

## **The Effect Of Teacher Recruitment, Commitment And Compensation On Teacher Performance In SD Negeri 390 And SD Negeri 395 Kecamatan Muara Batang Gadis Mandailing Natal Regency**

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### **Abstract**

Human Resources (HR) is the most important asset in the implementation of education in schools. In the era of globalization, schools are required to have quality human resources so that they are able to improve the quality of education. As stated in Law of the Republic of Indonesia No. 20 of 2003 concerning the National Education System Article 3 which reads, "National education functions to develop abilities and shape the character and civilization of a dignified nation in order to educate the life of the nation, aiming to develop the potential of students to become human beings who believe in and fear God Almighty, have noble character, healthy, knowledgeable, capable, creative, independent and become democratic and responsible citizens". This study was conducted to determine the Influence of Teacher Recruitment, Commitment and Compensation on Teacher Performance This research was conducted in SD Negeri 390 and SD Negeri 395 Kecamatan Muara Batang Gadis Mandailing Natal Regency, the population of this study is 35 teachers and the sample used is a saturated sample because counting all populations into samples this type of research is quantitative data collection which is used by spreading the research model used is a multiple linear regression with the SPSS version 25 measuring tool, the results of this study are as follows: Recruitment has a negative and significant effect on Teacher Performance with a value of -0.445 and sig 0.025, Commitment has a positive and significant effect on Teacher Performance with a value of 0.845 and sig 0.000, Compensation has a non-significant positive effect on Teacher Performance with a value of 0.258 with sig 0.136.

**Keywords: Recruitment, Commitment, Compensation, Teacher Performance**

### **Introduction**

Human Resources (HR) is the most important asset in the implementation of education in schools. In the era of globalization, schools are required to have quality human resources so that they are able to improve the quality of education. As stated in Law of the Republic of Indonesia No. 20 of 2003 concerning the National Education System Article 3 which reads, "National education functions to develop abilities and shape the character and civilization of



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a dignified nation in order to educate the life of the nation, aiming to develop the potential of students to become human beings who believe in and fear God Almighty, have noble character, healthy, knowledgeable, capable, creative, independent and become democratic and responsible citizens". Teachers are at the forefront of creating quality human resources. Teachers deal directly with students in the classroom through the teaching and learning process. In the hands of teachers, quality students will be produced, both academically, skillfully, emotionally, and morally and spiritually. Schools as educational institutions are a means to carry out the educational process which is expected to be able to improve the quality of education. The success of an educational institution or a school is determined by the quality of its human resources, both from the principal, educators and education staff and other employees who are able to support the activities of a school. Schools as educational institutions are a means to carry out the educational process which is expected to be able to improve the quality of education. The success of an educational institution or a school is determined by the quality of its human resources, both from the principal, educators and education staff and other employees who are able to support the activities of a school. This is because the quality of human resources that will be used by the school depends on how the recruitment process is carried out. The quality of human resources in an organization depends on the recruitment process.

Table. 1 Pre-Survey Related to X1 Recruitment

| It | Recruitment-related questionnaire statement (X1)                         | Yes | Percentage | Not | Percentage |
|----|--------------------------------------------------------------------------|-----|------------|-----|------------|
| 1  | The rules made are very clear.                                           | 5   | 33         | 10  | 67         |
| 2  | The general assessment given is very good.                               | 0   | 0          | 15  | 100        |
| 3  | Special requirements are given for outstanding and experienced teachers. | 8   | 53         | 7   | 47         |

Source: Data processed by researchers, 2024

The statements and answers of respondents regarding the recruitment of the data above with statement 1 with the answer Yes amounted to 5 people with a percentage of 33% and 10 people answered no with a percentage of 67% which means that the recruitment of employees is uneven, some are done behind closed doors and some are also selected by various exams. For statement 2 who answered Yes, there was none, and those who answered no 15 people meant that the frowning was not by selection but by being closed from friend to friend. For statement 3 which is said Yes, 8 people who answered no 7 people mean that not all teachers are recruited by looking at their work experience.

Table. 2 Pre-Survey Regarding X2 Commitment



| It | Commitment-related questionnaire statement (X2)                      | Yes | Percentage | Not | Percentage |
|----|----------------------------------------------------------------------|-----|------------|-----|------------|
| 1  | My trust and support for the organization is very high.              | 3   | 20         | 12  | 80         |
| 2  | To raise the name of the organization, I am very serious in my work. | 5   | 33         | 10  | 67         |
| 3  | I really want to continue to be in this organization and serve well. | 2   | 13         | 13  | 86         |

Source: Data processed by researchers, 2024

The commitment variable has 3 statements that have been filled in by 15 respondents with 1 statement that answered Yes, only 3 people and who answered No 12 people, meaning that only 3 people are serious in doing work for the organization and 12 people do not do the same thing. statement 2 which answered Yes 5 people and who answered No 10 people means only 5 people who want to see their organization progress the rest just carry out work without any innovations made, statement 3 which answers Yes there are 2 people and who answered No 13 people which means that many teachers are forced to work in the organization to find a stepping stone and to meet their needs.

Table. 3 X3 Compensation Pre-Survey

| It | Compensation-related questionnaire statement (X3)                                                       | Yes | Percentage | Not | Percentage |
|----|---------------------------------------------------------------------------------------------------------|-----|------------|-----|------------|
| 1  | Salary/wages, remuneration paid periodically to teachers who are regular and have a definite guarantee. | 0   | 0          | 15  | 100        |
| 2  | I never got an incentive while working.                                                                 | 15  | 100        | 0   | 0          |
| 3  | I never received any bonuses for my work.                                                               | 5   | 33         | 10  | 37         |

Source: Data processed by researchers, 2024

The respondent's compensation variable answered the statement with the following values with statement 1 which answered Yes there is no and who answers no 15 people, meaning that in addition to the basic salary of teachers – teachers do not get periodic wages with the organization, statement 2 which answers Yes 15 people and answers No is no one who answers, meaning that every teacher with a high school diploma does not get a little incentive money by the organization, statement 3 that answered Yes there are 5 people who answered No 10 people which means that there are certain teachers who get bonuses and some who do not get bonuses.

Table. 4 Pre-Survey Regarding Employee Y Performance

| It | Statement of the interviewer related to Employee Y Performance | Yes | Percentage | Not | Percentage |
|----|----------------------------------------------------------------|-----|------------|-----|------------|
| 1  | Lack of the number of teachers needed.                         | 15  | 0          | 0   | 0          |
| 2  | Good working time and in accordance with SOPs                  | 6   | 40         | 9   | 60         |
| 3  | The relationship between teachers is very good.                | 3   | 15         | 17  | 85         |

Source: Data processed by researchers, 2024



The results of the performance of teachers with high school diplomas. To find out the performance of teachers, there are 15 teachers to write their opinions about their performance through the following 3 statements. Statement 1 which answered Yes there were 15 people and answered No 0 people, meaning that every teacher was able to make plans and preparations in teaching. Statement 2 that answered Yes there were 6 people who answered No 9 people which means that only 6 people are able to master many subjects and only 9 people who only master one subject. Statement 3 that answered Yes there were 3 people and who answered No 17 people, which means that many teachers who do not have their own learning methods can only follow others and do not innovate. Based on the background of the problems described above, the problems in this study can be identified as, 1) how to recruit honorary teachers in an unofficial way and not also use an application letter because it is from family, friends or already known. 2) The compensation given is only the basic salary and there is no allowance, pension or any compensation from the school. 3) The commitment of honorary teachers to the school is reduced because there is no other compensation other than the basic salary. 4) The performance of honorary teachers becomes uncommitted because they feel disadvantaged if they do too much work outside their jobdesk.

## **Literature Review**

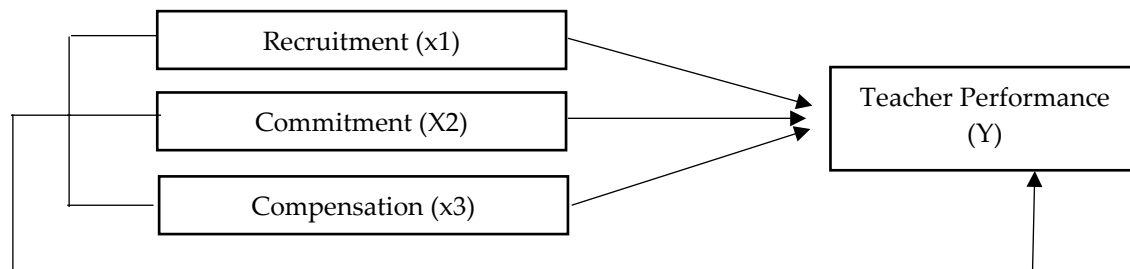
**Recruitment** is a process to find individuals who have the potential to join the organization, Snell and Bohlander (2013). According to Armstron (2014) recruitment is a process to find and attract recruitment results are a group of job applicants who will be selected to become new employees in the company. The process begins when applicants are sought, and ends when their applications are submitted and accepted by the company. The result is a group of prospective applicants for new employees to be selected and selected. In addition, recruitment can also be said to be a process to get a number of qualified human resources to occupy a position or job in a company.

According to Moorhead and Griffin (2013), **organizational commitment** reflects a person's identification and attachment to his organization. A person who has a high work commitment will tend to have satisfaction with his job, because the feeling of liking the job makes a person able to last longer in doing his work and obtain the expected results, in other words, teachers who have a high work commitment will tend to have higher job satisfaction and achievement (Lubis, 2021).

According to Hasibuan (2017) **Compensation** is all income in the form of money, direct or indirect goods that employees receive as compensation for services provided to the company.



**Performance** , according to Supardi (2013), teacher performance is the ability of a teacher to carry out learning tasks in madrassas and be responsible for students under his guidance by improving student learning achievement. Therefore, teacher performance can be interpreted as a condition that shows the ability of a teacher to carry out his duties in the madrasah and describes the actions displayed by the teacher in or during learning activities.



Source: Data processed by researchers, 2024

Picture. 1 Conceptual Framework

## Methods

The type of research used by the researcher is quantitative research according to Sugiyono (2013) quantitative research can be interpreted as a method based on the philosophy of positivism, used to research on a certain population or sample, sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative/statistical with the aim of testing hypotheses that have been determined. The location of the research was carried out in SD Negeri 390 and SD Negeri 395 Muara, Mandailing Natal Regency. The target population is employees at SD Negeri 390 and SD Negeri 395 Muara, Mandailing Natal Regency, totaling 35 teachers using saturated samples. The source of data in the study is primary data, primary data is data that was directly collected by the author from the first respondent from the primary data source that the author did were several respondents related to SD Negeri 390 Sale Baru Mandailing Natal Regency. The data collection technique in this study is using a questionnaire. The data analysis technique in this study is using the SPSS Test with the following steps, Data quality test, Classical assumption test, Multiple linear regression test, Model feasibility test.

## Results



SD Negeri 390 Salebaru is one of the educational units with an elementary school level in Sali Baru, Muara Batang Gadis District, Mandailing Natal Regency, North Sumatra and SD Negeri 395 Singkuang is a state elementary school educational institution located in Singkuang li, Mandailing Natal Regency. The samples taken from SD Negeri 390 were 20 respondents and from SD Negeri 395 were 15 respondents. Of the total 35 respondents, 20 respondents were female and 10 respondents were male. There were 25 respondents with an age scale of 20-30 years and 10 respondents with an age scale of 30-35. The education level of S1 respondents was 11 respondents, D3 was 15 respondents, and high school was 9 respondents.

**The results of the Validity Test**, the level of validity of this research instrument is known through a validity test using the SPSS Windows release 25 program which was carried out on a questionnaire with 23 statements through a sample of 35 instrument validity tests. The  $r$  value of the table for  $N = 35$  with  $df = 2$  confidence level of 5% is 0.334. All question instruments in the questionnaire have a value of  $>$ from 0.334, which means that all questionnaire items are declared valid.

**Reliability test**, reliability test is carried out using the help of the SPSS program, where if the value of Cronbach's Alpha  $> 0.60$ , the data is declared reliable.

Table. 5 Reliability Test Results

| Variable                | Cronbach's Alpha | Conclusion |
|-------------------------|------------------|------------|
| Recruitment (x1)        | 0,866            | Reliebel   |
| Commitment (X2)         | 0,787            | Reliebel   |
| Compensation (x3)       | 0,626            | Reliebel   |
| Teacher Performance (Y) | 0,762            | Reliebel   |

Source: SPSS, 2024

The results of the table are known that Cronbach's Alpha value is 0.866 for the Recruitment variable (X1), 0.787 for the Commitment variable (X2), 0.626 for the Compensation variable (X3), 0.762 for the Teacher Performance variable, The results of each variable have a Cronbach's Alpha value greater than 0.60.

**Normality test**, The normality test is carried out with the Kolmogorov-Smirnov Test in the SPSS application, if the value of Asymp.sig (2-tailed)  $> 0.05$ , then the data is normally distributed.

Table. 6 Normality Test Results

| One-Sample Kolmogorov-Smirnov Test |                         |             |                         |
|------------------------------------|-------------------------|-------------|-------------------------|
|                                    |                         |             | Unstandardized Residual |
| N                                  |                         |             | 35                      |
| Normal Parameters <sup>a,b</sup>   | Mean                    |             | ,0000000                |
|                                    | Std. Deviation          |             | 1,60767376              |
| Most Extreme Differences           | Absolute                |             | ,166                    |
|                                    | Positive                |             | ,166                    |
|                                    | Negative                |             | -,111                   |
| Test Statistic                     |                         |             | ,166                    |
| Asymp. Sig. (2-tailed)             |                         |             | ,016c                   |
| Monte Carlo Sig. (2-tailed)        | Sig.                    |             | ,256d                   |
|                                    | 99% Confidence Interval | Lower Bound | ,245                    |
|                                    |                         | Upper Bound | ,267                    |

Source: SPSS, 2024

The results of the normality test showed that the Monte Carlo.sig (2-tailed) value was 0.256, the results showed that the Monte Carlo.sig (2-tailed) value was  $0.256 > 0.005$ , so the research data was normally distributed

**The multicollinearity test** can be carried out by comparing the VIF (Variance Inflation Factor) value with the number 10. A value of  $F < 10$  or has a Tolerance  $> 0.1$ , then it is said that there is no multicollinearity problem.

Table. 7 Multicollinearity Test Results

| Coefficients <sup>a</sup>             |               |                         |       |
|---------------------------------------|---------------|-------------------------|-------|
| Type                                  |               | Collinearity Statistics |       |
|                                       |               | Tolerance               | VIF   |
| 1                                     | Rekrutmen_X1  | ,164                    | 6,099 |
|                                       | Komitmen_X2   | ,169                    | 5,902 |
|                                       | Kompensasi_X3 | ,902                    | 1,109 |
| a. Dependent Variable: Kinerja_Guru_Y |               |                         |       |

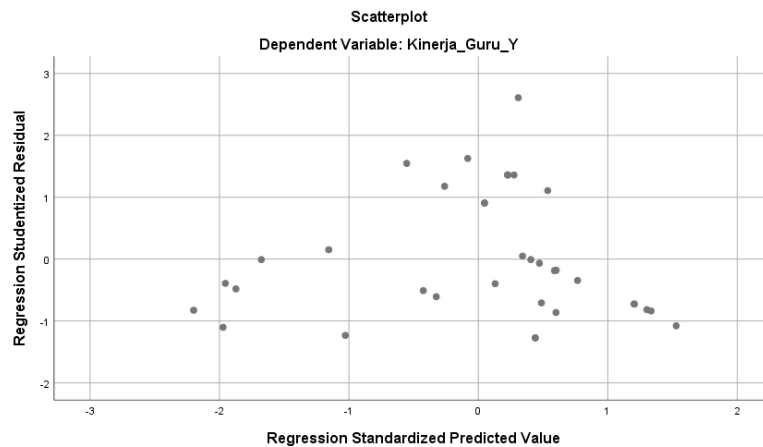
Source: SPSS, 2024

The results of the analysis can be found that the tolerance value is  $0.164 > 0.1$ , as well as the VIF value of  $6.099 < 10$  Recruitment variables, the tolerance value is  $0.169 > 0.1$  and the VIF value is  $5.902 < 10$  Commitments, the tolerance value is  $0.902 > 0.1$  and the VIF value is  $1.109 < 10$  The above results conclude that there is no multicollinearity in each variable.

**Heteroscedasticity test**, To detect the presence or absence of heteroscedasticity in a model, it can be seen from the scatterplot drawing pattern. Heteroscedasticity can be seen, if the



distribution of data points is not patterned, the data points are spread above and below or around the number 0.



Source: SPSS, 2024

Picture. 2 Diagram Scatterplot

The image above can be seen that the dots spread to the left, right, top and bottom sides and are at point 0 or the middle point so that it can be concluded that there is no heteroscedasticity problem.

**T test (partial)**, The t test is used to find out that each of its independent variables independently has a significant effect on the bound variable.

Table. 8 Test Results t

| Coefficients <sup>a</sup>             |               |                             |            |                           |        |      |
|---------------------------------------|---------------|-----------------------------|------------|---------------------------|--------|------|
| Type                                  |               | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|                                       |               | B                           | Std. Error | Beta                      |        |      |
| 1                                     | (Constant)    | 2,214                       | 4,208      |                           | ,526   | ,603 |
|                                       | Rekrutmen_X1  | -,445                       | ,189       | -,778                     | -2,357 | ,025 |
|                                       | Komitmen_X2   | ,845                        | ,216       | 1,267                     | 3,902  | ,000 |
|                                       | Kompensasi_X3 | ,258                        | ,169       | ,215                      | 1,529  | ,136 |
| a. Dependent Variable: Kinerja_Guru_Y |               |                             |            |                           |        |      |

Source: SPSS, 2024

The Coefficient table above obtained the t-count value for the Recruitment variable (X1) is -2.357 with a Sig value of 0.025 Commitment (X2) 3.902 with a sig value of 0.000 The t-count value is 1.529 with a sig value,  $df = n - k = 35 - 3 = 32$ , obtained 1.694. The value of Sig.  $0.025 < 0.05$  which means significant. The t-count test research is  $-2.357 < t\text{-table } 1.694$ , then the hypothesis is tested. The Sig value is  $0.000 < 0.05$  which means that the t-count test research is significant  $3.902 > 1.694$ , then the hypothesis is tested. The sig value is  $0.136 > 0.05$  which



means that the t-count test is not significant  $1.529 < 1694$  which means the hypothesis is not tested.

The F test (simultaneous), is used to test the influence of the variables Recruitment (X1), Commitment (X2), Compensation (X3), on Teacher Performance (Y) The criteria for simultaneous testing are if F counts < F table.

Table. 9 Test Result F

| ANOVAa                                                              |            |                |    |             |       |       |
|---------------------------------------------------------------------|------------|----------------|----|-------------|-------|-------|
| Type                                                                |            | Sum of Squares | Df | Mean Square | F     | Sig.  |
| 1                                                                   | Regression | 70,695         | 3  | 23,565      | 8,313 | ,000B |
|                                                                     | Residual   | 87,877         | 31 | 2,835       |       |       |
|                                                                     | Total      | 158,571        | 34 |             |       |       |
| a. Dependent Variable: Kinerja_Guru_Y                               |            |                |    |             |       |       |
| b. Predictors: (Constant), Kompensasi_X3, Komitmen_X2, Rekrutmen_X1 |            |                |    |             |       |       |

Source: SPSS, 2024

The results of the table above are 8.313 The F-value of the table with a significance level of 0.05 with  $df1 = k-1 = 3-1 = 2$  and  $df2 = n - k = 35 - 2 = 33$ , obtained is 3.285 and the Sig value is 0.000. The results of  $F\text{-calculation} > F\text{-table}$  ( $8.313 > 3.285$ ) and  $\text{Sig.} < \text{value of } 0.05$  ( $0.000 < 0.05$ ), then the conclusion is that Recruitment, Commitment, and Compensation have a positive and significant effect simultaneously on Teacher Performance.

Multiple linear regression analysis, is often used to address regression analyses that involve relationships of two or more independent variables.

Table. 10 Results of multiple linear regression test

| Coefficientsa                         |               |                             |            |                           |        |      |
|---------------------------------------|---------------|-----------------------------|------------|---------------------------|--------|------|
| Type                                  |               | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|                                       |               | B                           | Std. Error | Beta                      |        |      |
| 1                                     | (Constant)    | 2,214                       | 4,208      |                           | ,526   | ,603 |
|                                       | Rekrutmen_X1  | -,445                       | ,189       | -,778                     | -2,357 | ,025 |
|                                       | Komitmen_X2   | ,845                        | ,216       | 1,267                     | 3,902  | ,000 |
|                                       | Kompensasi_X3 | ,258                        | ,169       | ,215                      | 1,529  | ,136 |
| a. Dependent Variable: Kinerja_Guru_Y |               |                             |            |                           |        |      |

Source: SPSS, 2024

Based on the results of the above test, a regression equation model can be developed as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$



$$Y = 2.214 - 0.445 + 0.845 + 0.258 + e1$$

The constant value of 2.214 indicates that the value of the variables Proposal (X1) Organizational Commitment (X2) and Compensation (X3), in a constant state (fixed), then the value of the Teacher Performance variable (Y) is 2.214 units, the Recruitment Variable (X1) is -0.445 states that every 1% addition of Recruitment, it will increase Teacher Performance by -0.445 or -44.5%, and vice versa if Recruitment, decreases by 1%, then Teacher Performance will be predicted to decrease by -0.445 or -44.5%. The Commitment Variable (X2) of 0.845 states that every 1% increase in Commitment, it will increase Teacher Performance by 0.845 or 84.5%, and vice versa, if Commitment decreases by 1%, Teacher Performance will be predicted to decrease by 0.845 or 84.5%. The Compensation Variable (X3) of 0.258 states that if every 1% increase in Compensation will increase Teacher Performance by 0.258 or 25.8% and vice versa if Compensation decreases by 1% then Teacher Performance will decrease by 0.258 or 25.8%

## Discussion

**Recruitment affects Teacher Performance**, the Recruitment Variable (X1) of -0.445 states that every 1% addition of Recruitment, it will increase Teacher Performance by -0.445 or -44.5%, and vice versa, if Recruitment, decreases by 1%, Teacher Performance will be predicted to decrease by -0.445 or -44.5%. This means that every time there is a recruitment of a new teacher, the old teacher will not work and teach the new teacher so that the old teacher assigns you to teach alone who should teach together and teach the new teacher, even the teacher does not work and teach this because there is a seniority system where the new teacher must obey the orders of the old teacher, this often happens in any school, even if we do not follow the words, then it will be are ostracized by seniors who feel powerful, so that it has a bad impact on the school and new employees.

**Organizational Commitment affects Teacher Performance**, the Commitment variable (X2) of 0.845 states that every 1% increase in Commitment, it will increase Teacher Performance by 0.845 or 84.5%, and vice versa, if Commitment decreases by 1%, Teacher Performance will be predicted to decrease by 0.845 or 84.5%. This means that if the teacher is committed to the school where he works, then the teacher's performance will increase, but if the commitment is not owned by the teacher, then the teacher's performance will decrease significantly, a teacher will be committed to his organization, if the teacher gets something that has been expected so that the teacher's performance increases, there is also a teacher who only works and then goes home, there is no commitment in his organization, he will let whatever happens that matters. He came and worked and then went home.



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**Compensation affects Teacher Performance**, the Compensation Variable (X3) of 0.258 states that if every 1% increase in Compensation will increase Teacher Performance by 0.258 or 25.8% and vice versa if Compensation decreases by 1% then Teacher Performance will decrease by 0.258 or 25.8%. This means that if the teachers, both civil servants and honorary teachers, are compensated, the performance of the teachers will increase, but not all teachers will increase their performance if they are compensated, there are also teachers who are still lazy and not creative in teaching, so that the teacher does not have a good performance. If the compensation decreases, it does not necessarily mean that the teacher's performance will decrease, but the teacher's performance will be monotonous even though he has been urged to be more creative, because the nature of the compensation in question is a bonus if he works well and the basic salary given.

### **Conclusion**

Recruitment has a negative and significant effect on Teacher Performance, the value is -0.445 and sig 0.025 partially, which means that if teacher recruitment is excessive, teacher performance will be reduced. Compensation has a positive and insignificant effect on Teacher Performance with a value of 0.258 with a sig of 0.136 partially, meaning that compensation does not necessarily improve teacher performance even if the increase is only temporary, but there are still teachers who have good performance even though there is no or no compensation. Commitment has a positive and significant effect on Teacher Performance, the value is 0.845 and sig 0.000 partially, meaning that if commitment increases, teacher performance will increase if teacher performance will decrease. Recruitment, Commitment and Compensation have a positive and significant effect on Teacher Performance simultaneously with a value of 8,313 and a sig of 0.000, meaning that every time a new teacher is recruited, prospective teachers will be required to commit to the organization with the compensation provided to prospective teachers.

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