

THE EFFECT OF COMPENSATION SATISFACTION, WORKLOAD, AND HOMETOWN ATTACHMENT ON ORGANIZATIONAL COMMITMENT IN PRIVATE SCHOOLS OF ORGANIZATION Y

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ABSTRACT

Education is an important sector for the development of a country. Various phenomena in Indonesian education are related to the amount of compensation, workload, and the number of teachers who migrate. These issues have resulted in many teachers reconsidering their decision to become teachers. Many of these teachers are creative and hardworking teachers and it is unfortunate to see them leave their profession. The objective of this research is to see the effect of compensation satisfaction, workload, and hometown attachment on organizational commitment. This study used a quantitative method where the researcher distributed questionnaires to 152 teachers at private schools of Organization Y in Indonesia and then the data was analyzed using regression. The findings show that compensation satisfaction positively affects organizational commitment, while workload and hometown attachment negatively affect organizational commitment.

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1. INTRODUCTION

Education is one sector that did not stop operating during the Covid-19 pandemic thanks to technological advances. In 2022, people want to provide the best education for their children. In the midst of a pandemic, teachers are expected to continue to provide the best teaching practices at school. However, problems are inevitable. One of the problems experienced by teachers in Indonesia is related to their welfare, as many teachers are not paid well, especially in rural areas [1]. Unattractive compensation makes qualified teachers reconsider their career in education. Other than compensation, the workload of teachers in Indonesia is more than it should be [2]. Teachers are required to do more work without any incentives. Excessive workload can affect a teacher's performance and commitment to his work. Moreover, teachers who work far from their hometown can be a problem. Usually college students in Indonesia move to another city to study in a reputable university. Many of those students did not return to their hometown and started pursuing their career. Some of those workers feel lonely and being far from their hometown affects their mental and cognitive health [3]. Teachers who work at private schools of Organization Y are chosen to be respondents because these teachers experience compensation, workload, and migration issues that have been mentioned above. Organization Y has offered formal educational services for more than 25 years. Organization Y has more than 40.000 active students from kindergarten to college, has more than 78.000 alumni, and has more than 2.500 teachers and lecturers. Organization Y has schools and university campuses in major cities in Indonesia. Challenges in human resource management in Indonesia such as compensation system, workload, and migrating employees are also found in Organization Y. Organization Y needs to retain creative and skilful teachers so it can maintain its competitive advantage as a private formal educational institution in Indonesia. This research aims to determine the effect of compensation satisfaction, workload, and hometown attachment on organizational commitment.

This research aims to determine:

1. The effect of compensation satisfaction on organizational commitment in private schools of Organization Y
2. The effect of workload on organizational commitment in private schools of Organization Y

3. The effect of hometown attachment on organizational commitment in private schools of Organization Y

The benefit of this research for managers is to be a consideration for Organization Y when making decisions related to compensation, workload, and migrating employees. For academics, this research is expected to be studied further. The scope of this study is human resource management, specifically how employees commit to an organization affected by compensation satisfaction, workload, and hometown attachment. This is an inferential quantitative research conducted during the Covid-19 pandemic in April 2022.

2. Literature review

Human Resource Management

Human resource management includes five interrelated activities, which are staffing, retention, development, adjustment, and change management. Human resource management is to maximize productivity, work quality, and profit. Strategic human resources attract the right employees to achieve an organization's objectives. Challenges of human resource management include designing a compensation system, attracting talents, retaining employees, and motivating them [4]. To retain and motivate employees, an organization needs to fulfill their needs, to provide a work-life balance, and to show fairness and equality. Employees expect more compensation when they do more work. Employees who cannot fulfill their needs tend to choose to resign.

Compensation

Organizations appreciate their employees who have completed tasks and helped achieve organizational goals by providing compensation. Compensation is one of the human resource management activities designed to attract workers to work in an organization, to motivate them to do their job well, and to be loyal to the organization [5]. Employees tend to show a stronger commitment to an organization when they receive recognition and appreciation for their performance [6]. Companies that provide incentives to employees result in lower turnover rates [7].

Workload

Workload includes the amount of work, the number of tasks, the time needed to complete tasks, and a worker's subjective psychological experience. Workload reflects work demands which cannot be observed directly, but it can be assessed from behavioral observations and psychological measurements. Excess workload can result in slower task execution and errors. Less work can lead to boredom and reduced alertness. High workload can interfere with job satisfaction and increase the intention to resign [8]. High demands or more workloads can reduce an employee's commitment to the organization [9].

Hometown Attachment

Hometown is a city or area where a person was born or raised which often means more than just a physical location. Hometown can be a symbol of oneself and one's social environment with others [10]. The tendency to return to a hometown is affected by the emotional or affective attachment of an employee to their hometown. Employees with a higher intention of returning home show a higher probability of quitting their job [11]. Location close to hometown is one of the motivators for employees to work further in the organization [12].

Organizational Commitment

Organizational commitment refers to the extent to which employees associate themselves with their organization [13]. Several studies measure organizational commitment by three categories: affective or emotional attachment level, perceived continuity or cost, and norm or obligation [14]. Organizational commitment is a psychological state that links individuals with organizations, which reduces turnover [15].

Table 1. Previous Research

No	Researcher and Year of Research	Variable	Data Analysis Technique	Results
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Compensation

1	Aboramadan et al. (2019) [16]	1. Recruitment 2. Training 3. Appraisal 4. Compensation 5. Job security 6. Work engagement 7. Commitment	Structural Equation Modeling	Variables 1-6 positively affect variable 7 Variable 6 mediates the positive effect of variables 3 and 4 on variable 7
2	Moncarz et al. (2008) [17]	1. Culture 2. Hiring and promotions 3. Training 4. Retention 5. Mission 6. Compensation 7. Turnover	Regression	Variables 1-3 positively affect variable 4 Variables 5-6 negatively affect variable 7

Workload

3	Silaban et al. (2021) [9]	1. Workload 2. Competency 3. Career development 4. Commitment 5. Performance	Confirmatory Factor Analysis	Workload positively affects commitment. Career development positively affects performance.
4	Junaidi et al. (2020) [18]	1. Overtime 2. Job stress 3. Workload 4. Turnover	Ordinary least square regression	Variables 1-3 positively affects variable 4
5	Torres (2016) [19]	1. Workload 2. Turnover	Regresi	Workload positively affects turnover

Hometown Attachment

5	Dasgupta et al. (2014) [12]	1. Collaborative approach 2. Respect 3. Autonomous tasks 4. Flexible work arrangement 5. Location near hometown 6. Continue service	Critical incident technique	Variables 1-5 positively affects variable 6
6	Li et al. (2019) [11]	1. Family encouragement of returning 2. Return-to-hometown intention 3. Career sacrifice 4. Turnover	Path	Family encouragement of returning positively affects return-to-hometown intention. Return-to-hometown intention positively affects turnover. Career sacrifice negatively mediates the effect of family encouragement of returning on turnover.

Organizational Commitment

7	Kadiresan et al. (2015) [20]	<ol style="list-style-type: none"> 1. Appraisal 2. Training 3. Commitment 4. Turnover 	Regression	Variables 1-2 positively affects variable 3. Variable 3 negatively affects variable 4.
8	Newman dkk. (2012) [21]	<ol style="list-style-type: none"> 1. Organizational support 2. Supervisor support 3. Resources 4. Affective commitment 5. Turnover 	SEM, CFA	<p>Variable 1 mediates the positive effect of variables 2-3 on variable 4</p> <p>Variable 4 negatively affects variable 5.</p>

This research aims to see the effect of compensation satisfaction, workload, and hometown attachment on organizational commitment

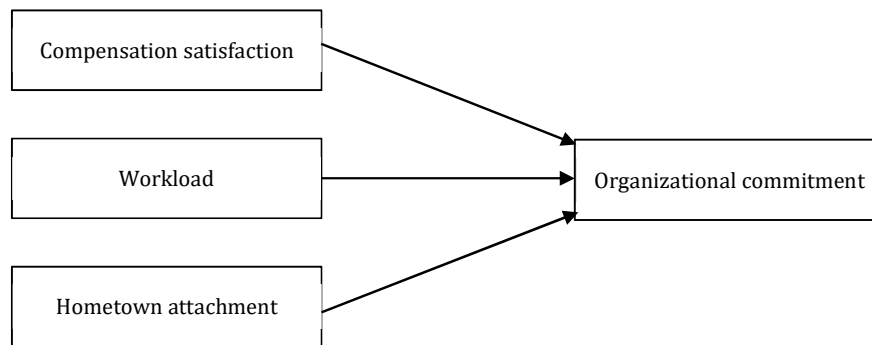


Figure 1. Conceptual Framework

Hypotheses Development

The following hypotheses are to determine the effect of independent variables on the dependent variable:

- H1: Compensation satisfaction affects organizational commitment
- H2: Workload affects organizational commitment
- H3: Hometown attachment affects organizational commitment

3. METHOD

The type of research is inferential quantitative because the objective of the research is to measure the effect of compensation satisfaction, workload, and hometown attachment on organizational commitment. Quantitative research uses empirical assessment that involves measurement and analysis to test hypotheses and answer questions. The type of data in this research is primary data from a questionnaire filled out by teachers in private schools of Organization Y. Secondary data in this research is taken from articles and books. The population of this research is employees in Organization Y and the sample size is 152 people. The sampling technique is probability sampling which means each member of the population has the same chance of being selected [22]

Table 2. Operational Definitions and Variable Measurements

Variable	Operational Definition	Indicator	Source
Compensation	Compensation is something that an organization gives to employees as a reward for completing tasks and helping achieve organizational goals.	<ol style="list-style-type: none"> 1. Compensation 2. Administration 	<ol style="list-style-type: none"> 1. Aboramadan et al. (2019) [16] 2. Heneman and Schwab (1985) [23]

Workload	Workload is the amount of work or tasks, the amount of time needed to complete the tasks, and the employee's subjective psychological experience.	<ol style="list-style-type: none"> 1. Cognitive demands 2. Emotional demands 3. Performance demands 	<ol style="list-style-type: none"> 1. Rubio-Valdehita dkk. (2017) [8]
Hometown attachment	Hometown attachment is emotional or affective ties of an employee to their hometown, which affects their intention or desire to return to the hometown.	<ol style="list-style-type: none"> 1. Place dependence 2. Place identity 3. Affective attachment 4. Social bonding 	<ol style="list-style-type: none"> 1. Tuan (1977) [24] 2. Kyle et al. (2004) [25] 3. Williams & Vaske (2003) [26]
Organizational commitment	Organizational commitment is how employees relate themselves to their organization which can be measured by three categories: affective or emotional attachment, perceived continuity or cost, and norm or obligation.	<ol style="list-style-type: none"> 1. Affective 2. Perceived cost and obligation 	<ol style="list-style-type: none"> 1. Li (2014) [13] 2. Allen dan Meyer (1990) [14] 3. Blau et al. (1993) [27]

Data Collection and Analysis Method

The data collection method is using a questionnaire that asks the respondent's identity including gender, year of birth, and years of work experience at Organization Y. The respondents chosen are those who work far from their hometown. The statements for each variable in this research were adapted and modified from previous studies. Pay Satisfaction Questionnaire was made by Heneman and Schwab [23]. The respondents are instructed to give a number between 1 (very dissatisfied) and 5 (very satisfied) for each statement. CarMen-Q questionnaire for mental workload assessment was made by Rubio-Valdehita, et al. [8]. Place attachment questionnaire was made by Kyle et al [25] and Williams & Vaske [26]. Organizational commitment questionnaire was made by Yucel [28] and Blau [27]. The respondents are instructed to give a number between 1 (strongly disagree) and 5 (strongly agree) for each statement.

The data were analyzed using regression analysis techniques on IBM SPSS Statistics 26 to measure whether an independent variable has an effect on the dependent variable. The F-test is used to identify the effect of two or more independent variables on the dependent variable and evaluate the significance value of the regression. Meanwhile, the T-test will be used to analyze the significance of the regression coefficient and evaluate H1 to H3. The hypothesis will be accepted if the t significance level for each variable calculated is less than 0.05 [22].

4. RESULT AND DISCUSSION

Descriptive Statistics

Table 3 summarizes the descriptive statistics which show that the majority of respondents are female (52,6%), aged 25 to 30 years old (47,4%), and worked at Organization Y for less than 5 years (52%).

Table 3. Descriptive statistics

Variable	Category	Frequency	Percentage
Gender	Male	72	47.4
	Female	84	52.6
Age	<25	35	23.0
	25-30	72	47.4
	31-35	32	21.0
	>35	13	8.6
Years of work experience at Organization Y	<5	79	52.0
	5-10	52	34.2
	>10	21	13.8

Mean and Standard Deviation

Table 4 summarizes the mean and standard deviation for each statement from each variable.

Table 4. Descriptive Statistics of Compensation Satisfaction

Indicator	Description	Mean	Std Dev
Compensation	CS1: My take home pay	3.12	1.173
	CS2: The number of benefits I receive	3.38	0.990
	CS3: The raises I receive	3.42	0.967
Administration	CS4: Influence my supervisor has on my pay	3.05	1.118
	CS5: How pay or raise is determined	2.97	1.142
	CS6: Information the organization gives about pay issues of concern to me	2.68	1.221
	CS7: Consistency of the organization's pay policies	2.66	1.185

Table 5. Descriptive Statistics of Workload

Indicator	Description	Mean	Std Dev
Cognitive demands	WL1: My job requires handling a lot of knowledge	4.06	0.863
	WL2: My work is mentally intense	4.12	0.908
	WL3: I have to do a great search and information gathering to carry out my tasks	3.76	0.983
Emotional demands	WL4: I feel very tired, physically fatigued	3.57	0.981
	WL5: My work affects me a lot emotionally	3.88	0.913
	WL6: My work is affecting my health	3.96	0.883
Performance demands	WL7: My job requires maintaining a high level of attention	4.02	0.924
	WL8: My mistakes can have serious consequences	3.59	0.930
	WL9: My job involves a lot of responsibility	4.10	0.912

Table 6 Descriptive Statistics of Hometown Attachment

Indicator	Description	Mean	Std Dev
Place dependence	HA1: No other place can compare to my hometown	3.69	0.930
	HA2: Traveling to my hometown is more important to me than traveling to any other place.	3.78	0.969
	HA3: I would prefer to spend more time in my hometown if I could.	3.42	0.960
Place identity	HA4: I feel that my hometown is a part of me.	2.99	1.131
	HA5: I feel that I can really be myself in my hometown.	3.14	1.092
	HA6: My hometown reflects the type of person I am.	3.55	0.804
Affective attachment	HA7: My hometown means a lot to me.	3.49	0.891
	HA8: I feel a strong sense of belonging to my hometown.	3.51	0.983
	HA9: I have a special connection with my hometown and the people who live there.	3.15	1.108

Table 7 Descriptive Statistics of Organizational Commitment

Indicator	Item	Mean	Std Dev.
Affective	OC1: I would be happy to spend the rest of my career with this organization.	3.49	0.949
	OC2: I really feel as if this organization's problems are my own.	3.72	0.936
	OC3: This organization has a personal meaning for me	3.78	0.863
Perceived cost and obligation	OC4: One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	3.33	1.002
	OC5: Even if it were to my advantage, I feel it would be wrong to leave my organization now.	3.68	0.858
	OC6: If I could, I would not leave my organization right now because I have a sense of obligation to the people in it.	3.63	0.875
	OC7: I feel that I owe a great deal to my organization.	3.47	0.920
	OC8: If I could, I would feel guilty if I left my organization now.	3.51	0.990

Test Validity

Test validity refers to how well a test measures a variable. The data is valid if the r-statistic of each indicator is greater than the r-table [29]. The number of samples determines the value of the r-table. The number of samples used in this study was 152 samples, and therefore, the r-table value is 0.158, with a significance level of 5% ($\alpha = 0.05$). The following table presents the test validity, in which all r-statistical values are higher than the r-table values (0.158). Therefore, all indicators of each variable used in this study are valid. The indicators correctly measure the variable.

Table 8. Test Validity Result

Variable	Code	r statistics	r table	Statement
Compensation satisfaction	CS1	0.767	0.158	Valid
	CS2	0.729	0.158	Valid
	CS3	0.755	0.158	Valid
	CS4	0.859	0.158	Valid
	CS5	0.871	0.158	Valid
	CS6	0.829	0.158	Valid
	CS7	0.844	0.158	Valid
Workload	WL1	0.805	0.158	Valid
	WL2	0.791	0.158	Valid
	WL3	0.754	0.158	Valid
	WL4	0.746	0.158	Valid
	WL5	0.862	0.158	Valid
	WL6	0.814	0.158	Valid
	WL7	0.847	0.158	Valid
	WL8	0.784	0.158	Valid
	WL9	0.811	0.158	Valid
Hometown attachment	HA1	0.708	0.158	Valid
	HA2	0.745	0.158	Valid
	HA3	0.833	0.158	Valid
	HA4	0.788	0.158	Valid
	HA5	0.819	0.158	Valid
	HA6	0.763	0.158	Valid
	HA7	0.807	0.158	Valid
	HA8	0.847	0.158	Valid
	HA9	0.823	0.158	Valid

	OC1	0.799	0.158	Valid
	OC2	0.878	0.158	Valid
	OC3	0.833	0.158	Valid
Organizational	OC4	0.745	0.158	Valid
commitment	OC5	0.854	0.158	Valid
	OC6	0.845	0.158	Valid
	OC7	0.813	0.158	Valid
	OC8	0.828	0.158	Valid

Test Reliability

The reliability of the questionnaire in this study was determined by calculating Cronbach's Alpha (α). Cronbach's alpha test is used to see whether or not a Likert scale survey is reliable enough to be conducted many times. The survey is reliable when Cronbach's Alpha value is higher than 0.7 [29]. The result of the test reliability is as follows.

Table 9. Reliability Test Result

Variable	Cronbach's Alpha Based on Standardized Items	Statement
Compensation satisfaction	0.911	Reliable
Workload	0.930	Reliable
Hometown Attachment	0.925	Reliable
Organizational commitment	0.931	Reliable

The Cronbach's Alpha value of each variable is greater than 0.7, which means that the questionnaire used in this research is reliable and consistent to measure variables.

Test Normality

The test normality is done to determine whether or not the data is normally distributed. The normality of the data can be examined using the Kolmogorov-Smirnov test. The result of the test is as follows.

Table 10 Kolmogorov-Smirnov Test Result

Standard	Asymp.Sig.	Statement
0.05	0.200	Normal

According to the Kolmogorov-Smirnov test, the data is normally distributed because the Asymp. Sig. (2-tailed) is 0.200, which is greater than 0.05.

Heteroscedasticity Test

The purpose of heteroscedasticity test is to find out a similarity of residual variance. Data is acceptable if it is homogeneous. The heteroscedasticity test is done by calculating the significance value. The data is homogeneous if the value of Sig. non-standardized residual is greater than 0.05. The significance value of all variables in this research is greater than 0.05, and therefore the data is homogeneous.

Table 11 Glejser Test Result

Independent Variable	Dependent Variable	Significance	Critical Value	Statement
Compensation satisfaction	Organizational commitment	0.097	0.05	Homogeneous
Workload	Organizational commitment	0.082	0.05	Homogeneous
Hometown attachment	Organizational commitment	0.084	0.05	Homogeneous

Multicollinearity Test

The multicollinearity test examines whether or not the independent variables have a correlation. If there is a correlation, multicollinearity exists. The multicollinearity test was determined by the value of tolerance and Variance Inflation Factor (VIF). The research model is free from multicollinearity if the

tolerance value is greater than 0.10 and the VIF is less than 10 [22]. The result of the multicollinearity test is as follows.

Table 12 Multicollinearity Test Results

Variable	Tolerance	VIF	Statement
Compensation	0.455	2.200	No Multicollinearity
Workload	0.605	1.652	No Multicollinearity
Hometown Attachment	0.332	3.015	No Multicollinearity

The tolerance value of all independent variables is greater than 0.10 and the VIF value of all independent variables is less than 10. The regression model between the independent and dependent variables does not have multicollinearity.

Linear Regression Analysis

This study uses multiple linear regression analysis to test the hypotheses by determining the significance of independent variables on the dependent variable. Multiple linear regression analysis includes coefficient determination or R^2 test, F-test, and t-test.

The R^2 test is to determine how significant the independent variables simultaneously affect the dependent variable, which is indicated by the percentage of the value. The F-test is to determine whether the independent variables simultaneously and significantly affect the dependent variable. The F-significant value determines whether or not the independent variables significantly and simultaneously affect the dependent variable. The independent variables significantly and simultaneously affect the dependent variable if the F-significant value is less than 0.05. The t-test is to see if the hypothesis was accepted or rejected. A hypothesis is accepted if the t-significance level of the variable is less than 0.05. A hypothesis has a positive effect if the t value is greater than the t-table value. A hypothesis has a negative effect if the t value is smaller than the t-table value.

Table 13. Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.774a	0.599	0.59	3.894

Based on Table 13, the adjusted R^2 value is 0.59 which means that compensation satisfaction, workload, and hometown attachment significantly affect organizational commitment by 59% while the remaining 41% is other factors not included in this study.

Table 14. Anova and Coefficients

	F	Sig.
Regression	73.575	0.000
	t	Sig.
Compensation	2.676	0.008
Workload	-3.256	0.001
Hometown attachment	-5.058	0.000

The F-Significant value is 0.000, which is less than 0.05. The F value is 73.575, which is more than 2.6 as the F table. Therefore, compensation satisfaction, workload, and hometown attachment as independent variables significantly and simultaneously affect organizational commitment. Furthermore, the t-significant value for compensation satisfaction, workload, and hometown attachment are 0.008, 0.001, and 0.000 which are smaller than 0.05. It means that those independent variables significantly affect organizational commitment. The compensation satisfaction t value is 2.676, which is greater than the t table value of 1.984. It means that compensation satisfaction positively affects organizational commitment. The workload and hometown attachment t value are -3.256 and -5.058 respectively, which are less than the t table value of -1.984. It means that workload and hometown attachment negatively affect organizational commitment. When an employee has more workload and is more attached to their hometown, they will more likely not commit to the organization. Therefore, H1, H2, and H3 are accepted.

The regression analysis shows that compensation satisfaction positively affects organizational commitment, which supports previous studies [16][17]. Employees who receive better compensation and

are more satisfied are more likely to commit to their organization because they perceive that the organization can fulfill their needs. Pay is one form of compensation, but other benefits such as paid leave, health insurance, and meals can be valuable for employees. This study also found that workload negatively affects organizational commitment, which supports previous studies [9][18][19]. Employees who have more workload are more likely not to commit to the organization. Employees need an appropriate amount of workload to stay motivated and productive. However, having too much workload will cause a burnout and employees may want to seek another place to work. Employees may think that the compensation they receive is not worth their energy and mental health. Lastly, this study found that hometown attachment negatively affects organizational commitment, which supports previous studies [11][12]. Employees who are attached to their hometown are more likely to leave the organization because they will want to find a job in or near their hometown. Employees who work in their hometown can spend time with their family and feel their support. In conclusion,

5. CONCLUSION

The result of this research shows that compensation satisfaction positively affects organizational commitment, while workload and hometown attachment negatively affect organizational commitment. It means that the higher the compensation satisfaction, the higher the organizational commitment. The higher the workload and hometown attachment, the lower the organizational commitment. In order to improve commitment, an organization needs to increase compensation satisfaction, reduce workload, and hire employees who live near the workplace. This research has several limitations. First, it does not consider other forms of compensation such as paid leave, health insurance, meals, awards, and other, which may affect organizational commitment. Second, respondents of this research may be affected by their emotions when they filled out the questionnaire. Respondents' answers may differ when they are upset at work, or when they are proud of their organization. Further research can refer to this study while considering other types of compensation and the respondents' attitudes towards their organization.

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