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A CONCEPTUAL MODEL OF THE EFFECT OF SALARY AGAINST SERVICE QUALITY WITH WORK DISCIPLINE AS MEDIATING VARIABLE (CASE STUDY OF SMK ISLAM AL-HIKMAH JAKARTA)

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ABSTRACT

Management of education is a series of successful activities in completing education so that it is able to manage schools properly. There are excellent human resources, infrastructure that is in accordance with the standard, and the target of students increases in quality and quantity every year. The quality of education is not only seen from the grandeur of the facility but also in graduates (output) and how services are provided by educational institutions. SMK Islam Al-Hikmah Jakarta as an educational institution faces problems that affect the quality of education. These problems include; a decrease in the number of students, teachers' employee salaries do not match with the minimum wage, problems related to work discipline, and problems related to service quality. This study aims to examine the effect of salary on service quality with work discipline as a mediating variable. This study is a qualitative research. The population in this study is all teachers/employees of SMK Islam Al-Hikmah Jakarta as many as 40 people. The research sample was taken by census technique. Data will take through observation, documentation, and use of questionnaires. The questionnaire used contained a Likert scale (1-5). The data obtained were then analyzed by Partial Least Square (PLS) analysis using SmartPLS software.

KeyWords

Education, salary, work motivation, work discipline, service quality, conceptual model

INTRODUCTION

Management of education according to Mulyasa (2002: 19) is defined as anything related to the management of the education process to achieve the goals set, both short-term, medium-term, and long-term goals. Educational management is also a series of successful activities in completing education so that they are able to manage schools properly. There are excellent human resources, infrastructure that is in accordance with the standard, and the target of students increases in quality and quantity every year.

The quality of education is not only seen from the splendor of the facilities but also on the graduates (output) as well as how services are provided by educational institutions (Tim DosenAdministrasiPendidikan, 2012: 287). Good service can provide satisfaction to people who are served by upholding the equality of rights, speed, convenience, truth, and hospitality in service.

Based on research from Widyawati (2013), the decreasing number of students in SD Negeri 1 RuktiSediyo Village, East Lampung is affected by accessibility to schools and perceptions about school quality. This has an impact on reducing the number of students each year. Based on the opinion of Rubini (2014), the decreasing number of students is influenced by facilities, costs, location, and service quality. Whereas Ridha (2015), said that the decrease in the number of students was influenced by the quality of service, school image, parents' satisfaction and trust.

According to research from Kristiani (2016), the decline in the number of students in SD Kasatriyan is influenced by promotion, service and school accreditation. Hence, the acceptance of the number of students in the school decreases. Based on the analysis of several studies conducted above, that the decrease in the number of students is influenced by promotions, services, school accreditation status, access to schools and perceptions of parents/guardians and work discipline.

Based on data on the number of students of SMK Islam Al-Hikmah Jakarta for the 2017/2018 Academic Year until 2019/2020 Academic Year, it was found that there was a decrease in the number of students. In the last 3 years, the New Student Admissions Committee received 157, 165, and 119 students respectively. There was a significant decrease compared to new student admissions 3 years before.

Based on teacher salary data per month and employee salary details from the 2019 SMK Islam Al-Hikmah Administration report, it was found that, in general, teachers who did not have a certain position had a salary of Rp. 3.022,000 per month with 40 working hours per week. Meanwhile, teachers who serve as homeroom teachers have a salary of Rp 2,799,500 with a total of 35 working hours per week. Employees other than teachers have the highest salary of Rp. 3,272,000 and the smallest was Rp. 2,372,000. This shows that both the salary of Teachers / Employees at SMK Islam Al-Hikmah have not been equivalent to the UMP (Minimum Wage of DKI Jakarta Province, amounting to Rp. 3,940,973.00).

Other problems found at SMK Islam Al-Hikmah are problems related to discipline in the form of 17 teachers / employees being late, 13 times sick information and 7 times absent in the same month in 2018. Not only that, based on the data list of school services, all the series of services at SMK Islam Al-Hikmah that became the main focus were social media and school websites. The school already has social media that is managed by the Administration, but the intensity of the posting and communication is still not optimal.

Based on the background of the problems at SMK Islam Al-Hikmah above, this conceptual paper was made. This conceptual paper aims to examine the effect of salary on service quality with work discipline as a mediating variable. This paper consists of Introduction, Literature Review, Hypotheses Development and Research Methodology.

LITERATURE REVIEW

The quality of education is not only seen from the splendor of the facilities but also on the graduates (output) as well as how services are provided by educational institutions (Tim DosenAdministrasiPendidikan, 2012: 287). Education is the main key as a foundation to improve and prepare excellent and competitive human resources. Therefore, there is a need for systematic and planned efforts to create a quality education (Rusmaini, 2011: 3-4).

According to Suwatno and DonnijuniPriansa (2013: 232), salary is a substitute for services that have been provided by workers in their jobs. Salary is the right received by a teacher or lecturer for his work from the organization of education or education units in financial form on a regular basis in accordance with laws and regulations (Indonesian Law No. 14 of 2007 Teachers and Lecturers, Article 14). According to Hasibuan (2012: 25) the purpose of payroll, among others are; cooperation ties, job satisfaction, effective procurement, motivation, employee stability, discipline, union influence, and government influence.

Work discipline is the action of a teacher to comply with the rules that have been mutually agreed upon. This action, if done correctly and continuously, will become a habit that is embedded in teacher behavior and will help to achieve the performance of teachers expected by the institution (Presilawati 2016: 84). According to Siagian (2013) in Presilawati (2016), a good form of discipline will be reflected in the atmosphere within the school's organizational environment, namely:

1. The high sense of teacher concern for achieving the vision and mission of the school.
2. High spirit, enthusiasm for work, and initiative of teachers in teaching.
3. The magnitude of the teacher's sense of responsibility to carry out the task as well as possible.
4. The development of a sense of belonging and a high sense of solidarity among teachers.
5. Improve work efficiency and productivity.

According to the Kamus Besar Bahasa Indonesia (2002: 573), "The word layanan comes from the word service, which is to provide everything that is needed by others". Ratminto and Winarsih (2014: 2) in Ikhsananto (2016) provide a more detailed definition of service as an activity or series of activities that are invisible (cannot be touched) that occur as a result of interactions between consumers and employees or other things provided by service providers that are intended to solve consumer/customer problems. Parasuraman, et al., in Metayunika (2013), revealed that there are five main indicators that affect service quality in the form of tangible, reliability, responsiveness, assurance, and empathy.

As stipulated in Article 18 paragraph (3) of Law Number 23 of 2014 on Regional Government, the government issued Government Regulation Number 2 of 2018 on Minimum Service Standards stating that "Minimum Service Standards, hereinafter abbreviated as SPM, are defined as provisions on the type and quality of services the basis which is the obligatory regional affairs that are entitled to be obtained by every citizen at a minimum". One of the government's efforts to improve the quality of education in Indonesia is by establishing Minimum Service Standards that will eventually lead to the achievement of National Education Standards, in harmony with the ideals of the Indonesian people, to achieve public welfare and educate the nation's life.

Widodo (2015: 187) argues that "motivation is the power that is in a person, which encourages individuals to take action". Meanwhile, according to Herlambang (2015:59) "motivation is an impulse (an idea, emotion or physical need) that causes a person to take an action". The purpose of providing work motivation according to Hasibuan (2013: 146) is to;

- a. Improve employee morale and job satisfaction.
- b. Increase employee productivity.
- c. Maintaining the stability of company employees.
- d. Improve employee discipline.
- e. Streamlining employee procurement.
- f. Creating a good atmosphere and working relationships.
- g. Increase employee loyalty, creativity and participation.
- h. Increase the level of employee welfare.
- i. Enhance employees' sense of responsibility towards their duties.
- j. Increase the efficiency of using tools and raw materials

Human resource management has methods to motivate employees. According to Hasibuan (2013: 149), motivational methods are as follows:

- a. Direct Motivation: motivation (material and non material) that provides directly to each individual employee to meet their needs and authority. So its special nature such as giving praise, awards, bonuses, certificates, etc.
- b. Indirect Motivation: motivation provided only in the form of facilities that support the passion for work / fluency of tasks, so that employees feel comfortable and eager to do their jobs. This indirect motivation has a big influence to stimulate employee morale, so that work productivity increases.

CONCEPTUAL MODEL

The general objective of this paper is to create a conceptual model of the factors that influence the quality of service at SMK Islam Al-Hikmah in Jakarta. These general objectives are then divided into specific objectives. Some of these specific objectives include testing: (1) the effect of salary on service quality; (2) the effect of salary on work discipline; (3) the effect of work discipline on service quality; (4) the effect of salary on service quality with work discipline as a mediating variable; (5) the effect of salary on work discipline with work motivation as a moderating variable; and (6) the effect of salary on service quality with work motivation as a moderating variable. Based on some of these specific objectives and the literature review that has been done, the conceptual model that can be generated in this study is as in the following figure.

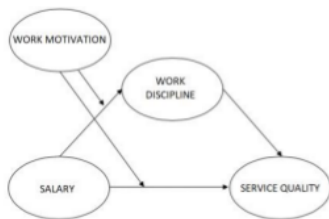


Figure 1 Conceptual Model

HYPOTHESIS DEVELOPMENT

1. The relationship between salary and service quality.

Research conducted by Siburian (2017) shows that employee performance is influenced by variables in the form of compensation. Compensation has a significant effect on employee performance (Mulyanto, 2011). Compensation also has a significant effect on service quality (Sukaeti, 2016).

H₁: There is an effect of salary on service quality.

2. Relationship between salary and work discipline.

Compensation has a significant influence on employee performance (Mulyanto, 2011). A study conducted by Kusuma (2017) shows that salary and discipline simultaneously influence employee work motivation. The same research also states that work discipline partially has a positive and significant effect on employee work motivation.

H₂: There is an effect of salary on work discipline.

3. Relationship between work discipline and service quality.

Research conducted by Kaliri (2008) at a state high school in Pemalang District shows that work discipline has a significant influence on teacher performance. Another study by Rohimah (2013) showed that the most dominant factor influencing the performance of teachers in KarawaciTangerang High School was work discipline. This is in line with Santoso's research (2013) which also shows that there is a direct influence of work discipline on performance.

A study conducted by Yusmadi (2016) showed the result that there was a significant influence of work discipline variables on the quality of public services. This is also in line with Febriarti's study (2015) which shows that work discipline influences service quality. Work discipline is able to give effect of 79.65% in improving the quality of public services (Hutapea, 2018).

H₃: There is an influence of work discipline on service quality.

4. The relationship between salary and service quality with work discipline as a mediating variable.

A study conducted by Wardhana (2014) shows that discipline has a positive and significant influence on performance. This is in line with Sugiarti's research (2019) which shows that discipline can directly influence employee performance. Another study conducted by Trianto (2015) on PP-PON employees showed that work discipline and work motivation together had a significant effect on service quality.

H₄: There is an effect of salary on service quality with work discipline as a mediating variable.

5. The relationship between salary and work discipline with work motivation as a moderating variable.

Research conducted by Kaliri (2008) shows that there is a significant and simultaneous influence of work discipline and work motivation on teacher performance. Salary or wages also have a significant effect on employee work motivation (Wibawanti, 2009; Ni'am, Suyadi, and Ani, 2018). Another study by Kusuma (2017) also shows that salary and discipline simultaneously influence employee work motivation.

H₅: There is an effect of salary on work discipline with work motivation as a moderating variable.

6. The relationship between salary and service quality with work motivation as a moderating variable.

Research conducted by Firmandari (2004) on Bank Syariah Mandiri employees at the Yogyakarta Branch Office showed that salary variables moderated by work motivation had a positive and significant effect on employee performance. Meanwhile, a study by Trianto (2015) shows that work motivation has a significant effect on service quality.

H₆: There is an effect of salary on service quality with work motivation as a moderating variable.

METHODOLOGY

This research is a qualitative research. The study was conducted at SMK Islam Al-Hikmahin Jakarta. The population in this study was all teachers / employees of SMK Islam Al-Hikmahin Jakarta as many as 40 people. The research sample was taken by census technique so that it involved the entire population.

Data taken through observation, documentation, and use of questionnaires. The questionnaire used contained a Likert scale (1-5). The data obtained were then analyzed by PLS (Partial Least Square) analysis using SmartPLS software.

CONCLUSION

This paper has discussed the background of problems at the SMK Islam Al-Hikmah in Jakarta. The aim of this paper is to formulate a conceptual model of the relationship among salary, service quality and work disciplines in the SMK Al-Hikmah in Jakarta. Literature Review on service quality, work discipline, salary, work motivation, and the relationship between them; conceptual model; hypotheses development, and methodology were discussed. Practicing this paper instantly will find out the relationships between variables in the conceptual model.

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