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The Effect of Job Satisfaction in Mediating the Relationship between Compensation, Tasks Competence and Commitment of Teachers of SMA Don Bosco Padang

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Abstract. This study aims to determine the effect of Job Satisfaction in Mediating the Relationship between Compensation, Tasks Competence and Commitment of Teachers of SMA Don Bosco Padang as many as 64 people. Data were collected through questionnaires distributed to the entire population that could be used for analysis purposes. Hypothesis testing was carried out by using data analysis techniques through Path Analysis. The results of the data analysis show that of the (two) independent variables, Compensation has no significant effect. Meanwhile, task competence has a significant effect on the Task Commitment variable (the dependent variable). Furthermore, the Compensation and Task Competency Variables have a significant effect on the Job Satisfaction variable as an intervening variable. Likewise, the Job Satisfaction variable also has a significant effect on performance. Both of the Independent Variables are eligible for the Mediation test. Job Satisfaction as an intervening variable has no influence between Compensation and Task Commitment. While Job Satisfaction as an intervening variable influences the Task Competence and the Task Commitment of Teachers of SMA Don Bosco Padang. The effect of compensation variable and career development to the commitment of the task in the first phase amounted described by value R^2 is 0.783 or 78.3%, when compared to the effect test of variable compensation and competency tasks to task commitment in the second stage by inserting a mediating variable work motivation where the effect described by the value R^2 is 0.783 or 84.6% or the increase of effect by incorporating variable job satisfaction as an intervening variable is 84.6% - 78.3%, or 6.3%

Keywords. Commitment, Compensation, Job Satisfaction, Tasks Competence, Teachers, SMA Don Bosco, Padang

Introduction

It is not easy to measure creating between those rights and obligations, because there are demands from the educational organization to realize a commitment and on the other hand, there is a level of satisfaction that is felt fairly received by each teacher. Efforts in realizing the commitment of the teacher's task is to create job satisfaction that is more conducive by clearly defining organizational goals, giving broad authority limited by applicable provisions. The authority given to teachers is to be able to do and complete work in the way that they think is the best and most efficient. Besides that, the emotional connection, two-way communication

and good cooperation are still carried out and improved so that as to create openness and responsibility in the environment of school organization.

Likewise, this applies to educational organization namely at SMA Don Bosco Padang. In accordance with the main tasks and functions of Teachers of SMA Don Bosco Padang, this organization is highly demanded to be able to create conditions that can encourage and enable teachers to develop themselves and improve their abilities and skills optimally. Besides that, the variable that allows influencing the teacher's task commitment is the Compensation factor as a result of a form of compensation, it must be in line and relevant to the task commitment.

However, what is expected from a consequence of the implementation of the duties of a teacher at SMA Don Bosco Padang, it turns out that the commitment to the implementation of the task is apparently not fully fulfilled, which is in accordance with the observations of researchers while the condition is more dominantly influenced by teacher competence, compensation given as well as satisfaction from these teachers for the rewards they receive.

The amount of compensation received each month from the teachers' certification allowance and job competency will determine job satisfaction is a very important factor as one of the determinants of the teacher's task commitment in carrying out the task. This is due to the fact that the persistence of teachers' views on compensation of certification allowances is often felt to be unfair. This means that not all teachers have received compensation for certification, and on the other hand, they are required to realize the goal commitment. The competence is also related to professionalism as in the case of enforcement of the task competency rules where the Enforcement between the Recipient Teachers and those not yet certified is the same. Even the number of teachers who received certification, but if tested with the number of students who are responsible as homeroom teachers with a number of graduation achievements is less if we compare with teachers who are not recipients of compensation and certification.

These two conditions make teacher dissatisfaction in carrying out tasks and task competencies. Some of the teachers who do not get certification with the weight of the task and the responsibility of Compensation for themselves, Compensation for the curriculum, and enforce Compensation rule for students, is not carried out accordingly. These two conditions are triggered as a result of dissatisfaction in carrying out the task.

Job satisfaction seems to be very fundamental and is something that is highly demanded in the organization. By these three factors and felt by the teachers will have an effect on the work results or commitment of the teacher's task.

Theory Study and Hypothesis Development

Performance Measurement

Commitment can arise if there is a love of tasks and responsibilities. Everyone is scientifically committed. However, the commitment that everyone has will never be the same. There are people whose commitment are low and there are also people whose levels are commitment high. This is determined by the different levels of development and mental processes naturally. Furthermore, Kartono (2008: 76) provides a definition of commitment as a promise of responsibility and engagement, where decisions are based on attitudes and agreements adopted at the time and tend to crystallize attitudes. According to Rivai (2003: 284) that commitment to the organization is a situation where an employee sides with a particular organization and its goals and intends to maintain its membership in the organization.

The implementation of task as an employee must be supported by a feeling of pride in the tasks entrusted to him/her. An employee must be proud of his job is to prepare and provide maximum service to the public. No matter what type of challenges and obstacles they face in carrying out their tasks, they must remain strong and aware that the tasks must be carried out with dedication.

A servant with high loyalty to boss or institutions, usually shows a submissive, respectful, loyal attitude and compensation. Mar'at (2002: 87) expresses that a person's level of commitment is influenced by several factors, including conflicts that occur within an office, leadership, work climate, work spirit, satisfaction, incentives, leadership behavior, and other factors. Meanwhile, according to Kepmenpan Number: 25/KEP/M.PAN/04/2002, the definition of commitment is determination, solid determination and a promise to do or realize something that is believed. Work Commitment is the level of loyalty of an employee in the organization that hires him and furthermore the work commitment is an employee who wants to do their work as if they were the owner of the company (Curri van, 2008).

Job Satisfaction

Many factors of job satisfaction that affect employee job satisfaction. The factors in their roles provide satisfaction to employees depend on the individual employee. In Moh. As'ad (2005), factors that influence employees' job satisfaction are:

- a. Psychological factors, which are factors related to employee psychiatry, including interests, serenity at work, attitudes towards work, talents, and skills.
- b. Social factors, are factors related to social interaction both between fellow employees, with their boss, as well as employees with different types of work.
- c. Physical factors, are factors related to the physical conditions of the work environment and the physical conditions of employees, including the type of work, work time settings, and rest periods, work equipment, room conditions, temperature, lighting, air exchange, employee health conditions, age, and so on.
- d. Financial Factors, are factors that related to employee security and welfare including the system and the amount of salary, social security, types of benefits, facilities provided, promotions and so on.

Job satisfaction is one of the sufficient elements in the organization. This is caused by job satisfaction can affect work behavior such as lazy, diligently productive and others, or have a relationship with some types of behavior that is very important in the organization. Many writers and researchers learn about job satisfaction, but there is no one limitation of job satisfaction / work that is felt most appropriate by the writers and researchers. Job satisfaction is very personal, each subject has a different standard or size. Job satisfaction also differs from person to person and cannot be measured by material standards obtained from the work.

Job satisfaction contains physical, psychological aspects, work environment, interaction between personnel, leadership behavior and administrative and organizational policies (Danim, 2004). Job satisfaction depends on intrinsic and extrinsic effects and how the work holder views this effect. The value of effect is different for different people (Gibson, 2004). Then, according to Hasibuan (2005), *job satisfaction* is a pleasant emotional attitude and loves work, this attitude is reflected by work morale, discipline, and work performance. Job satisfaction is enjoyed at work, outside of work, and a combination of inside and outside work. Martoyo (2000: 142), job satisfaction is an emotional employee that occurs or does not occur at a meeting point between the value of employee work and company or organizational rewards and the level of employee benefits is desired by the employee concerned.

Compensation

Compensation is something that is accepted by members of government organization, as well as organization. Compensation given is one of the implementations of MSDM functions that relate to all types of individual rewards as a consequence of carrying out an organizational task.

If managed properly, compensation will help the organization to achieve its goals and obtain, maintain and maintain employees properly, otherwise without adequate compensation will very likely be able to reduce work productivity (Veithzal, 2008).

If the compensation calculation is based on the position or skills relevant to the position, the organization will also have a greater possibility to attract, satisfy and retain potential employees who have high work productivity. On the one hand, the organization to maintain survival and develop its business will be achieved, on the other hand employees can also enjoy the results in the form of compensation provided by the organization with satisfaction.

Based on the description above, it can be concluded that the purpose of giving compensation (compensation) is to increase productivity work, employees can meet their needs, employers get profits, government regulations must be obeyed, and the public / consumers get good services or goods at a reasonable price.

Based on several theories of Compensation put forward by various experts above, it can be concluded that the Compensation program (compensation) must be determined on the principle of fair and proper and by taking into account the law or policy of granting compensation that should be applied. The principle of fair and proper must receive the best possible attention so that the remuneration to be provided stimulates employee passion and productivity.

Compensation is compensation in the form of money or not money given to employees in a company or organization. The same thing was also stated by Desler (2004) that Compensation as all forms of wages or rewards that apply to and arise from the work of someone who has two components, namely direct financial payments in the form of wages / salaries, compensation, commissions, and bonuses and indirect payments like in the form of financial benefits such as insurance and vacation money.

Tasks Competence

Competency according to Palan (, 2007) can be interpreted as characteristics of individuals which include knowledge, skills, experience, attitudes, satisfaction, and personality that will affect *performance* one's. In 3 aspects: knowledge, skills / experience and experience are easier to measure, while 3 aspects: attitude, satisfaction and personality are rather difficult to measure. Competence is related to the target to be achieved by an individual / organization, and the most important thing is that everything in the competency must be measured, someone is said to be competent if he has reached the target set by the organization. For this reason, each organization / parent organization needs to develop competencies for each activity in the organization.

Furthermore, according to Galis (2005), the success of an organization cannot be separated from the quality of human resources that work in the organization, without qualified human resources, the organization is impossible to develop the organization in a positive direction. According to Rivai (2004: 309), one of the ways used to see the development of a company or organization is by looking at the results of performance appraisal. The target which is the object of work performance appraisal is the ability of the employee's ability to carry out a work assigned to him.

According to Galis (2005), An organization both public and private organizations include groups of individuals who always implicitly carry a desire. Desires or interests, both positive and negative, while the organization also has an interest in achieving goals. This means that there are two organizational interests, to achieve these interests. Then these individuals contribute to the organization to the limits of the capabilities of the officer. In contributing to the organization, it must be supported by sufficient operational capability so that the organization's goals are achieved.

Related to that, Moenir (2006) argues that "the ability to have a relationship with the task or work so as to produce goods and services as expected and on the basis of existing provisions". This shows that to carry out a job requires the ability to support the implementation of work that ultimately can produce goods and services as expected, while, Robinson (2007) mentions the ability (*ability*) is that refers to an individual capacity to perform various tasks on a job. The ability of an individual is basically composed of two factors, namely intellectual and physical ability.

Research Methodology

Type of the research

This research is conducted with a quantitative approach to the type of ex post facto research, that is a study that aims to analyze the influence of Exogenous variables (causes), namely Compensation, Task Competence and Job Satisfaction, towards Endogenous variables (consequence), namely the commitment of teachers of SMA Don Bosco Padang.

Population and Sample

Overall objects or elements will be explained in this study. Thus, the population in this study is all of teachers of SMA Don Bosco Padang Based on the data obtained is 64 people.

Techniques of Data Analysis

To get a good research instrument, steps used are the SPSS method, to get the results of respondents' answers to each question in the variable.

Descriptive Statistics Analysis

Descriptive Statistics Analysis is used to describe the data that have been collected into an information (Kuncoro, 2003), for example describing the profile of respondents (Gender, Education, age and others), then also describes the average value average variable, the frequency distribution of respondents' answers to each question in the research variable.

Technique of Hypothesis Test

Analysis of Line (*Path Analysis*)

Ghozali (2013), states that: "Path analysis is an extension of the multiple linear analysis, or path analysis is the use of regression analysis to estimate the causal relationships between variables (causal models) that have been predetermined based on theory ". Path analysis itself does not determine cause-effect relationships and also cannot be used as a substitute for researchers to see the causality relationship between variables. Causality relationships between variables have been formed with models based on theoretical foundations. Techniques of Data analysis in this research is by using path analysis.

The Results of The Research and Discussion

Descriptive Statistics Analysis

Based on the age variable, it shows that the majority of the respondents of this study is their sex women as much as 60.94%, aged 30 - 49 years as much as 70.31%, and S-1 degree is 71.87%),

Correlation Coefficient Test Results

All independent variables namely Compensation (X1), Task Competence (X2), have a significant correlation with Job Satisfaction variables (Y) and task commitment (Z) at a

significance level is 0.01 or 1%. This can be interpreted that the two independent variables have a close relationship with Job Satisfaction and task commitment. Furthermore, table 4.14 also shows that there is a significant correlation between Job Satisfaction (Y) and Task Commitment (Z) at a significance level is 0.01 or 1%.

Hypothesis Test Results

Based on the two path analysis models, the researcher obtains the results analysis of the hypothesis for this study, They are:

1. Analysis of the effect of Compensation (X1) toward task commitment (Z);

Based on the analysis of the variables above, it is obtained that the value of the sign compensation variable $(X1) = 0.391 < 0.05$. This means that Compensation (X1) has no significant effect on task commitment (Z). So that Hypothesis 1 of this study,

H1: Task compensation has a significant effect toward the task commitment of teachers of SMA Don Bosco Padang, is stated, rejected.

2. Analysis of the effect of Task Competence (X2) on task commitment (Z).

Based on the analysis of the variables above, it is obtained that the value of the Task Competency variable $(X2) = 0,000 > 0.05$. This means that Task Competency (X2) has a significant effect on task commitment (Y). So that Hypothesis 2 of this study,

H2: Task Competence has a significant effect toward the task commitment of task of SMA Don Bosco Padang, is stated, accepted

3. Analysis of the effect of the Compensation variable toward Job Satisfaction (Y).

Based on the analysis of the above variables, the value for the Compensation variable $(X1) = 0,000 < 0.05$ is obtained. This means that Compensation (X1) has a significant effect on Job Satisfaction (Y). So that Hypothesis 3 of this study,

H3: Task compensation has a significant effect toward Job Satisfaction of teachers of SMA Don Bosco Padang, is stated, accepted

4. Analysis of the effect of Task Competence (X2) toward Job Satisfaction (Y).

Based on the analysis of the variables above, it is obtained that the value of the Task Competency variable $(X2) = 0,000 < 0.05$. This means that Task Competency (X2) has a significant effect on Job Satisfaction (Y). So that Hypothesis 4 of this study,

H4: Task Competence has a significant effect toward Job Satisfaction of teachers of SMA Don Bosco Padang, is stated, accepted

5. Analysis of the effect of Job Satisfaction variable (Y) toward task commitment (Z).

Based on the analysis of the variables above, it is obtained the value of the Job Satisfaction variable $(Y) = 0,000 < 0.05$. This means that Task Competency (X2) has a significant effect on task commitment (Z). So that Hypothesis 5 of this study,

H5: Job satisfaction has a significant effect toward the commitment of teachers of SMA Don Bosco Padang, is stated, accepted

6. Analysis of the effect of Compensation (X1) through Satisfaction (Y) toward task commitment (Z).

Based on the analysis of the above variables obtained the direct effect given by the Compensation variable (X1) to the task commitment (Y) of - 0.06. While the indirect effect

given X1 through Y to Z is the multiplication between the beta value X1 against Y with the beta value of Y against Z, which is $= -0.06 \times 0.702 = -0.0421$. Then the total effect given by Compensation (X1) to the task commitment (Z) is $= -0.0421 + 0.3924 = 0.3505$. Based on the results of this calculation, it is known that the value of the direct effect is 0.305 and the value of the indirect effect is 0.0421, which means that the value of the direct effect is smaller than the value of the indirect effect. This result shows that directly Compensation (X1) through Satisfaction (Y) has no significant effect on task commitment (Z). So that Hypothesis 6 of this study, is rejected

H6: Job Satisfaction as an intervening variable had an influence between Compensation and task Commitment of teachers of SMA Don Bosco Padang, is stated, rejected

7. Analysis of the influence of Task Competence (X2) through Satisfaction (Y) on task commitment (Z).

Based on the analysis of the variables above obtained the direct effect given by the variable Task Competency (X2) to the task commitment (Z) is 0.598. While the indirect effect given by X2 through Y to Z is the multiplication between the value of beta X2 against Y with the value of beta Y to Z, that is $= 0.692 \times 0.702 = 0.0258$. Then the total effect given by Task Competency (X2) on task commitment (Z) is $= 0.696 + 0.0258 = 0.7178$. Based on the results of this calculation it is known that the value of the direct effect is 0.698 and the value of the indirect effect through mediation variables of 0.7178 which means that the value of the influence is greater than the value of the direct influence. These results indicate that directly Task Competency (X2) through Satisfaction (Y) has a significant influence on task commitment (Z). So that Hypothesis 7 of this study,

H7: Job Satisfaction as an intervening variable gives an influence between Task Competence and Task Commitment of teachers of SMA Don Bosco Padang, is declared to be accepted

Research Results Recommendation

1. To increase compensation in the future, it is recommended to policy makers to make policies aimed at respondents in terms of increasing Compensation so that each member of the teachers of SMA Don Bosco Padang, each respondent utilizes work time that has not shown maximum performance that can be measured benefits for the Organization. Even in this case, each teacher feels they has so that it is important for the future to make a kind of SOP reference that states that a teacher has an achievement, and he is entitled to receive some compensation given by the management of SMA Don Bosco Padang.
2. To improve Task Competence in the future, it is recommended to policy makers, to make policies aimed at respondents in terms of Task Competence so that each Member of the teachers of SMA Don Bosco Task Competencies that should be a concern are, each member of the teachers of SMA Don Bosco Padang through the teachers' competency reference as mandated in 19 of 2005 concerning the Indonesian National Education Standards, which include: Personality, Pedagogical, Professional and Social Competences.
3. To improve Job Satisfaction in the future, it is recommended to policy makers to make policies aimed at respondents in terms of Job Satisfaction so that each of the Members of the teachers of SMA Don Bosco Padang. Although there is an organizational structure that refers to the rules for the management of the Foundation that have been in place so far, in the future, the teachers of SMA Don Bosco are also actively involved in the foundation so that each opportunity to do something for others.

4. To increase the commitment of the task in the future, it is recommended to policy makers, to make policies aimed at respondents in terms of task commitment so that each the teacher of SMA of Don Bosco Padang by providing an understanding of the commitment of the task to remain as a teacher forever until retirement. Even if the organization changes its shape and name. This means that they have a very strong commitment toward their tasks commitment to serve to the Foundation and SMA Don Bosco Padang.

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