impact employee loyalty.

These findings are consistent with the outcomes of a questionnaire administered to 39 respondents, who generally rated the non-financial compensation variables very positively. However, the study also identified certain statements related to non-financial compensation that fell below the 80% threshold, including the provision of equal opportunities for promotions by leaders and the importance of good relations among colleagues in facilitating problem resolution at work.

The Success of Implementing Work Loyalty for Administrative Employees

Loyalty can be defined as a person's commitment to something beyond mere physical presence, encompassing non-physical aspects such as thoughts and attention (Stefanus, 2010). The findings revealed that the variable of administrative employee work loyalty at the State Aliyah Madrasah in Bandung scored 86.67%, meeting the criteria for excellence. This indicates that variable Y (work loyalty) has been effectively implemented at the State Islamic Senior High School in Bandung.

This research aligns with the conclusions drawn by Nabilla Salsabil Sausan et al. (2021) in the Journal of Economics, Business and Management Science, titled "The Influence of Job Satisfaction and Employee Loyalty on Foods Manufacture Employee Performance," which demonstrated a positive effect of employee loyalty on employee performance at PT. Asia Sakti Wahid Foods Manufacture Medan. The study found that the t count $> t \text{ table}$ ($4.593 > 1.998$), with a significance value of 0.000 ($0.000 < 0.05$), indicates that employee loyalty has a positive and significant impact on the performance of PT. Asia Sakti Wahid Foods Manufacture Medan employees (Sausan et al., 2021).

These results indicate that the questionnaire was distributed to 39 respondents, who generally rated the work loyalty variable very positively. However, the study identified several statements related to work loyalty that fell below the 80% threshold, including: "*I do not abuse the authority given.*"

Relationship of Non-Financial Compensation with Administrative Employee Work Loyalty

The results of the study indicate that non-financial compensation has a positive relationship to work loyalty ($T_{hitung} > T_{tabel}$ that is $10.194 > 2.03$). The results of the non-financial compensation regression coefficient are positive for work loyalty of 0.580, this means that the better the non-financial compensation, the higher employee loyalty. These results are in line with research by Juli Styanto Nugroho (2019) which states that non-financial compensation has a significant relationship to the loyalty of non-PNS employees at the Kebumen Samsat office ($p=0.000$), meaning that the better the non-financial compensation perceived by employees will increase their loyalty to the institution. (Nugroho, 2021).

Based on the explanation above, non-financial compensation has a positive and significant relationship with work loyalty. Non-financial compensation refers to rewards an organization provides its employees as a form of appreciation for the services rendered. Such compensation includes non-monetary benefits or remuneration such as guarantees for occupational safety and health, a conducive work environment, and employee services. Employees who receive non-financial compensation that aligns with their contributions feel secure, comfortable, and valued, motivating them to perform at their best for the organization. Conversely, if employees perceive that the compensation offered by the organization does not match their contributions, their level of work loyalty is likely to diminish.

Non-financial compensation can affect employee loyalty by increasing job satisfaction, work-life balance, career development and recognition for good performance. Therefore, an institution or an educational institution should consider providing appropriate and adequate non-financial compensation for their employees, in addition to financial compensation, to increase employee loyalty and retention (Ahmad, N., & Ghazali, 2017).

CONCLUSION

Based on the analysis and research findings regarding the relationship between non-financial compensation and the work loyalty of administrative employees at Madrasah Aliyah Negeri in Bandung, the following conclusions are drawn. 1) The study's results indicate that the non-financial compensation variable received a very positive respondent response of 88.17%. However, a gap of 11.83% remains, attributed to several respondents expressing doubts in their answers to statements related to the Non-Financial Compensation Variable. 2) Similarly, the findings suggest that overall, the variable of administrative employee loyalty received a very positive respondent response of 88.17%. Nevertheless, there is still a gap of 11.83%, as some respondents expressed doubts in their reactions to statements concerning the Non-Financial Compensation Variable 3) The study reveals a significant relationship between non-financial compensation and work loyalty at Madrasah Aliyah Negeri in Bandung.

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