

## Improving the Professionalism and Performance of Education Personnel through Compensation Management

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### ABSTRACT

Compensation management still refers to rank, class, and seniority not based on its performance. Salaries are paid at the same value according to the scale, class and length of service but for the provision of current performance allowances have been calculated in different performance achievements. Compensation management for non-civil servants in State Madrasahs in Cilegon City has been adjusted to their respective DIPA budgets. The difference in compensation management that occurs in the six State Madrasahs of Cilegon City is the authority of each Madrasah Head. This will lead to differences in compensation between madrasahs. This study uses a correlation method that aims to detect the degree of association of variables in a factor with variables in another based on the correlation coefficient that describes the degree of relationship between two or more variables. The results of this research concluded that there is a positive and significant relationship between the professionalism of education personnel and the performance of education personnel of the Cilegon City State Madrasah. This can be seen from the significance value of the professionalism of educational personnel with the performance of educational personnel of 0.00 which means it is smaller than the level of significance used, which is 0.05. It can also be seen from the correlation value of the calculation of  $0.812 > r \text{ table } 0.281$  and can even be seen from the calculated value of  $9.546 > t \text{ table } 1.677$ . Compensation management has a very strong role in improving the professionalism of educational personnel.

**Keywords:** *Compensation Management, Professionalism Education, Education Personnel*

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## INTRODUCTION

Compensation is the right of all educators and education personnel in educational institutions or madrasahs, this is one way that education personnel can work in line with the goals of educational institutions. So it is necessary to have a way or system how to organize and compensate educational personnel, with appropriate compensation will encourage someone to improve professionalism and improve performance for the workers themselves. A compensation system is a system consisting of compensation components from the beginning of determining the amount of compensation and how it is given (Mujanah, 2019).

This study sought to assess the effect of patient counseling, engagement and empathy delivered by trained counselors on patient satisfaction. This research encourages counseling to improve patient satisfaction and reduce disparities with consumers (Londhe et al., 2021). A set of health knowledge, positive attitudes, and high practices among extension workers oriented towards achieving aggressive, sustainable, and health-relevant adolescent targets is a current need and has been implemented in our area (Grewal et al., 2021). Various efforts to provide anti-doping education have increased, sub-elite and growing athletes may be overlooked. This leads to an over-reliance on informal sources of information and potential exploitation of athletes. In developing countries, anti-doping organizations are supported by an infrastructure of trainers who promote anti-doping education information (Juma et al., 2022).

The satisfaction of the compensation system felt by employees of educational institutions can reduce the intention to stop working, as well as improve employee performance. More importantly, it is necessary to build good communication between employees and customers (Ohunakin & Olugbade, 2022). The salaries of local employees are analyzed over time, by region, and between specialized jobs and jobs that are not adjusted and adjusted for the cost of living. Salaries based on specialized occupations were collected from 2014 to 2020. The salary trend of local employees compared to the trend of medical education costs during the study period did not change significantly (Ngatuvai et al., 2023). Based on the way compensation forms time horizons and risk-taking, it is estimated that stock-related compensation increases a company's ability to enforce patents, while bonuses and stock options become reduced. Patent disputes in an industry create conditions limiting the effects of compensation because they limit the level at which agency is held to include private incentives (Papageorgiadis et al., 2023).

Compensation management is an activity in designing, managing and regulating a form of service return for employees or workers who have done a certain job and completed it for the organization, where the form of return must be fair, objective, and open so that satisfaction is obtained for the recipient in accordance with the contribution that has been given (Mujanah, 2019). The reality in Indonesia is that compensation management still refers to rank, class, and seniority, not based on performance. For civil servants (Civil Servants) in Indonesia, salaries are paid with the same value according to their skills, class and length of service but for the provision of performance benefits, currently they have been calculated in different performance achievements.

Optimal design of managerial compensation in the setting. A manager must be able to manage the risks of the company's activities. The new standard does not affect compensation for their counterparts. Our findings support optimal contract execution (Kang & Kim, 2022). The purpose of the learning process in health sciences requires an understanding of the background of educational theory and practice. The Master Program in Health Professions Education offers training for health practitioners and alumni of the Faculty of Health Sciences to acquire essential competencies in education (Alanazi & Mohamud, 2020). Despite the increasing cases of foodborne illness involving high school students in, primary education lacks specific subjects for food safety education. The study takes issue with such issues where education and health intersect (Limon et al., 2022).

We motivate managers to shift the capital investment mix from R&D to capital expenditure to maintain income-based compensation, thereby lowering capital investment efficiency. While managerial incentives are expected to replace profit

management to maintain performance-based compensation (Biddle et al., 2023). Management revenue forecasts have received significant attention as an important source for setting company expectations. The disclosure of managers will depend on the type of information, over managerial optimism, and the structure of managerial compensation. We also provide evidence that disclosure framing can dampen stock return volatility (Sung & Ho, 2023). The application of digital technology in technology-based companies has contributed to employee compensation. An increase in the demand for high-skilled workers, a decrease in the demand for low-skilled workers, and the managerial strength of technology-based companies are important factors for this phenomenon (Yuan et al., 2023).

Soft skills such as creativity, writing skills, technical presentation, and thinking outside the field of science are pre-requisites needed by the industry in recruiting employee candidates with the desired knowledge and work experience insights (Konrad et al., 2022). Through improving listening skills, health experts are expected to provide recommendations for the implementation of implementation strategies. The findings of this study are expected to support the development of effective strategies in creating a healthy environment and improving occupational safety (Turner et al., 2021)

Companies with higher top management compensation packages show a much lower risk of bankruptcy. These findings support the theory of agency alignment and incentives. They found a strong link between compensation, corporate governance and financial risk (Trinh & Seetaram, 2022). The Decree of the Minister of Religious Affairs (KMA) of the Republic of Indonesia Number 1007 of 2021 contains incentives for non-civil servants in madrasahs. Non-Civil Servant Education Personnel who get these incentives include: library personnel, laboratory personnel, administrative personnel, guidance and counseling personnel, cleaning staff, security personnel, dormitory managers or ma'had managers (Regulation of the Minister of Religious Affairs No.1 of 1946). In today's "cultural progress, Professionalism is a vital peculiarity, Talcott Parsons wrote an article on professionalism and professionalism in the Encyclopedia, saying that professionalism is a process that cannot be resisted in the development of today's modern business world (Anoraga, 2009).

The performance of educational personnel working in State Madrasah is the ability of educational personnel to carry out their duties to achieve success in working, basically performance is something individual. The academic qualifications of education staff generally have not reached strata 1, but they are experienced in carrying out academic service duties, so their professionalism is formed based on work experience. Professional education personnel must have academic qualifications of at least strata 1 and a minimum working period of 10 years in similar fields of work. The professionalism of education personnel is needed in order to keep pace with the development of science and technology among professional education personnel. Family factors affect adolescent academic outcomes. Education leaders need a more interdisciplinary scope of education. Education leaders create productive ways to express parental involvement, parental style, high expectations of children, and ability to provide social capital (Jeynes, 2023). The main barriers in implementing Education programs are funding, staff training, and parent support. Based on the perceptions of school personnel, these findings provide further support for the transition away from punishment and toward more restorative alternatives. However, barriers to sustainability and equity were identified that warrant consideration when implementing diversion programs (Liu et al., 2023). Competency development of school administration staff is carried out based on the needs of institutions, groups,

and individuals. Staff development based on the needs of institutions and groups is important, but development based on the needs of each administrative staff to achieve a degree of professionalism is also very important. All honorary education staff hope that there will be attention to improving welfare, the need to increase quotas when recruiting PPPK personnel, and opportunities for appointment as prospective civil servants.

The study reports on school personnel's perceptions of diversion programs, identifies characteristics of schools that currently have diversion programs, and defines barriers to implementation of diversion programs. The web survey asked about beliefs, attitudes, and actions schools take regarding drug use offences as well as perceived barriers to implementing diversion. The study reports on school personnel's perceptions of diversion programs, identifies characteristics of schools that currently have diversion programs, and defines barriers to implementation of diversion programs. The web survey asked about beliefs, attitudes, and actions schools take regarding drug use offences as well as perceived barriers to implementing diversion programs (Liu et al., 2023).

Some previous studies related to this study, among others: Saswoyo Bagus Probo examined the Effect of Work Compensation on the Performance of Educators and Education Staff of MAN 1 Ponorogo (Saswoyo, n.d.) . The results of this study concluded that there is a significant relationship between compensation variables and the performance of Educators and Education Personnel. What this study has in common is that they both pay work compensation. While the difference is that Saswoyo Bagus Probo's research examines the performance of educators and education staff, while our research examines the performance of education personnel.

Syahrul and Nurmayanti studied the Management of Educators and Education Personnel at SMA Muhammadiyah Kendari This study concluded that the planning of teachers and education personnel was carried out through a needs analysis process involving primary and secondary education assemblies, as well as school committees (Nurmayanti, 2019). The similarity of this research lies in the object of research, namely education staff. However, the difference lies in institutions located in public schools, while researchers focus on madrasah educational institutions. Mela Rosi Pertiwi studied the Effect of the Recruitment, Selection and Compensation Process on the Performance of Educators in Private Aliyah Madrasah Bandarlampung City (Pertiwi, 2020) This study concluded that there was an influence of the recruitment process on the performance of educators in MAS Bandar Lampung City by 55.6%. What this study has in common is in the compensation study for employees in Madarash. While the difference lies in the target focus of the study, they study educators, while the study focuses on the compensation of educational personnel. Israpil studied the Quality of Educators and Education Personnel of Madrasah Aliyah in Bau Bau City, Southeast Sulawesi (Israpil, 2018). The results of this study showed that the quality of managerial competence of madrasah principals, entrepreneurial competence of principals, and supervision competencies of principals showed a "very high" category. While the difference is that their research examines the quality of educators and also education personnel in madrash, while our research only focuses on the quality of madrasah education personnel.

Sapini wrote about Efforts to Improve the Professionalism of Educators through Writing Scientific Papers at MTs N 1 Kutai Kertanegara. The results of this study imply that the constraints of educators at MTsN 1 Kutai Kertanegara in making scientific papers between fabrics: do not have enough free time, the motivation of

educators in making scientific papers is still low, do not have reference books, lack of knowledge on how to write scientific papers. What these studies have in common lies in improving professionalism. The difference is, this researcher focuses more on the professionalism of educators or teachers, while this study focuses on the professionalism of education staff.

Endah Nivita, Arif Partobo, and Fetty Poerwita Sary wrote about the Effect of Compensation on Employee Performance (Case Study at PT XYZ) (Endah Novita, Arif Partono Prasetio, 2022) . This study concluded that employee performance at PT XYZ was significantly affected by compensation demonstrated by competence, reinforced by the regression equation  $Y = a + bX = 28.687$ . The criticism of this study lies in its research focus on compensation as well as performance. While the difference lies in the work environment they examine the work environment of employees, while our study examines the work environment of madrasah educational institutions. Khafsah Situmorang, Rapida Batubara, Wahyu Ningsih, and Nurhasanah Nasution (2022) wrote about Competency Systems in Improving Educator performance (Case Study of SDN 014687 Rawang Pasar V) (Nasution, 2022). This study concluded that one of the things that can improve teacher performance is to provide compensation in the form of salaries, bonuses, types of benefits and other facilities. The similarity of this research lies in the study of compensation in the form of salaries, bonuses, certain benefits and other facilities. The differentiating factor lies in the location of the study, they researched in elementary schools, while our research was in Madrasah Aliyah Negeri.

Hesti Choirul talks about the Compensation System in improving teacher achievement (Case Study at SD Islam Terpadu Al Ikhlas Matren Karangrejo Magetan (Hesti Choirul, n.d.) The results of the study concluded that teacher performance can improve after the implementation of the compensation system at SDIT Al Ikhlas Mantren. The similarity of this study is that they both discuss compensation. The difference is that this research uses a qualitative approach with the type of case study, while in our research uses a quantitative approach with the type of Regression Test. Sambodo Rio Sasonggo (2022) writes about Determination of Employee Kinetja: Compensation, Training and Development (A Study of Human Resource Management) (Sasongko, 2022) The study concluded that compensation affects employee performance, and research and development also affects employee performance. The similarities with this study both discuss employee compensation. The difference is that the object of research is in the business world, while researchers focus on education in madrasahs.

Sujarwo researched on the Effect of Compensation, Motivation, Facilities, and Infrastructure on the Performance of Elementary School Civil Servant Teachers in Makassar City (Sujarwo, n.d.). The results concluded that compensation has a significant relationship with teacher performance with a coefficient value of 0.343. This research has similarities in terms of the use of quantitative research. The difference is that Sujarwo's research focuses on compensation, while this research focuses on compensation management, Sujarwo's research object is a civil servant teacher, while this study the author uses education personnel as the object of his research.

Competency development of school administration staff is carried out based on the needs of institutions, groups, and individuals. Staff development based on the needs of institutions and groups is important, but development based on the needs of each administrative staff to achieve a degree of professionalism is also very important. All honorary education staff hope that there will be attention to improving welfare, the need to increase quotas when recruiting PPPK personnel, and opportunities for

appointment as prospective civil servants. From the author's various observations about what happened in the Cilegon City State Madrasah, the author is interested in conducting research related to compensation management for his educational personnel. This the author does so that more useful study materials can be used by anyone who takes part in education management, the author will conduct research on "Compensation Management and its Relationship to Professionalism and Performance of Education Personnel in Madrasah Negeri Cilegon City".

The research objectives in this paper are: First, knowing how management relates to the professionalism of education personnel in the Cilegon City State Madrasah; Second, knowing how compensation management relates to the performance of education personnel. at the State Madrasah of Cilegon City; Third, "knowing whether there is a relationship between the professionalism of education personnel and the performance of educational personnel in State Madrasahs in the City of Cilegon.

Based on the background exposure, the research hypothesis can be formulated as follows: There is a positive and significant relationship between compensation and the professionalism of education personnel at the State Madrasah in Cilegon City. There is a positive and significant relationship between compensation management and the performance of education personnel. at the State Madrasah in Cilegon City. There is a positive relationship between the professionalism of educational personnel and the performance of educational personnel at the State Madrasah in Cilegon Based on the background exposure, the research hypothesis can be formulated as follows: There is a positive and significant relationship between compensation and the professionalism of education personnel at the State Madrasah in Cilegon City. There is a positive and significant relationship between compensation management and the performance of education personnel. at the State Madrasah in Cilegon City. There is a positive relationship between the professionalism of educational personnel and the performance of educational personnel at the State Madrasah in Cilegon Based on the background exposure, the research hypothesis can be formulated as follows: (1) There is a positive and significant relationship between compensation and the professionalism of education personnel at the State Madrasah in Cilegon City. (2) There is a positive and significant relationship between compensation management and the performance of education personnel. at the State Madrasah in Cilegon City. (3) There is a positive relationship between the professionalism of educational personnel and the performance of educational personnel at the State Madrasah in Cilegon City.

## **METHOD**

This research is in the form of quantitative research because in the process it uses data in the form of numbers as a tool to analyze the variables you want to know. The method in this study is the correlation method used in the evaluation mainly to detect the extent to which the variables on a factor are related to the variables on one or more other factors based on the correlation coephsian. The population in this study is non-PNS education staff in the State Madrasah of Cilegon City. There are six Cilegon City State Madrasahs which are levels in Madrasah, namely MIN 1 Cilegon in Pulomerak District, MTs.N 1 Cilegon in Purwakarta District, MTs.N 2 Cilegon in Citangkil District and MTs.N 3 Cilegon in Grogol District, MAN 1 Cilegon in Citangkil District and MAN 2 Cilegon in Grogol District with a total number of 49 non-PNS education personnel.

The sampling technique in this study is to use the Non probability sampling method, which is a sampling technique that does not provide equal opportunities for each element or member of the population to be selected into a sample (Sugiyono, 2018). Then purposive sampling is carried out, which is a technique for determining samples with certain considerations. In this study, the data collection techniques used include: observation, interviews, and literature studies. Data collection through observation is data collection by making direct observations on the object under study, namely Non-PNS education staff in the Cilegon City State Madrasah to complete the information needed in the research.

The interview was conducted at the Head of Administration of MAN 1 Cilegon City, Rudi Hermawan and the Head of Administration of MTs.N 1 Cilegon City, Tuti Sumiyati, while non-civil servants interviewed Ratna Mutoyah and Wawan Dimiyati from MTsN 2 Cilegon. Research instruments using questionnaires are a way to collect data where researchers compile a list of statements in writing and then share them with repondents. Data related to research as a primary data source is obtained by providing structured statements, namely statements about compensation management, professionalism and performance of education personnel in the Cilegon City State Madrasah. In this review, the instrument is used as a poll created as a survey and organized on a Likert scale specifically planning as a sentence of a specific statement related to all three research variables.

The Likert scale in this study was used to measure perspectives, individual views and a collection of social peculiarities. This validity test is carried out for all variables, both free variables and bound variables, using the product moment correlation formula of pearson rough numbers, namely:

$$r_{xy} = \frac{n \sum xy - (\sum x)(\sum y)}{\sqrt{\{n \sum x^2 - (\sum x)^2\} \{n \sum y^2 - (\sum y)^2\}}}$$

An instrument is considered valid if the rhitung is larger than the rtabel and the instrument is considered invalid if the rhitung is smaller than the rtabel.

Calculation of reliability using cronbach's alpha reliability test using SPSS. This reliability calculation is carried out on the instrument items of free variables (X) and bound variables (Y1) and (Y2) that have been declared valid. The reliability of the instrument items uses the alpha cronbach formula as follows :

$$r_{11} = \left( \frac{k}{k-1} \right) \left( 1 - \frac{\sum \delta y_i^2}{\sum \delta y} \right)$$

For the reliability signification test with a degree of freedom (et al)  $\alpha = 0.05$ . If the calculation is greater than the rtabel, the questionnaire instrument as a whole is declared unreliable and unfit to collect research data. Test the analysis requirements used in this study:

#### 1. Normality Test

The normality test in this study using the kolmogorov sminov test is to compare the data distribution (which will be tested for normality) with the standard normal distribution. The standard normal distribution is data that has been transformed into a Z-score form and assumed to be normal.

. If the signification value is below 0.05, it means that there is a significant difference, meaning that the data to be tested has a significant difference from the standard normal data, it means that the data is abnormal. Meanwhile, if the signification is above 0.05, there is no significant difference, this means that the data tested is normal.

## 2. Linieritas Test

The linearity test conducted in this study aims to determine whether variable X (Compensation Management) has a linear relationship or not significantly with the variables Y1 (Professionalism of educational personnel) and Y2 (Performance of educational personnel). This test is used as a prerequisite in correlation analysis and linear regression.

Testing on SPSS using a test for linearity with a significance level of 0.05. Decision making from the results of the linearity test is carried out in 2 ways, namely:

### a. Comparing the significance value (Sig.) with 0.05

- 1) If the deviation value from linearity Sig. > 0.05 , then there is a significantly linear relationship between the free variable and the bound variable.
- 2) If the deviation value from linearity Sig. < 0.05, then there is no significantly linear relationship between the variables.
- 1) Comparing calculated F values with table F Jika F hitung < F tabel, Then there is a significantly linear relationship between the independent variable and the dependent variable.
- 2) Jika F hitung > F tabel, Then there is no significantly linear relationship between the independent variable and the dependent variable.

## 3. Hypothesis Test

### a. Correlation Test

To test the hypothesis, a simple correlation test is used : A simple correlation test using pearson's formula to measure the strength of the relationship and the form of the relationship between the compensation management variables separately with the variables of professionalism of educational personnel and the performance of educational personnel, using the formula:

$$r_{xy} = \frac{n \sum xy - (\sum x)(\sum y)}{\sqrt{\{(n \sum x^2 - (\sum x)^2)\} \{(n \sum y^2 - (\sum y)^2)\}}}$$

This correlation analysis is used to determine the relationship between compensation management variables and the variables of professionalism of education personnel and the performance of educational personnel. This analysis is also used to find out the direction of the relationship that occurs. The coefficient will show how much the relationship between variables is. Guidelines for decision making are carried out in accordance with the table below:



Table 2  
Coefficient Interval and Relationship Rate

Coefficient Interval	Relationship Level
0	No correlation between two variables
> 0 - 0,25	Very weak
>0,25 - 0,5	Low
>0,5 - 0,75	Strong
>0,75 - 0,99	Very Strong
1	Perfect correlation

b. Signification Test

$$t \text{ count} = \frac{b}{s_b}$$

$$t \text{ count} = \frac{r\sqrt{n-2}}{\sqrt{1-r^2}}$$

## RESULTS AND DISCUSSION

The data collected in this study consisted of three variables, namely Compensation Management (X), Professionalism of Education Personnel (Y1) and Performance of Education Personnel (Y2), respondents to the study were 49 non-PNS education personnel from six State Madrasahs of Cilegon City. The results of data collection in this study were obtained through filling out a questionnaire whose results were expressed in value. Below is a complete table of values of variables X, Y1 and Y2:

Table 3  
Value Data of Variables X, Y1 and Y2

No	Responden	Variable X (Compensation Management)	Variable Y1 (Professionalism of Education Personnel)	Variable Y2 (Performance of Education Personnel)
1	A	97	83	78
2	B	113	110	121
3	C	115	122	116
4	D	122	130	134
5	E	109	112	118
6	F	100	107	127
7	G	99	107	125
8	H	100	107	126
9	I	102	104	119
10	J	99	92	116
11	K	116	113	114
12	L	93	86	92
13	M	84	84	86
14	N	81	86	88
15	O	80	78	91
16	P	83	83	83

17	Q	79	78	83
No	Responden	Variable X (Compensation Management)		
			79	84
18	R	75	78	Variable Y2 (Performance of Education Personnel)
19	S	75	123	85
20	T	110	93	135
21	U	90	79	108
22	V	75	93	88
23	W	101	119	118
24	X	119	115	110
25	Y	109	113	116
26	Z	102	124	125
27	AZ	123	119	133
28	BY	122	113	130
29	CX	115	128	107
30	DW	116	105	125
31	EV	98	106	114
32	FU	117	95	134
33	GT	97	110	103
34	HS	112	116	124
35	IR	115	107	123
36	JQ	112	106	107
			Variable Y1 (Professionalism of Education Personnel)	
37	KP	113		121
38	LO	113	110	117
39	MN	117	109	124
40	NM	108	106	121
41	OL	108	111	117
42	PK	97	124	114
43	QJ	100	106	122
44	RI	97	109	122
45	SH	104	112	108
46	TG	110	113	105
47	UF	96	110	99
48	VE	98	102	114
49	WD	110	116	124
		5026	5131	5494

The description of the research data can be shown in the table and graph below :

Table 4  
Data description

		Compensator y Management	Profesionalism	Performance
N	Valid	49	49	49
	Missing	0	0	0
Mean		102.57	104.71	112.12
Std. Error of Mean		1.906	2.062	2.242
Median		102.00	107.00	116.00
Mode		97	106 <sup>a</sup>	114
Std. Deviation		13.340	14.432	15.696
Variance		177.958	208.292	246.360
Range		48	52	57
Minimum		75	78	78
Maximum		123	130	135
Sum		5026	5131	5494
a. Multiple modes exist. The smallest value is shown				

Based on the results of statistical calculations, the description of the data of variable X (Compensation Management) as presented in table 4 above, obtained an average value of 102.57 The standard error of the average value or standard error of variable X is 1.906 median value 102 and the most frequently appearing value is 97. The sample variant value is 177.958 with a standard deviation of 13.340 and the range or range value is 48.

The description of the variable data Y1 (Professionalism of Education Personnel) shows the average result of the value of 104.71 standard error from the average value or standard error variable Y1 is 2,062 median value 107 and the most frequently appearing value is 106. The sample variance value is 208,292 with a standard deviation of 14,432 and the range or range value is 52.

While the description of the variable data Y2 (Performance of Education Personnel) shows the average result of the value of 112.12 The error standard of the average value or standard error of the variable Y2 is 2.242. The median value is 116 and the most frequently appearing value is 114. The sample variance value is 246,360 with a standard deviation of 15,696 and the range or range value is 57.

Overall, the total number of variable values of Y2 (Performance of Education Personnel) is the largest 5494 then Y1 (Professionalism of Education Personnel) which is 5131 and the lowest is the value of X (Compensation Management) with the number of 5026.

#### A. Hypothesis Testing

##### 1. Correlation Test

- The Relationship between Compensation Management and the Professionalism of Education Personnel in Madrasah Negeri Cilegon City

Testing the first hypothesis  $H_0 \leq 0$ , There is no positive and significant relationship of management "compensation to the professionalism of educational personnel in the Cilegon City State Madrasah.  $H_1 > 0$ , There is a positive and significant relationship of management"compensation for the professionalism of educational personnel in the state madrasa of Cilegon City. The data obtained from the results of the correlation test calculation using the help of SPSS can be seen in the following table: Test Results on the Correlation of Compensation Management with the Professionalism of Education Personnel

Table 5

Test Results on the Correlation of Compensation Management with the Professionalism of Education Personnel  
6 Test Results on the Correlation of Compensation Management with the Professionalism of Education Personnel

**Correlations**

		Compensation Management	Professionalism e
Compensation Management	Pearson Correlation	1	.864**
	Sig. (2-tailed)		.000
	N	49	49
Profesionalisme	Pearson Correlation	.864**	1
	Sig. (2-tailed)	.000	
	N	49	49
**. Correlation is significant at the 0.01 level (2-tailed).			

From the output table above, it is known that the  $r$  value is 0.864 > from the  $r$  table of 0.281, it can be concluded that there is a relationship between the compensation management variable (X) and the professionalism of educational personnel (Y1). Since  $r$  count or pearson correlations in the analysis is positive, it can be interpreted that the relationship between the two variables is positive. Thus,  $H_0$  is rejected and  $H_1$  is accepted, there is a compensation management relationship with the professionalism of education personnel in the Cilegon City State Madrasah. Decision making refers to the inter-achievement guidelines of the correlation coefficient, then the correlation of X (Compensation Management) and Y1 (Professionalism of education personnel) of 0.864 can be categorized at a very strong relationship level. The results of the correlation test that show a positive relationship between compensation management and the professionalism of educational personnel can be interpreted to mean that if compensation management is better, the professionalism of education personnel will be better.

- b. The Relationship between Compensation Management and the Performance of Education Personnel in Madrasah Negeri Cilegon City

Testing the second hypothesis,  $H_0 \leq 0$ , There is no positive and significant relationship of management "compensation to the

performance of educational personnel in the Cilegon City State Madrasah.  $H_1 > 0$ , There is a positive and significant relationship of management"compensation to the performance of educational personnel in the Cilegon City State Madrasah.mThe data obtained from the results of the correlation test calculation using the help of SPSS can be seen in the following table:

Table 6  
Correlation Test Results of Compensation Management with The Performance of Education Personnel

Correlations		Compensation Management	Performance
Compensation Management	Pearson Correlation	1	.780**
	Sig. (2-tailed)		.000
	N	49	49
Kinerja	Pearson Correlation	.780**	1
	Sig. (2-tailed)	.000	
	N	49	49

\*\* . Correlation is significant at the 0.01 level (2-tailed).

From the output table above, it is known that the r value is 0.780 > from the table r of 0.281, it can be concluded that there is a relationship between the compensation management variable (X) and the performance of educational personnel (Y2). Since r count or pearson correlations in the analysis is positive, it can be interpreted that the relationship between the two variables is positive. Thus,  $H_0$  is rejected and  $H_1$  is accepted, there is a relationship between compensation management and the performance of education personnel in the Cilegon City State Madrasah.

Decision making refers to the inter-achievement guidelines of the correlation coefficient, then the correlation of X (Compensation Management) and Y2 (Performance of educational personnel) of 0.780 can be categorized at a very strong relationship level. The results of the correlation test that show a positive relationship between compensation management and the performance of educational personnel can be interpreted to mean that if compensation management is better, the performance of education personnel will be better.

- c. The Relationship between the Professionalism of Education Personnel and the Performance of Education Personnel in the State Madrasah of Cilegon City

Testing the third hypothesis,  $H_0 \leq 0$ , There is no positive and significant relationship between the professionalism of education personnel and the performance of education personnel in the Cilegon City State Madrasah.  $H_1 > 0$ , There is a positive and significant relationship between the professionalism of education personnel and the performance of education personnel in the Cilegon City State

Madrasah. The data obtained from the results of the correlation test calculation using the help of SPSS can be seen in the following table:

Table 7  
Test Results of Correlation of Professionalism of Education Personnel  
with the Performance of Education Personnel  
**Correlations**

		Professionalism	Performance
Profesionalisme	Pearson Correlation	1	.812**
	Sig. (2-tailed)		.000
	N	49	49
Performance	Pearson Correlation	.812**	1
	Sig. (2-tailed)	.000	
	N	49	49

\*\* . Correlation is significant at the 0.01 level (2-tailed).

From the output table above, it is known that the  $r$  value is 0.812 > from  $r$  table 0.281, it can be concluded that there is a relationship between the variable Y1 (Professionalism of educational personnel) and the performance of educational personnel (Y2). Since  $r$  count or pearson correlations in the analysis is positive, it can be interpreted that the relationship between the two variables is positive. Thus,  $H_0$  is rejected and  $H_1$  is accepted, there is a relationship between the professionalism of education personnel and the performance of education personnel in the State Madrasah of Cilegon City.

The decision taking refers to the inter-achievement guidelines of the correlation coefficient, so the correlation of Y1 (Professionalism of educational personnel) and Y2 (Performance of educational personnel) of 0.812 can be categorized at a very strong relationship level. The results of the correlation test that show a positive relationship between the professionalism of educational personnel and the performance of educational personnel can be interpreted to mean that if the professionalism of educational personnel is good, the performance of educational personnel will be better.

## 2. Significance Test

Significance/Probability/ $\alpha$  gives an idea of how research results have a chance to be correct. The researcher chose a significance of 0.05, which means that the researcher determined that the research results had a chance to be correct by 95% and for false by 5%. Using the help of the SPSS statistics program version 24, the results of measuring the significance or probability of data can be described as follows:

- a. The Relationship between Compensation Management and the Professionalism of Education Personnel in Madrasah Negeri Cilegon City

The results of measuring the significance or probability of data on the relationship between Compensation Management and the Professionalism of Education Personnel in the State Madrasah of Cilegon City can be described in the table below:

Table 8  
Résultats des tests Sigifikansi sur la relation entre la gestion de la rémunération et le professionnalisme du personnel éducatif

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7462.451	1	7462.451	138.327	.000 <sup>b</sup>
	Residual	2535.549	47	53.948		
	Total	9998.000	48			

a. Dependent Variable: Profesionalisme

b. Predictors: (Constant), Manajemen Kompensasi

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	8.843	8.219		.287
	Compensatory Management	.935	.079	.864	.000

a. Dependent Variable: Professionalism

Referring to table 8 above, data was obtained that the significance value of the relationship between variable X (Compensation Management) and variable Y1 (Professionalism of Education Personnel) showed a value of 0.00 This value is less than 0.05. According to the decision-making criteria, if the significance value < 0.05 means that there is a significant correlation between the Compensation Management variable) and the Y1 variable (Professionalism of Education Personnel).

The data above shows t count 11,761 > t table 1,677 so it can be interpreted that the Compensation Management variable provides a significant relationship to the professionalism variable of educational personnel. Thus, partially, there is a positive and significant relationship between compensation management and the professionalism of education personnel in the Cilegon City State Madrasah.

b. The Relationship between Compensation Management and the Performance of Education Personnel in Madrasah Negeri Cilegon City

The results of measuring the significance or probability of data on the relationship of compensation management with the performance

of educational personnel in the Cilegon City State Madrasah can be described in the table below:

Table 9  
Sigificansi Test Results on the Relationship between Compensation Management and The Performance of Education Personnel

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7198.577	1	7198.577	73.126	.000 <sup>b</sup>
	Residual	4626.689	47	98.440		
	Total	11825.265	48			

a. Dependent Variable: Performance

b. Predictors: (Constant), Compensation Management

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	17.962	11.102		1.618	.112
Compensation Management	.918	.107	.780	8.551	.000

Referring to table 9 above, data was obtained that the significance value of the relationship between variable X (Compensation Management) and variable Y2 (Education Personnel Performance) showed a value of 0.00 This value is less than 0.05. According to the decision-making criteria, if the significance value  $< 0.05$  means that there is a significant correlation between the Compensation Management variable) and the Y2 variable (Education Personnel Performance).

The data output above shows t count 8,551  $>$  t table, 1,677 then it can be interpreted that the Compensation Management variable provides a significant relationship to the educational personnel performance variable. Thus, partially, there is a positive and significant relationship between compensation management and the performance of education personnel in the Cilegon City State Madrasah.

- c. The Relationship between the Professionalism of Education Personnel and the Performance of Education Personnel in the State Madrasah of Cilegon City

The results of measuring the significance or probability of data on the relationship between the professionalism of educational personnel and the performance of education personnel in the State Madrasah of Cilegon City can be described in the table below:



Table 10  
Sigifikansi Test Results on the Relationship between Professionalism of  
Education Personnel and Professionalism of Education Personnel  
ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7801.478	1	7801.478	91.125	.000 <sup>b</sup>
	Residual	4023.787	47	85.612		
	Total	11825.265	48			

a. Dependent Variable: Performance

b. Predictors: (Constant), Profesionalism

Model		Performance Coefficients	Standardized Coefficients		
		B	Std. Error	Beta	T
1	(Constant)	19.623	9.780		2.007
	Profesionalisme	.883	.093	.812	9.546

The data output in table 10 obtained data that the significance value of the relationship of the variable Y1 (Professionalism) with the variable Y2 (Performance of Education Personnel) shows a value of 0.00. This value is smaller than 0.05. According to the decision-making criteria, if the significance value < 0.05 means that there is a significant relationship between the professionalism variable of the educational personnel and the variable performance of the educational personnel.

The data output above shows t count 9,546 > t table 1,677 So it can be interpreted that the variable Professionalism of educational personnel provides a significant relationship to the variable performance of educational personnel. Thus, partially, there is a positive and significant relationship between the professionalism of education personnel and the performance of educational personnel in the State Madrasah of Cilegon City.

#### d. The Results of Interviews

The results of interviews conducted with the Head of Administration of MAN 1 Cilegon City Mr. Rudi Hermawan and the Head of Administration MTs.N 1 Cilegon City Mrs. Tuti Sumiyati, Non-Civil Servant education staff namely Ratna Mutoyah and Wawan Dimiyati from MTsN. 2 Cilegon showed that there were differences in compensation management carried out between Madrasah Negeri Kota Cilegon. Compensation management in MAN 1 Cilegon City uses a system that is adjusted to the budget in DIPA, each education worker gets a salary according to the budget ceiling without any difference. Meanwhile, compensation management in MTsN 1 Cilegon City, the budget in DIPA

is adjusted to the number of employees and length of service. Regarding the provision of compensation in the form of salaries, it is sought to be adjusted to the performance provided by non-civil servant education staff so that they feel fair and comfortable working at MAN 1 Cilegon. Likewise with MTs.N 1 Cilegon City, compensation is adjusted to performance, to be fair and work with passion at MTsN 1 Cilegon. Regarding the professionalism of education personnel in both madrasahs, they are given training, especially for operators and other administrative staff.

## **DISCUSSION**

Based on the results of research that has been carried out hypothesis testing, the following inter-performance results were obtained:

- a. The Relationship between Compensation Management and the Professionalism of Education Personnel in Madrasah Negeri Cilegon City

From the results of hypothesis testing, it was concluded that the value of the correlation coefficient and the significance of the relationship between compensation management (X) and the professionalism of educational personnel (Y1) is at a very strong and significant level. It can be partially interpreted that there is a positive and significant relationship between compensation management and the professionalism of education personnel.

Based on the results of the research data, it is known that the lowest score of compensation management is in statements No. 2, No. 1 and No. 7. This indicates that the existing compensation management in the Cilegon City State Madrasah is not the cause of new education personnel applicants, according to education personnel, they will continue to diligently do their work regardless of the existing compensation system and the empowerment of the quality of education personnel is carried out on some education personnel only because education personnel such as cleaning staff and school guards do not require specific competencies.

The results of measuring the variable instrument Y1 (professionalism of educational personnel) showed the lowest score found in statements No. 19, No. 20, No. 21. According to the perception of education staff of the Cilegon City State Madrasah rarely make breakthroughs in work using ICT, rarely given the opportunity to take IT training and do not use information data to start their work.

According to the author's prediction, non-PNS education personnel in the Cilegon City State Madrasah consist of various tasks which include administrative staff, librarians, cleaning staff, school guards who in doing their work are different, for administrative staff and librarians activities related to using ICT or IT are very often done to help their work but in contrast to cleaning staff and school guards whose activities are generally not related to ICT or IT, so they never make a breakthrough using ICT in their work. According to the author's prediction, non-PNS education personnel in the Cilegon City State Madrasah consist of various tasks which include administrative staff, librarians, cleaning staff, school guards who in doing their work are different, for administrative staff and librarians activities related to using ICT or IT are very often done to help their work but in contrast to

cleaning staff and school guards whose activities are generally not related to ICT or IT, so they never make a breakthrough using ICT in their work.

The perception of the education staff of the Cilegon City State Madrasah about providing opportunities to take part in ICT training is only given to educational personnel in administrative staff and librarians only, so that cleaning staff and night watchmen do not need such training, as well as the use of information data as a start to do the work of education personnel in the cleaning staff and school guards feel that this is not important to do because the work does not require detailed data information.

The highest score of compensation management measurements is on statements No. 10, No. 17 and No. 25. This indicates that good compensation management can motivate the education personnel of the Cilegon City State Madrasah to work well for the progress of their madrasahs, a fair compensation system can also affect morale and the payment of salaries given every month in accordance with applicable regulations.

Compensation management gives a relationship to professionalism in accordance with the opinion of Muhammad Cabaret, namely a professional must have *Himmatul'Amal* (High Work Ethic) or someone is said to have a professional attitude if he is enthusiastic and serious in carrying out his duties. Every Muslim is encouraged to always work hard, earnestly devoting his energy and ability to work. Apart from support, a Muslim works hard because of the desire to get material and non-material rewards or rewards such as compensation, salary and career and higher positions, and others.

Compensation Management has a strong relationship with the professionalism of education personnel. This conclusion confirms that compensation management has a very strong role in improving the professionalism of educational personnel. In this case, compensation management is implemented in the Cilegon City State Madrasah in order to improve the design, management and regulation of the form of compensation as a form of return so that educational personnel who have done work get fair, objective and open returns.

b. The Relationship between Compensation Management and the Performance of Education Personnel in Madrasah Negeri Cilegon City

From the results of hypothesis testing, it was concluded that the value of the correlation coefficient and the significance of the relationship between compensation management (X) and the performance of educational personnel (Y2) is at a very strong level and has a significant relationship. It can be interpreted partially that there is a positive and significant relationship between compensation management and the performance of education personnel.

The measurement results of the Y2 instrument (Performance of educational personnel) show that the 3 lowest scores are in statement No. 6: You are able to do work without any major mistakes, No. 14: Make detailed job lists according to time, No. 27: You make breakthroughs and look for solutions to problems. The results of this instrument indicate that the performance of educational personnel in the Cilegon.

According to the author, education personnel have not been able to do work without making big mistakes because there is no strong performance standard applied in State Madrasahs, . This is also coupled with the lack of willingness of educational personnel to make detailed job lists according to

their time is lacking because they are not used to making details of the work. This also causes education personnel to not want to make breakthroughs and find solutions to problems because indeed some of the duties of education personnel, especially cleaning staff and school guards, are just carrying out orders without having to think much about completing the work. Thus, it is necessary to assess the performance of educational personnel which can be used as a basis for making compensation decisions and providing feedback on performance, the results of the performance appraisal process can provide useful data about the success of activities. City State Madrasah lacks the performance possessed by them.

The highest score of the performance of education personnel can be seen from statement No. 18: Mr / Mrs. doing attendance at the time of arrival, statement No. 19: Mr / Mrs. doing attendance at the time of return, statement No. 21 : Mr / Mrs. is in the madrasah environment during working hours (see recapitulation of the value of measuring organizational culture), the education staff of the State Madrasah of Cilegon City, have strong obedience to do attendance whether it is arrival or return and their presence in the environment Madrasah during working hours, as Wilson Bangun (2012: 230) argues that attendance is a certain type of work requires the presence of employees in doing according to a predetermined time, namely arriving on time and doing work in accordance with predetermined working hours.

In this study, it can be found that the relationship between compensation management and the performance of educational personnel is less strong than compensation management with the professionalism of educational personnel, this is due to the strength or weakness of educational personnel in achieving predetermined performance, education personnel must also understand the overall goals to be achieved and participate in setting standards for work performance.

According to the author, in improving the performance of educational personnel, they should be able to carry out their duties properly. The performance of the education staff of the Cilegon City State Madrasah is individual, because everyone has a different level of ability in carrying out their duties.

- c. The Relationship between the Professionalism of Education Personnel and the Performance of Education Personnel in the State Madrasah of Cilegon City.

The results of hypothesis research show that the value of the correlation coefficient and the significance of the relationship between the professionalism of educational personnel and the performance of educational personnel is at a very strong level and has a significant relationship.

From this study, it was found that the value of the relationship between the professionalism of educational personnel and the performance of educational personnel is greater than the value of the relationship between compensation management and the performance of educational personnel. Thus, the relationship between the professionalism of education personnel and the performance of educational personnel is more dominant when compared to compensation management. The professionalism of education personnel and the performance of educational personnel influence each other in accordance with the opinion of Yessi Andriyani (Andriyani Yesy; 2016) there are factors

that support professionalism attitudes including performance which can be interpreted as performance, work performance, work implementation, work appearance produced in a certain order or period of time.

It can be concluded that if the performance carried out by the education personnel of the Cilegon City State Madrasah is good, the professionalism of the Cilegon City State Madrasah education staff will be good too, this can be done by improving the performance of the education personnel so that the State Madrasah works well, the education staff must be convinced or persuaded to enter and stay together, they must carry out their job obligations in a reliable way, and they must also make seamless commitments and innovative behaviors that are beyond their formal obligations.

The results of this study show that it turns out that compensation management has a very strong role in improving the professionalism of education staff. In this case, compensation management applied to State Madrasah in Cilegon City can improve the design, management and regulation of the form of rewards as a form of reward, so that education personnel who have done work get fair, objective and open rewards. Based on the research it was found that there were several non-civil servant education personnel in the Cilegon City State Madrasah who served as administrative staff, librarians, cleaning staff, and school guards who in doing their jobs showed different contradictory skills. For administrative staff and librarians, activities related to the use of information technology and computers are very often carried out to help their work.

The results of this study carry the following implications: first, the results of the correlation test show a positive relationship between compensation management and the professionalism of education staff, and it can be interpreted that if compensation management is better, the professionalism of education staff will be better. Second, the results of the correlation test show a positive relationship between compensation management and the performance of education personnel, and it can be interpreted that if compensation management is better, the performance of education personnel will be better. Third, the results of the correlation test show that there is a positive relationship between the professionalism of education personnel and the performance of education staff, and it can be interpreted that if the professionalism of education staff is good, then the performance of education personnel will be better.

The difference is that Saswoyo Bagus Probo's research (no year) examines the performance of educators and education staff, while our research examines the performance of education personnel. The difference lies in institutions located in public schools (Nurmayanti, 2019), while our researchers focus on madrasah educational institutions. The difference lies in the target focus of the study, they study educators (Pertwi, 2020), while the study focuses on the compensation of educational personnel. The difference is that their research examines the quality of educators and also education personnel in madrasah (Israpil, 2018), while our research only focuses on the quality of madrasah education personnel. The difference is, this researcher focuses more on the professionalism of educators or teachers (Sapini, 2018), while this study focuses on the professionalism of education staff. The difference lies in the work environment they (Endah Nivita, Arif Partobo, and Fetty Poerwita Sary, 2022)

examine the work environment of employees, while our study examines the work environment of madrasah educational institutions. The differentiating factor lies in the location of the study, they researched (Nasution (2022) in elementary schools, while our research was in Madrasah Aliyah Negeri. The difference is that this research (Hesti Choirul , no year) uses a qualitative approach with the type of case study, while in our research uses a quantitative approach with the type of Regression Test. The difference is that the object of research Sambodo Rio Sasonggo (2022) is in the business world, while researchers focus on education in madrasahs. The difference is that Sujarwo's research (no year) focuses on compensation, while this research focuses on compensation management, while this study the author uses education personnel as the object of his research.

The author realizes that the process, implementation and results of this research have several limitations, including: First, this research is only intended for education personnel who work as honorary employees in state madrasah educational institutions in the Cilegon City area. Second, the implementation of this study only lasted about three months, so the author only understood part of the phenomenon, symptoms and problems of professionalism of education staff. Third, the results of this study only apply to madrasah residents in the administrative area of Cilegon City, not necessarily the symptoms and problems that occur in Cilegon City have similarities with the symptoms and problems of professionalism of education personnel in other districts and cities in the Banten Province area.

There are several things that the author found in the field that need to be followed up or need further research, including: First, there is a need for effective compensation management so that education personnel can receive compensation fairly that can improve their professionalism and performance; Second, efforts are needed to improve their professionalism by continuing to learn even though their main duties and functions as cleaners or night watchmen, especially in using information data that uses ICT and also in improving their performance, accuracy and desire to make breakthroughs or innovations that are beneficial to the Cilegon City State Madrasah; and Third, local governments should be able to implement a compensation management system that favors non-civil servants so that non-civil servants do not feel differentiated for their rights.

## CONCLUSION

There is a positive and significant relationship between compensation management and the professionalism of the education staff of the Cilegon City State Madrasah. From the results of the research above, it can be seen that compensation management variables are related to the professionalism of educational personnel. This can be seen from the significance value of compensation management with the professionalism of educational personnel of 0.00 which means it is smaller than the level of significance used, which is 0.05. It can be seen from the correlation value of the  $r_{hitung} 0.812 > r_{table} 0.281$  and can also be seen from the calculated value of  $11.761 > t_{table} 1.677$  then thus  $H_1$  is accepted and  $H_0$  is rejected. Second, there is a positive and significant relationship between compensation management and the performance of the education staff of the Cilegon City State Madrasah. From the results of the study, it can be seen that compensation management variables are related to the performance of

education personnel. This can be seen from the significance value of compensation management with the professionalism of educational personnel of 0.00 which means it is smaller than the level of significance used, which is 0.05. It can be seen from the correlation value of the  $r_{hitung} 0.812 > r_{table} 0.281$  and can also be seen from the calculated value of  $11.761 > t_{table} 1.677$  then thus H1 is accepted and H0 is rejected, and there is a positive and significant relationship between the professionalism of the education staff with the performance of the education staff of the Cilegon City State Madrasah. From the results of the research above, it can be seen that the variable of professionalism of educational personnel is related to the performance of educational personnel, this can be seen from the value of the significance of the professionalism of educational personnel with the performance of educational personnel of 0.00 which means it is smaller than the level of significance used, which is 0.05. It can be seen from the correlation value of  $r_{hitung} 0.812 > r_{table} 0.281$  and can also be seen from the calculated value of  $9.546 > t_{table} 1.677$  then thus H1 is accepted and H0 is rejected.

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