

Analysis of the Effect of Work Environment and Compensation on Teacher Performance at Yayasan Bina Dharma

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ABSTRACT

This study aims to examine the effect of work environment and compensation on teacher performance at Yayasan Bina Dharma. The research employs a quantitative approach using primary data collected through questionnaires distributed to 50 teachers. Data analysis was conducted using descriptive statistics and multiple linear regression analysis, supported by classical assumption tests including normality, multicollinearity, and heteroscedasticity. The results show that the work environment has a positive and significant effect on teacher performance. A supportive work environment, particularly good interpersonal relationships among teachers, contributes to improved performance. Compensation also has a positive and significant effect on teacher performance, with timely financial benefits playing an important role in enhancing motivation and productivity. Furthermore, the results indicate that work environment and compensation simultaneously have a significant effect on teacher performance. These findings suggest that improving both organizational conditions and compensation systems is essential to enhance teacher performance. This study contributes to the understanding of human resource management in educational institutions, particularly in optimizing performance through workplace and financial factors.

Keywords: Work environment; Compensation; Teacher performance; Human resource management; Organizational performance

JEL Classifications: JEL Classifications codes.

1. INTRODUCTION

1. Introduction

Research Background

Human resources play a vital role in an organization, as all aspects related to human resources ultimately influence organizational or company performance. Given this critical role, organizations must implement appropriate human resource management practices, particularly in maintaining employee job satisfaction. Employees, as valuable organizational assets, expect working conditions that fulfill both their material and non-material needs. Therefore, a mutually beneficial relationship (mutual symbiosis) is established between employees and the organization.

A supportive work environment, harmonious relationships between supervisors and subordinates, and recognition of employee achievements are essential non-financial factors desired by employees. These elements contribute to a sense of security and well-being in the workplace. The objectives of maintaining employee well-being include increasing productivity, improving discipline, reducing absenteeism, enhancing loyalty, ensuring safety and health, improving employee welfare, minimizing conflicts, and creating a harmonious working environment.

The importance of occupational safety and health requires organizations to provide safe and healthy working conditions, particularly in environments with high risks. According to Handoko (1987), organizational responsibility for employee safety and health is closely related to managerial functions, including maintaining proper working conditions such as temperature, lighting, ventilation, and cleanliness. These efforts include creating safe working conditions, preventing workplace accidents, and fostering a healthy work environment.

Employees also require personal comfort in performing their tasks, including both physical safety and psychological well-being. In the organizational context, employee needs typically include fair compensation, job security, supportive colleagues, recognition, opportunities for development, safe working conditions, fair leadership, clear instructions, and a socially valued workplace.

Given the complexity of these needs, motivation becomes essential in fulfilling them. Motivation, according to Winardi (2002), refers to the process of stimulating individuals with diverse needs to work together toward achieving organizational goals. One important form of motivation is compensation. Dessler (1997) defines compensation as all forms of financial and non-financial rewards received by employees in exchange for their work. Similarly, Cascio (in Mangkunegara, 2003)

emphasizes that compensation includes both direct and indirect rewards aimed at motivating employees to achieve higher productivity.

Effective compensation management plays a significant role in achieving organizational goals and retaining employees. Dissatisfaction with compensation may negatively affect employee performance, leading to increased complaints or even destructive behaviors. Davis and Werther (in Mangkunegara, 2003) state that compensation aims to ensure both internal and external equity. Internal equity refers to fair compensation within the organization based on position and qualifications, while external equity refers to competitive compensation compared to the labor market.

Yayasan Bina Dharma, as an educational institution, operates in a highly competitive environment that demands high-quality service delivery. Teacher performance plays a crucial role in determining educational outcomes and organizational reputation. However, current conditions indicate that teacher performance is not optimal due to issues related to compensation and work environment. Compensation systems that do not differentiate between high-performing and low-performing teachers reduce motivation and performance outcomes. Additionally, inadequate physical facilities and excessive administrative workload hinder effective teaching activities.

Based on these conditions, there is a clear relationship between work environment and compensation in influencing teacher performance at Yayasan Bina Dharma. Therefore, this study aims to analyze the effect of work environment and compensation on teacher performance.

Problem Identification

Based on the background described above, the problems identified in this study are as follows:

- How is the work environment at Yayasan Bina Dharma?
- How is the compensation system implemented?
- How is the performance of teachers at Yayasan Bina Dharma?
- Does the work environment affect teacher performance?
- Does compensation affect teacher performance?
- Do work environment and compensation simultaneously affect teacher performance?
- Do discipline and work situation influence teacher performance?

Research Questions

The research questions are formulated as follows:

1. How is the work environment at Yayasan Bina Dharma?
2. How is the compensation system at Yayasan Bina Dharma?
3. How is teacher performance at Yayasan Bina Dharma?
4. Does the work environment affect teacher performance?
5. Does compensation affect teacher performance?
6. Do work environment and compensation simultaneously affect teacher performance?

Research Objectives

The objectives of this study are:

- To examine the work environment at Yayasan Bina Dharma
- To analyze the compensation system
- To evaluate teacher performance
- To determine the effect of the work environment on teacher performance
- To determine the effect of compensation on teacher performance
- To analyze the combined effect of work environment and compensation on teacher performance

Significance of the Study

The study provides both theoretical and practical contributions. From a theoretical perspective, this research contributes to the development of human resource management knowledge, particularly regarding the relationship between work environment, compensation, and performance. It also serves as a reference for future research in similar fields.

From a practical perspective, this study provides insights for management at Yayasan Bina Dharma regarding the importance of improving the work environment and compensation systems to enhance teacher performance. Improved performance is expected to contribute to better organizational reputation and service quality.

2. LITERATURE REVIEW

Work Environment

The work environment refers to all conditions surrounding employees that may influence their performance in carrying out assigned tasks. It can be broadly categorized into physical and non-physical work environments. The physical work environment includes all tangible conditions such as workspace layout, furniture, lighting, air circulation, temperature, noise levels, and cleanliness. These elements may directly or indirectly affect employees' productivity and comfort while working.

The physical environment can be further divided into two categories: (1) environments directly related to employees, such as desks, chairs, and work equipment, and (2) intermediary or general environments, including temperature, humidity, ventilation, lighting, noise, odors, and color arrangements. These factors significantly influence employees' physical well-being and efficiency.

Meanwhile, the non-physical work environment refers to social and psychological conditions within the workplace, including relationships between supervisors and subordinates, peer interactions, communication patterns, and organizational culture. A supportive non-physical environment contributes to employee morale, loyalty, and job satisfaction. Conversely, poor interpersonal relationships and lack of support may reduce employee motivation and performance.

According to Sukanto and Indriyo (in Khoiriyah, 2009), the work environment encompasses all factors around employees that influence their work, including lighting arrangements, noise control, cleanliness, and workplace safety. Similarly, Nitisemito defines the work environment as everything surrounding employees that can affect how they perform their duties.

Sedarmayanti (in Wulan, 2011) classifies work environment factors into physical and non-physical components. Physical factors include color, lighting, air circulation, noise, workspace, security, and cleanliness. Non-physical factors include organizational structure, job responsibilities, leadership support, teamwork, and communication effectiveness.

Furthermore, Supardi (1997) identifies several factors affecting the work environment, including physical factors (lighting, temperature, noise), chemical factors (dust, smoke, gas), biological factors (microorganisms), physiological factors (work tools and posture), and psychological factors (work relationships).

Based on these perspectives, the work environment can be defined as all physical and non-physical conditions surrounding employees that influence their ability to perform tasks effectively and efficiently. A conducive work environment plays a crucial role in enhancing employee productivity, satisfaction, and overall organizational performance.

Compensation

Compensation refers to all forms of rewards received by employees as a return for the work they perform. According to Werther and Davis (in Hasibuan, 2002), compensation represents what employees receive in exchange for their services. It includes both direct financial payments and indirect benefits designed and managed by the organization.

Compensation is generally categorized into two types: direct compensation and indirect compensation. Direct compensation consists of wages and salaries. Wages are typically paid to daily workers based on agreed terms, while salaries are periodic payments provided to permanent employees with guaranteed continuity. Indirect compensation includes additional benefits such as bonuses, health insurance, paid leave, and other allowances beyond fixed salaries. Hasibuan (2002) further explains that compensation includes all income received by employees in the form of money or goods, either directly or indirectly. Compensation reflects employees' status, recognition, and level of need fulfillment. Therefore, it plays a crucial role in maintaining employee satisfaction and motivation.

Cascio (1990) states that compensation includes both direct financial payments and indirect benefits aimed at motivating employees to achieve higher productivity. Compensation is not limited to financial aspects but also includes non-financial elements such as job responsibilities, recognition, career opportunities, and work environment conditions.

Effective compensation management is essential for organizations to attract, retain, and motivate employees. Inadequate compensation may lead to dissatisfaction, decreased performance, absenteeism, and high turnover rates. Conversely, excessive compensation without performance alignment may reduce competitiveness and create inefficiencies within the organization.

The primary objective of compensation is to satisfy employees while ensuring organizational efficiency and productivity. According to Hasibuan (2002), compensation aims to strengthen cooperation between employees and management, increase job satisfaction, enhance motivation, ensure workforce stability, improve discipline, and minimize labor conflicts.

Several factors influence the level of compensation, including labor supply and demand, organizational financial capability, labor unions, employee productivity, government regulations, cost of living, job position, education and experience, national economic conditions, and job characteristics. These factors must be carefully considered to ensure fairness and competitiveness in compensation systems.

In conclusion, compensation is a critical component of human resource management that significantly affects employee motivation, satisfaction, and performance. A well-designed compensation system contributes to organizational success by aligning employee interests with organizational goals.

Employee Performance

Employee performance is a critical element in achieving organizational goals, particularly in service-oriented institutions where performance directly influences service quality and outcomes. Performance can be understood as a function of motivation and ability, meaning that employees must possess both the willingness and the capability to perform tasks effectively. Without a clear understanding of job responsibilities and how to execute them, employee efforts may not produce optimal results. Performance reflects actual behavior demonstrated by individuals as a form of work achievement aligned with their roles within the organization.

According to Siswanto (1997), performance refers to the results achieved by employees in completing tasks assigned to them. Meanwhile, Silalahi (1998) highlights that work behavior is influenced by several factors, including financial rewards, physical working conditions, job security, interpersonal relationships, recognition, and job decisions. These elements collectively shape how employees perform within an organization.

Employee performance is influenced by both internal and external factors. Internal factors include education, skills, experience, perceptions of work, values, personal characteristics, and demographic attributes such as age and gender. External factors include the work environment, compensation systems, leadership, organizational facilities, work regulations, and broader external conditions. These factors interact to determine the level of employee productivity and effectiveness.

Motivation plays a significant role in enhancing performance, as it drives employees to exert effort in achieving organizational goals. However, motivation alone is insufficient without supportive internal and external conditions. In this context, compensation and work environment become key determinants that influence motivation and, ultimately, performance outcomes. Therefore, performance evaluation must be conducted objectively to ensure fairness and avoid social dissatisfaction among employees.

Performance Appraisal

Performance appraisal is an essential process in human resource management aimed at evaluating employee performance and supporting organizational development. According to Rivai, performance appraisal provides various benefits, particularly in improving human resource effectiveness and organizational decision-making.

Performance appraisal serves multiple purposes. First, it provides a basis for negotiation between management and employees by offering objective performance data. Second, it contributes to

performance improvement through feedback mechanisms that help employees and managers identify strengths and weaknesses. Third, it supports compensation adjustments by assisting decision-makers in determining salary increases, bonuses, and other rewards.

Additionally, performance appraisal facilitates decisions related to employee placement, promotion, transfer, and demotion based on past performance or future potential. It also identifies training and development needs, as poor performance may indicate a lack of skills, while strong performance may reveal untapped potential that should be developed further.

Furthermore, performance appraisal supports career planning and development by aligning employee aspirations with organizational needs. It also evaluates the effectiveness of staffing processes, identifies inaccuracies in job analysis or human resource planning, and detects errors in job design.

An effective performance appraisal system ensures fairness, relevance to job roles, and reliable measurement standards. It should include clear performance criteria, appropriate evaluation methods, and constructive feedback mechanisms. By doing so, organizations can enhance employee performance while maintaining transparency and accountability in human resource management practices.

Previous Studies

Previous research has demonstrated the significant relationship between work environment, compensation, and employee performance. A study published in the MIEJ Journal found that the work environment has a positive and significant effect on employee performance in a regional development planning agency (BAPPEDA). The regression results indicated that improvements in the work environment lead to measurable increases in performance levels.

Another study conducted at Perum Jasa Tirta Malang revealed that the work environment contributes to job satisfaction, which in turn influences employee performance. The findings showed that 17.2% of job satisfaction was explained by work environment factors, while the remaining percentage was influenced by other variables.

Similarly, research conducted at PT Bank Perkreditan Rakyat Shinta Daya found that both compensation and work environment have a positive and significant effect on employee job satisfaction. The study concluded that fair compensation and a supportive work environment enhance employee satisfaction, which subsequently improves performance.

These findings collectively indicate that work environment and compensation are critical

determinants of employee performance, either directly or indirectly through job satisfaction.

Conceptual Framework

Human beings, as workers, are not merely mechanical entities but individuals with emotions, thoughts, and social needs. Work can impose physical, mental, and social burdens, and each individual has different capacities to handle these demands. Therefore, creating a supportive work environment is essential to reduce these burdens and enhance employee performance.

Motivation plays a crucial role in linking employees to their work. Tasks performed with strong motivation are often characterized by initiative, creativity, and responsibility. A conducive work environment, combined with effective leadership and appropriate compensation, can foster higher levels of motivation and performance.

Leadership also plays a significant role in shaping the work environment. Leaders must understand the characteristics and needs of their subordinates to implement appropriate leadership styles. Positive relationships between leaders and employees contribute to a conducive work environment, which supports organizational effectiveness.

Compensation, as a form of reward, directly influences employee motivation, job satisfaction, and performance. Differences in compensation systems across organizations depend on organizational conditions and work environments. Therefore, it is essential to examine how compensation and work environment influence employee performance within a specific organizational context.

Based on the theoretical review and previous studies, this research framework positions work environment (X1) and compensation (X2) as independent variables, while employee performance (Y) is the dependent variable. The study aims to analyze the extent to which these independent variables influence employee performance.

Research Hypotheses

Based on the problem formulation and conceptual framework, the hypotheses of this study are as follows:

- The work environment has a significant effect on teacher performance at Yayasan Bina Dharma
- Compensation has a significant effect on teacher performance at Yayasan Bina Dharma
- Work environment and compensation simultaneously have a significant effect on teacher performance at Yayasan Bina Dharma

3. RESEARCH METHODOLOGY

Research Object

This study focuses on examining the work environment, compensation, and teacher performance at Yayasan Bina Dharma Jakarta. These variables are analyzed to determine their influence on organizational performance, particularly within an educational institution context.

Research Location and Time

The research was conducted at Yayasan Bina Dharma Jakarta, located at Jl. Raya Ciracas No. 39, East Jakarta. The data collection process took place over a four-month period, from March to June 2015.

Research Method

This study employs a descriptive research method. Descriptive research is used to describe and analyze the characteristics of variables and phenomena under investigation. In this context, the study aims to provide a comprehensive description of the work environment, compensation, and teacher performance at Yayasan Bina Dharma Jakarta.

Variable Operationalization

This study involves two independent variables and one dependent variable. The independent variables are work environment (X1) and compensation (X2), while the dependent variable is teacher performance (Y).

The performance variable is measured using the following indicators: work discipline, productivity, motivation, quality, and service. The work environment variable includes indicators such as work facilities, environmental cleanliness, work relationships, workplace lighting, and health services. Meanwhile, the compensation variable is measured through salary, bonuses/incentives, holiday allowances (THR), promotion opportunities, and severance pay.

Conceptual Definition

The work environment refers to all conditions surrounding employees that support organizational activities. A conducive work environment can be created by minimizing negative factors and ensuring a comfortable atmosphere, thereby motivating employees to perform better and achieve organizational goals.

Operational Definition

In this study, the independent variables consist of work environment and compensation, while the dependent variable is teacher performance. The operationalization of variables is structured based on

dimensions and indicators, all measured using an interval scale.

The work environment variable includes both physical and non-physical dimensions, such as facilities, cleanliness, lighting, work relationships, and health services. The compensation variable focuses on financial aspects, including salary, bonuses, THR, promotions, and severance. Meanwhile, employee performance is measured through discipline, productivity, motivation, quality, and service indicators.

Population and Sampling

The population of this study consists of 50 employees at Yayasan Bina Dharma Jakarta. Since the population size is known and relatively limited, it is categorized as a finite population.

The sampling technique used in this study is purposive sampling, a non-probability sampling method in which respondents are selected based on specific criteria relevant to the research objectives. This approach is chosen due to limitations in time, cost, and accessibility, while still ensuring that the selected sample represents the research needs.

Data Collection Method

Data collection in this study was conducted using a questionnaire method. Respondents were asked to answer a set of structured questions designed to measure the research variables. This method allows for systematic data collection and facilitates quantitative analysis.

Data Analysis Method

Descriptive Analysis

Descriptive analysis is used to present data in the form of tables and graphs, including measures of central tendency such as mean, median, and mode, as well as measures of dispersion such as range and standard deviation. Statistical analysis was conducted using SPSS software to ensure accuracy and reliability.

Data Quality Testing

Data quality testing consists of validity and reliability tests. Validity testing is conducted using the Product Moment correlation method to determine whether each questionnaire item accurately measures the intended variable. An item is considered valid if the calculated correlation coefficient (r) is greater than the critical value (r -table) at a significance level of 0.05.

Reliability testing is performed using Cronbach's Alpha to measure internal consistency. A variable is considered reliable if the Cronbach's Alpha value is greater than or equal to 0.60, indicating that the instrument produces consistent results.

Classical Assumption Tests

Before hypothesis testing, classical assumption tests are conducted to ensure that the regression model meets the Best Linear Unbiased Estimator (BLUE) criteria.

Normality testing is performed to determine whether the data are normally distributed. This can be conducted using the Chi-square test manually or the Kolmogorov-Smirnov test through SPSS. Data are considered normally distributed if the significance value is greater than 0.05 or if the calculated Chi-square value is less than the critical value.

Classical Assumption Tests (Continued)

Linearity testing is conducted to ensure that the relationship between independent variables and the dependent variable is linear. This test can be evaluated using a scatter plot. If the data points form a pattern that moves from the lower left to the upper right in a straight-line direction, the relationship can be considered linear.

Heteroscedasticity testing is used to determine whether there is inequality of variance in the residuals across observations. A good regression model requires homoscedasticity, meaning the variance of residuals remains constant. This test is performed using a scatter plot by plotting predicted values (ZPRED) against residual values (ZRESID). If no specific pattern is observed, such as clustering, narrowing, or widening, the model is considered free from heteroscedasticity.

Multicollinearity testing aims to examine whether there is a correlation among independent variables. A good regression model should not exhibit multicollinearity. This condition can be identified through tolerance values and Variance Inflation Factor (VIF). If tolerance values are high and VIF values are low, it indicates that multicollinearity is not present in the model.

Hypothesis Testing

Simple linear regression analysis is used to determine the partial effect of each independent variable on the dependent variable. The regression model is formulated as:

$$Y = a + bX + e$$

where Y represents the dependent variable, X represents the independent variable, a is the constant, b is the regression coefficient, and e is the error term. Multiple linear regression analysis is used to determine the simultaneous effect of more than one independent variable on the dependent variable. The model is expressed as:

$$Y = a + b_1X_1 + b_2X_2 + e$$

where Y is teacher performance, X₁ represents the work environment, X₂ represents compensation, a is

the constant, b₁ and b₂ are regression coefficients, and e is the error term. This model is estimated using the Ordinary Least Squares (OLS) method.

t-Test (Partial Significance Test)

The t-test is used to examine the significance of each independent variable individually on the dependent variable. The calculated t-value (t-test) is compared with the critical t-table value at a significance level of 0.05.

If t-value \leq t-table, the null hypothesis (H₀) is accepted, indicating no significant effect.

If t-value \geq t-table, the alternative hypothesis (H_a) is accepted, indicating a significant effect.

F-Test (Simultaneous Significance Test)

The F-test is used to evaluate the simultaneous effect of independent variables on the dependent variable. The F-value is calculated using the coefficient of determination (R²) and compared with the critical F-table value.

If F-value < F-table, the null hypothesis is accepted.

If F-value > F-table, the alternative hypothesis is accepted, indicating a significant simultaneous effect.

Correlation Analysis

Correlation analysis is used to measure the strength and direction of the relationship between independent and dependent variables. The Pearson correlation coefficient (r) ranges from -1 to +1.

A value of +1 indicates a perfect positive relationship,

A value of -1 indicates a perfect negative relationship,

A value of 0 indicates no relationship.

The strength of correlation can be interpreted based on coefficient intervals, ranging from very weak to very strong relationships.

Coefficient of Determination (R²)

The coefficient of determination (R²) is used to measure how much variation in the dependent variable can be explained by the independent variables. A higher R² value indicates that the model has better explanatory power.

If R² = 1 (or 100%), it means the independent variables fully explain the dependent variable. Conversely, if R² = 0, it means the independent variables have no explanatory power over the dependent variable.

4. RESULTS AND DISCUSSION

Organizational Overview

Yayasan Bina Dharma was established in 1979 and began its operations in 1987. The institution is located on a 2,697 m² area at Jl. Raya Ciracas No. 39, East Jakarta. As a private educational institution, it has two buildings consisting of 12 classrooms on the first floor and 16 classrooms on the second floor, with a total of 20 study groups. The school has achieved an accreditation rating of A with a score of 90.14, indicating a high standard of educational quality.

The facilities available at Yayasan Bina Dharma include air-conditioned classrooms, science laboratories, language laboratories, computer laboratories, a library, a mosque (mushalla), sports fields, and free internet access (WiFi zone). These facilities support both academic and non-academic activities, contributing to a conducive learning environment.

Vision and Mission

The vision of Yayasan Bina Dharma is to become an institution that excels in both academic and non-academic achievements in Jakarta, based on faith and piety.

The mission includes improving effective and efficient learning processes, integrating character education into teaching, enhancing language skills in English and Arabic, promoting student development in various fields such as religion, arts, sports, and science, as well as strengthening spiritual values through routine religious activities.

Organizational Structure and Functions

The organizational structure serves as a framework to ensure effective and efficient management within the institution. Each role within the organization has clearly defined responsibilities to avoid overlap and ensure smooth operations.

The principal plays a central leadership role, acting as a catalyst, solution provider, process facilitator, and resource connector. The principal is responsible for maintaining coordination, motivating staff, ensuring fairness, and creating a supportive work environment. Leadership functions also include providing guidance, ensuring discipline, and fostering teamwork among teachers and staff.

Other organizational components, such as the school committee, administrative staff, curriculum division, student affairs, and teachers, each contribute to the overall functioning of the institution. These roles support administrative processes, academic activities, student development, and organizational sustainability.

Respondent Characteristics

The study involved 50 teacher respondents from Yayasan Bina Dharma. The characteristics of

respondents were analyzed based on gender, education level, and work experience.

Based on gender, the majority of respondents were female, accounting for 68% (34 respondents), while male respondents accounted for 32% (16 respondents).

In terms of education level, most respondents held a bachelor's degree (S1/D4), representing 92% (46 respondents), while the remaining 8% (4 respondents) held a master's degree (S2).

Regarding work experience, the majority of respondents had 5–10 years of experience (44%), followed by 0–5 years (26%), 11–15 years (20%), 15–20 years (8%), and more than 20 years (2%). This indicates that most respondents had moderate professional experience.

Discussion

The findings indicate that Yayasan Bina Dharma possesses adequate facilities and organizational structures that support educational activities. The availability of infrastructure such as laboratories, internet access, and comfortable classrooms contributes positively to the work environment, which is expected to enhance teacher performance.

Leadership plays a significant role in shaping organizational effectiveness. The principal's ability to act as a motivator and facilitator helps create a supportive work atmosphere, which is essential for improving employee performance.

The respondent characteristics suggest that the majority of teachers are well-educated and have sufficient work experience, which are important factors in achieving high performance. A workforce dominated by individuals with bachelor's degrees indicates a strong academic foundation, while moderate work experience suggests adaptability and productivity.

Overall, the organizational conditions, including facilities, leadership, and human resource characteristics, provide a strong foundation for improving teacher performance. However, further analysis is required to examine the extent to which work environment and compensation influence performance outcomes quantitatively.

Validity and Reliability Testing

Instrument testing was conducted to ensure that the questionnaire items were valid and reliable. Validity testing used the Pearson Product Moment correlation with the following formula:

$$r = \frac{n\sum XY - (\sum X)(\sum Y)}{\sqrt{[n\sum X^2 - (\sum X)^2][n\sum Y^2 - (\sum Y)^2]}}$$

Where:

- r = correlation coefficient

- X = item score
- Y = total score
- n = number of respondents

An item is considered valid if:

$$r_{count} > r_{table}$$

With $df = n - 2$ and significance level $\alpha = 0.05$, the r-table value in this study was 0.361.

The reliability test used Cronbach's Alpha with the formula:

$$\alpha = \frac{k}{k-1} \left(1 - \frac{\sum \sigma_i^2}{\sigma_t^2} \right)$$

Where:

- α = reliability coefficient
- k = number of items
- σ_i^2 = variance of each item
- σ_t^2 = total variance

A variable is considered reliable if:

$$\alpha > 0.60$$

The results showed that all variables (Work Environment, Compensation, and Teacher Performance) had r-count values greater than r-table, indicating validity. Additionally, Cronbach's Alpha values ranged from 0.834 to 0.891, confirming high reliability.

Descriptive Statistical Analysis

Descriptive statistics were used to analyze the distribution of data using mean, standard deviation, and range. The mean is calculated using the formula:

$$\bar{X} = \frac{\sum X}{n}$$

Where:

- \bar{X} = mean
- $\sum X$ = total score
- n = number of observations

The standard deviation is calculated using:

$$SD = \sqrt{\frac{\sum (X - \bar{X})^2}{n - 1}}$$

The Work Environment variable had a mean of 33.90 and a standard deviation of 4.89585, indicating moderate variability. The data distribution was relatively normal as the mean and median values were close.

The Compensation variable showed a mean of 36.10 with a standard deviation of 5.97016, indicating a wider spread of responses. This suggests that perceptions of compensation varied more among respondents.

The Teacher Performance variable had the highest mean score of 43.62 and a standard deviation

of 3.93773, indicating that performance levels were relatively high and consistent across respondents.

Frequency Distribution Analysis

To determine class intervals, the following formula was used:

$$K = 1 + 3.3 \log n$$

Where:

- K = number of class intervals
- n = number of respondents

The class interval width is calculated as:

$$I = \frac{R}{K}$$

Where:

- I = interval width
- R = range (maximum – minimum)

The frequency distribution results indicated that:

- Work Environment responses were dominated by "Strongly Agree" (48.5%)
- Compensation responses were dominated by "Agree" (40.9%)
- Teacher Performance responses were dominated by "Agree" (55.6%)

These results indicate that respondents generally had positive perceptions of all variables.

Discussion

The inclusion of statistical formulas strengthens the methodological rigor of this study and ensures transparency in data analysis. The validity and reliability results confirm that the instruments are appropriate for measuring the variables under study.

Descriptive analysis shows that all variables have relatively high mean values, indicating positive perceptions among respondents. The relatively low standard deviation in the Teacher Performance variable suggests consistency in performance levels.

The Work Environment variable demonstrates strong agreement among respondents, indicating that organizational conditions support employee productivity. Meanwhile, the Compensation variable, although positive, shows greater variability, suggesting that improvements in compensation policies could further enhance employee satisfaction.

Overall, the findings suggest that both work environment and compensation are important factors influencing teacher performance, and their optimization can contribute to improved organizational outcomes.

Classical Assumption Tests

Before conducting regression analysis, classical assumption tests were performed to ensure that the model met the BLUE (Best Linear Unbiased

Estimator) criteria, including normality, multicollinearity, and heteroscedasticity. Normality testing was conducted using the Kolmogorov-Smirnov (K-S) test with the following hypothesis:

- H_0 : Data are normally distributed
- H_1 : Data are not normally distributed

Decision rule:

If $p\text{-value} > 0.05 \Rightarrow H_0$ accepted

The results showed that all variables had significance values above 0.05 (0.308; 0.417; 0.614), indicating that the data were normally distributed. This was also supported by the histogram, which formed a bell-shaped curve.

Multicollinearity testing was conducted using the Variance Inflation Factor (VIF) with the following formula:

$$VIF = \frac{1}{1 - R^2}$$

Decision criteria:

$VIF < 10 \Rightarrow$ No multicollinearity

The results showed that all independent variables had VIF values of 2.031 and tolerance values greater than 0.1, indicating no multicollinearity problem.

Heteroscedasticity testing was conducted using a scatterplot. The results showed that the residual points were randomly distributed without a clear pattern, indicating that the model did not suffer from heteroscedasticity.

Simple Linear Regression Analysis Effect of Work Environment on Teacher Performance

The simple linear regression model is expressed as:

$$Y = a + bX_1$$

Where:

- Y = Teacher Performance
- X_1 = Work Environment
- a = constant
- b = regression coefficient

Based on the analysis, the regression equation is:

$$Y = 28.810 + 0.437X_1$$

This indicates that every one-unit increase in the Work Environment variable increases Teacher Performance by 0.437 units.

Hypothesis testing used the t-test with the formula:

$$t = \frac{b}{SE_b}$$

Decision rule:

$$t_{count} > t_{table} \Rightarrow H_0 \text{ rejected}$$

The results showed that $t_{count} = 4.482 > 2.010$ and $p = 0.000 < 0.05$, indicating that the Work Environment has a positive and significant effect on Teacher Performance.

The coefficient of determination is calculated as:

$$R^2 = 0.295$$

This means that 29.5% of the variation in Teacher Performance is explained by the Work Environment variable.

Effect of Compensation on Teacher Performance

The regression model is expressed as:

$$Y = a + bX_2$$

Based on the results:

$$Y = 28.657 + 0.414X_2$$

This indicates that every one-unit increase in Compensation increases Teacher Performance by 0.414 units.

The t-test results showed that $t_{count} = 5.597 > 2.010$ and $p = 0.000 < 0.05$, indicating a significant positive effect of Compensation on Teacher Performance.

The coefficient of determination:

$$R^2 = 0.395$$

This means that 39.5% of Teacher Performance is explained by Compensation.

Multiple Linear Regression Analysis

To examine the simultaneous effect of Work Environment and Compensation on Teacher Performance, multiple regression analysis was used with the following model:

$$Y = a + b_1X_1 + b_2X_2$$

The regression equation obtained is:

$$Y = 26.661 + 0.156X_1 + 0.323X_2$$

This indicates that:

- Work Environment contributes positively (0.156)
- Compensation contributes more strongly (0.323)

Hypothesis Testing (Simultaneous Test)

The F-test was used to determine the simultaneous effect of independent variables with the formula:

$$F = \frac{SSR/k}{SSE/(n - k - 1)}$$

Decision rule:

$$F_{count} > F_{table} \Rightarrow H_0 \text{ rejected}$$

The results showed:

$$F_{count} = 16.561 > 3.195, p = 0.000 < 0.05$$

This indicates that Work Environment and Compensation simultaneously have a significant effect on Teacher Performance.

Correlation and Determination Coefficient

The correlation coefficient is:

$$R = 0.643$$

This indicates a strong and positive relationship between independent variables and Teacher Performance.

The coefficient of determination:

$$R^2 = 0.413$$

This means that 41.3% of the variation in Teacher Performance is explained by Work Environment and Compensation, while the remaining 58.7% is influenced by other variables not included in this study.

Discussion

The results indicate that both Work Environment and Compensation have significant positive effects on Teacher Performance, both individually and simultaneously. The statistical findings confirm that Compensation has a stronger influence compared to Work Environment, as reflected by higher regression coefficients and determination values.

The classical assumption tests validate that the regression model is statistically sound and free from bias. The relatively strong correlation ($R = 0.643$) suggests that improving both variables can lead to better performance outcomes.

Overall, the findings highlight that organizational factors such as a supportive work environment and adequate compensation systems are critical in enhancing employee performance.

5. CONCLUSION AND RECOMMENDATIONS

Conclusion

Based on the results of the research and data analysis regarding the effect of Work Environment and Compensation, both partially and simultaneously, on Teacher Performance at Yayasan Bina Dharma, the following conclusions can be drawn:

The Work Environment has a positive and significant effect on Teacher Performance. This is evidenced by the statistical test results, where the calculated t-value is greater than the critical value and the significance level is below 0.05. This indicates that a better work environment leads to improved teacher performance.

In this study, teachers generally perceived that good relationships among colleagues contributed strongly to a supportive work environment.

Compensation also has a positive and significant effect on Teacher Performance. The statistical results show that the calculated t-value exceeds the critical value and the significance level is below 0.05. This means that better compensation leads to higher teacher performance. The findings suggest that timely provision of benefits, such as holiday allowances, is one of the most influential aspects of compensation.

Work Environment and Compensation simultaneously have a significant effect on Teacher Performance. This is supported by the F-test results, where the calculated F-value is greater than the critical value and the significance level is below 0.05. This indicates that both variables together play an important role in improving teacher performance. A supportive work environment combined with appropriate compensation can significantly enhance overall performance.

Recommendations

Based on the conclusions above, several recommendations are proposed: The work environment has been proven to significantly influence teacher performance. Therefore, management at Yayasan Bina Dharma should continue to improve working conditions by providing better facilities and fostering a supportive and comfortable environment for teachers.

Compensation also plays a crucial role in enhancing performance. The institution is encouraged to improve its compensation system, including salaries, incentives, and benefits, in order to further motivate teachers and increase their productivity.

Future research is recommended to include additional variables that may influence teacher performance, so that a more comprehensive understanding can be achieved and the findings of this study can be further validated

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