The Evaluation of State University Remuneration Policy to Increase Performance

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ABSTRACT
The purpose of this study is to evaluate the remuneration at the State University of Jakarta in 2016 where the 2008 remuneration policy is intended for all Civil Servants in all government agencies. This research uses exploratory research method with four elements that will be the research sample that is: (1) student, consist of diploma student, strata one, strata two and strata three; (2) lecturers; (3) education personnel; (4) graduate (5) the leadership of Jakarta State University. The results of the SWOT analysis show that the State University of Jakarta is in quadrant one, which has strong strength and opportunity as well as in quadrant two, which has the strength but there are still challenges. Results of balance scorecard analyzing shows four perspectives, there are financial perspective, learning and growth perspective, internal business process perspective and the customer perspective. While the results of key performance index analysis, generate strategic program on each of the perspective adjusted with an objective strategy chosen by priority. Suggestions for the Jakarta State University has held a socialization and system development for remuneration.

Keywords: remuneration, balanced scorecard, key performance index, higher education

CONTRIBUTION/ORIGINALITY:
The findings of the research show that the balanced scorecard model in improving the performance of state tertiary institutions in Indonesia. Analysis of the remuneration model and its implementation becomes the operational reference for the implementation of the program of activity plans and budget allocations, as the main strategy for developing higher education institutions towards quality international institutions

1. INTRODUCTION
Education is a vital sector in the construction of a country (Eric A. Hanushek & Wößmann, 2014); (Türkkahraman, 2012); (UNDP, 2019) drive out poverty (Nations, 2012) and able to prevent corruption (Goodpaster, 2003). Progress and quality of a country determined by the quality of human resources which being stakeholders by country. Many developing countries are turning their status into developed countries because they have long invested in the education sector such as Singapore, Japan, China, Malaysia, etc (Mok, 2006). Based on HDI (Human Development Index) data released by UNDP, the three countries are included in 75 countries that have higher HDI with education as one of its variables (UNDP, 2019).

Based on Decision Letter 763 / SK / BAN-PT/Akred/PT/VII/2015 State University of Jakarta has an A accreditation. To achieve a superior accreditation certainly required hard work to achieve the requirements, ranging from governance, quality assurance system, facilities and infrastructure best under industry standards, qualified and experienced lecturers, research, active and outstanding student activities (BAN-PT, 2019); (Menristekdikti, 2016). A total of 3,738 study programs in State and Private Universities have not been accredited and 546 of
them are not registered and must be closed. The closure of hundreds of colleges that did not have good management should be a motivation for the management of that university to not manage campus carelessly so the need to promote good governance as outlined by the government, the government must organize quality education (Unicef, 2007).

With the demands of good governance and bureaucratic reform in Indonesia, is an attempt to reform and changes to the system of governance involving human resources, institutional, and organizational governance (Labolo & Indrayani, 2017); (Horhoruw et al., 2012). To meet these demands, the Indonesian government has determined the use of performance-based or performance-based budgeting (Bawono, 2015) in the budgeting process under Law No. 17 of 2003 on State Finance and Act No.1 of 2004 on State Treasury (Widodo, 2016). Performance-based budgeting is an approach in the preparation of a performance-oriented budget or work performance to be achieved. The remuneration system or payroll system is a system of payment and remuneration paid to employees every month, regardless of the number of hours or days of work or the number of products that have been produced. In the payroll or remuneration system based on the performance of this employee, the government guarantees the level of welfare and maintenance efforts for the employees so that employees feel fulfilled and focus to contribute optimally to the organization (Robinson, 2013).

Under Law No. 17 of 2007 on the Long-Term National Development Plan 2005-2025 and Ministerial Regulation PER/15/M.PAN/7/2008 on General Guidelines of Bureaucratic Reform, remuneration policy is intended for all Civil Servants in all government institutions. Based on the Minister of Finance dated July 30, 2013, the Ministry of Education and Culture declared entitled to receive a remuneration budget. The proposed budget is Rp 989.9 Billion. The money will be paid to 58,584 employees for a period of six months (July - December) 2013. Thus, the State University of Jakarta is entitled to receive remuneration for under the Ministry of Education and Culture. State University of Jakarta is one of the government institutions that applies the Financial System of Public Service Agency with full status of Public Service Agency (PSA). As explained, PSA status in full gives financial management flexibility to the State University of Jakarta by Government Regulation No. 23 of 2005 on Financial Management of Public Service Agency. The flexibility of financial management has an impact on remuneration. For State Universities who have PSA status, remuneration is determined by taking into account the amount of PNBP (Non-Tax State Revenues).

At the State University of Jakarta, remuneration began in January 2016 because UNJ has become a PSA University. In the pattern of remuneration in UNJ, there is no longer honor system teaching, so the concept of remuneration is equity. Lecturers are given the task of teaching by the burden set with the contract of the lecturer's duty load is 18 credits as the basis for remuneration calculation. Also, no more Extraordinary Lecturers in the study program if any the lecturer have a specific skill that is only owned by the lecturers or if the number of lecturers in the study program is not sufficient. Lecturers who are studying or in college may not be in a structural position, so focus on study and quickly complete. Then, lecturers who in permission to do learning or learning task, do not receive remuneration and be given the task of teaching with nine credits and research with three credits. Remuneration is expected to provide motivation and encouragement for employees to be more professional and improve their performance. Therefore, a proportional remuneration and good employee performance will certainly produce proud achievements while providing benefits to the government bureaucracy as it can improve the image of government bureaucracy that had been in bad view by society.

The problems that occur today though, with remuneration, there is still a low employee work ethic due to lack of discipline. This is reflected in the arrival time (absenteeism) of employees who average late enter the office, absent from teaching duties, and so forth. Based on this background, this research is intended to evaluate the remuneration at the State
University of Jakarta in 2016 to improve employee performance. At the same time, the issuance of Decree of the Minister of Research and Technology of Higher Education No. 44 the Year 2016 on Governance Organizational Structure State University of Jakarta has an impact on changes in organizational structure and leadership. Related to this matter, conducted socialization Implementation in UNJ, the changes also affecting the lecturers and students because of the demands of performance that bring the group of pros and cons. Therefore, the purpose of this study is to evaluate the remuneration policy in 2016 to improve the performance of the organization at the State University of Jakarta.

2. LITERATURE REVIEW

2.1 Remuneration

Understanding remuneration according to Surya (2004) is something received by employees in return for the contributions that have been given to the organization where the work. The same is also expressed (Share & Plan, n.d.) who explained that compensation or remuneration has a wider scope than wages or salaries. The remuneration covers all expenses incurred by the organization for its employees and is received or enjoyed by employees, either directly, routinely or indirectly (Stachowska, 2016).

In an environment of the Ministry of Education and Culture, faculty are entitled to payment of remuneration appropriate office by the Rector appropriate job evaluation results. The amount of Remuneration received is determined based on the position class, job title, and performance achievement. Remuneration is given to Lecturers based on performance appraisal that including: (1) Performance targets assessed based on employee performance targets and work performance; (2) the value of additional tasks and creativity; (3) attendance value.

In this study, the remuneration model above will be examined with a SWOT analysis. According to Freddy Rangkuti (2009: 18) SWOT analysis is the identification of various factors systematically to formulate corporate strategy, SWOT analysis (Strengths, Weakness, Opportunity, Threats) is a way to observe external and internal marketing environment (Sarsby, 2012). Before doing a mindset approach, SWOT analysis is divided into 3 aspects. Three aspects of SWOT analysis, there are: (1) global aspect; (2) strategic aspects, and; (3) operational aspects (Piji, 2017); (Phadermrod et al., 2019)

2.2. Balance Scorecard

According to Kaplan & Norton (Kaplan, 2009), Balanced Scorecard consists of two words: (1) balanced is intended to show that the performance of personnel or employees is measured in a balanced and viewed from two aspects of financial and non-financial, short-term and long-term, and the internal or external; (2) scorecard is a card used to record the score of a person’s performance results that will be used to compare with the actual performance results. Kaplan & Norton also pointed out, that a balanced scorecard consists of four perspectives, namely: (1) financial perspective; (2) customer perspective; (3) internal business process perspective, and; (4) learning and growth perspective. The balanced scorecard is a set of integrated performance measures derived from corporate strategies that support the company's overall strategy (Bedford et al., 2008). Balanced Scorecard is a Strategic (Norton, 2007), Based Accounting System (Ponomarenko et al., 2017); (Ozturk & Coskun, 2014) which describes the company's mission and strategy into operational objectives and performance benchmarks, in which the Balanced Scorecard has a characteristic tick, there are: comprehensive, coherent, balanced and measurable (Alao, 2013). The balanced scorecard can also improve organizational performance by adopting financial and non-financial measurements to evaluate organizational performance (Bahia et al., 2020).
2.3. Key Performance/ Key Performance Indicator (KPI)

In each process of performance, measurement required a measure to determine the level of success or achievement of the company's performance (Elwin & Hirst, 2007). One of the measures used in the performance measurement process is the Key Performance Indicator (KPI) (Krause and Dayanand, 2014). Key Performance Indicators is an indicator used to determine how far the strategy has been done by the company under the vision and mission of the company (David Parmenter, n.d.).

3. METHODS

The form of research used in this paper is the method of exploratory research because the problem has not been formulated. After all, the research is in the form of exploration or not so much information or data and so forth. This research is then interpreted in the form of descriptive writing using a qualitative approach. That the descriptive method (Lambert & Lambert, 2013) focuses on the problems or phenomena present at the time of the study or actual problems, then describes the facts of the problem investigated as it is accompanied by interpretation (Polit DF, 2014); (Carrie Williams, 2007).

Thus, this research illustrates the facts and explains the object of research by reality as it is and tries to analyze it to give the truth based on the data obtained. The research design used to analyze and discuss the data in this research is descriptive research with a survey research method and case study. The case study method is a correlation study conducted in the organization and describes the systematic, accurate and factual method while the survey is a study conducted on a population by analyzing data obtained from the population itself. The unit of analysis in this study is the organization which means the research data collected derived from the organization of human resources, parts or units of UNJ and the financial and time horizon is cross-sectional (studies conducted with data only once collected in a certain period to answer research questions). In this case, population and sample are used to support the measurement technique of learning and growth perspective, internal business process perspective, and customer perspective through questioner spreading. While in the financial perspective, variables are measured using data analysis techniques according to secondary data that has been collected.

The sampling method in this research is the saturation sampling technique, where all the population is sampled because of the small population number (for the participants of the UNJ leadership meeting). In this research, four elements will be the sample of research are (1) students, consisting of diploma students, strata one, strata two and strata three; (2) lecturers; (3) education personnel; (4) graduate; (5) the leadership of UNJ.

4. RESULTS AND DISCUSSION

A. Remuneration

1. Lecturer

This research on remuneration is directed to the lecturers who are located at Jakarta State University. A total of 100 lecturers consisting of various faculty. To be a respondent in this study some agree or disagree with the current remuneration system in UNJ. The data analysis shows that most lecturers have agreed with the remuneration system indicated by the percentage of 67% of lecturers who agree. But many lecturers do not know how the remuneration calculation is as much as 62%. Based on the number of lecturers who know how to calculate the remuneration that is as much as 38% of lecturers, there are 63.16% agreeing to the calculation, 36.84% disagree on the remuneration calculation, the reason is not clear and transparent in the calculation. That most lecturers disagree if the remuneration is associated
with a fingerprint twice. The reason for this is based on a survey result that is 40.81% of lecturers said that lecturer performance cannot be measured by fingerprint. And 32.65% of lecturers argue that the existence of Tridarma College demands research activities and dedication of the object outside the campus making it difficult to do three times fingerprint. The most recommended payroll system is PO + Remuneration of 77% and PO system as much as 20% and the remaining 3% based on the remuneration system. While the important factor in the remuneration system that is taken into account is the number of credits and performance as much as 63%, group, and performance by 30%.

From survey results to 100 lecturers in UNJ, 65 lecturers stated "strongly agree" if the remuneration based on workload under his position and as many as 47 people stated "strongly agree" if the determination of grade / the rank considers the competency or lecturers' ability, and 56 lecturers declare "strongly agree" when rating determination considers elements of work or lecturer experience. While 30 people stated "strongly agree once " if the remuneration of each rank is by his position.

The result of the remuneration survey based on the lecturer's perception with samples taken as many as 100 lecturers from various faculties. as many as 40 people state "doubt hesitate" to the amount of remuneration received under the performance achieved. A total of 20 people said "hesitant" to the pattern of determining the amount of remuneration and the determination of the grade is appropriate and as many as 24 people states "strongly disagree" concerning such remuneration fixing patterns. For work that requires higher knowledge, skills, and responsibilities, higher remuneration of respondents has a very diverse answer from "strongly agree" to "strongly disagree" and as many as 23 people say "strongly agree".

2. Teachers

In addition to conducting a remuneration survey, the authors also conducted a survey on the educational staff of 47 people from various faculties within the State University of Jakarta. Teachers with the application of remuneration system and know how to calculate remuneration, shows that 96% of education personnel who agree to the current remuneration system, but there are educators who do not know how to calculate the remuneration of 10%. Based on the number of educational staff who know how to calculate the remuneration that is as much as 90% of educational staff.

The opinion of teachers associated with three times fingerprint and determination of remuneration based on elements shows that 94% of educational personnel agree on the grounds to be more disciplined in time. While graph 8 shows the results of the remuneration survey of 47 educational personnel. A total of 29 people 61.7% "strongly agree" if the remuneration based on the workload under his position. Then, 25 people or 53.19% stated "agree" when the determination of grade/rank considering the elements of competence or ability of educational personnel and 25 people or 53.19% stated "agree" when ranking determines the elements of the working period or the experience of the education personnel. While the educational staff who stated "very totally agree 'major remuneration of each rank according to his position of 91.48% or 43 people.

Remuneration of survey results based on lecturers' perceptions shows 19 people's educational staff or 40.43% feel that the amount of remuneration received under the performance achieved. A total of 26 people or 32% stated that the pattern of determining the amount of remuneration and the determination of grade is appropriate. For jobs requiring higher knowledge, skills, and responsibilities, a higher remuneration would be provided for 28 or 59.57% agreed. And as many as 28 educational personnel say "strongly agree" if the remuneration can improve their welfare.
B. Student Satisfaction Against Lecturer's Performance and Student Satisfaction on Performance of Education Personnel

Student satisfaction on the performance of Lecturers and Academic Service is done by spreading questionnaires to 103 students from various faculties in the environment of the State University of Jakarta. The scale of research using scale 7 with 1 very dissatisfied and 7 very satisfied. The number of items for lecturers' performance is 26 items while for the performance of educational staff 12 items. The calculation of the results of the study was conducted using SPSS statistic 20.

Table 1. Student satisfaction on lecturers performance and educational level

<table>
<thead>
<tr>
<th></th>
<th>Student satisfaction with lecturer</th>
<th>Student satisfaction with the performance of educational staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>103</td>
<td>103</td>
</tr>
<tr>
<td>N</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Mean</td>
<td>140.4369</td>
<td>61.4466</td>
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<tr>
<td>Std. Error of Mean</td>
<td>2.26918</td>
<td>1.33541</td>
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<tr>
<td>Median</td>
<td>141.0000</td>
<td>62.000</td>
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<tr>
<td>Mode</td>
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<tr>
<td>Std. Deviation</td>
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<tr>
<td>Variance</td>
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<td>14.00</td>
</tr>
<tr>
<td>Maximum</td>
<td>182.00</td>
<td>84.00</td>
</tr>
<tr>
<td>Sum</td>
<td>14465.00</td>
<td>6329.00</td>
</tr>
</tbody>
</table>

Source: Estimated results

Student satisfaction on labor and education personnel shows that student satisfaction on lecturers' performance has an average value of 140.43 while the performance of Education Personnel is 61.47. The following describes the average position of student satisfaction with scale assessment 7. While in Figure 2 shows that the average student satisfied with the performance of lecturers and the performance of educational personnel.

C. SWOT - Balance Scorecard

Measurement of SWOT analysis at the State University of Jakarta starts with identifying university data referring to 9 indicators of university performance assessment consisting of vision, mission, objectives, and strategy; (2) governance, governance, and cooperation; (3) students; (4) human resources; (5) finance and infrastructure; (6) education; (7) research; (8) community services; (9) output performance components, outcome and the impact of educational outcomes, research results, and implementation of community activities outcomes.

After analyzing the data then the next step is filling the questionnaire which consists of two parts, namely the first part (a) assess the performance of the organization filled by 91 lecturers of the State University of Jakarta. Weighting for each value contained in the strengths, weaknesses, opportunities, and threats in which the value 1 points to is not very good and 7 on excellent. Questionnaire filling the second part (b), namely the assessment of urgency (order of importance), scoring formed by five (5) persons who are considered experts in the university. The score is the average of expert judgment results for each point. Where 1 (one) value refers to the least urgent and 10 for very urgent conditions. Likewise, the weight of which is the average weighted score calculation expert assessment opportunities which indicate the importance of each factor as seen in one of the performance components.
If the graph above shows that almost all components are in the first quadrant (components 1, 2, 3, 4, 6, 7, 8 and 9) the position indicates that the university has the power with great opportunities. As for the fifth component of finance and infrastructure is in the second quadrant. This position signifies a strong university in terms of finance and infrastructure but faces major challenges. In this study, the researchers restricted the research on the 5th component related to the development of strategies that were restricted back only to remuneration-related programs. The recommendation is the diversification strategy, which is a university in steady condition but faces several severe challenges so it is estimated that the university's running wheels will have difficulty keeping spinning if only able to rely on the previous strategy. Therefore, the university is advised to immediately multiply the various remuneration strategies.

D. KPI (Key Performance Index)

To reach the strategic objectives, an indicator is needed that becomes the reference of implementation or action program. Each target strategy has several performance indicators that are set for the strategic objectives the State University of Jakarta there are two types of measurement in the balanced scorecard, the outcome of performance (outcomes lagging measurement) and the driving performance (performance leading measurement) is measuring an indicator taken to each goal on each balanced scorecard perspective. From some of the performance indicators contained in the strategic objectives selected by priority of various strategic initiatives which the reference attainment of each goal has been made such as making an outline remuneration program, build up partnerships with new stakeholders, an increase in the satisfaction of students and professors, m arouses system online related to the calculation of remuneration that can be accessed by lecturers and educational staff.

5. CONCLUSION

Based on the results of this research analysis, it can be concluded some things, there are: 1). From the SWOT analysis, it shows that the position of State University of Jakarta in terms of overall performance in quadrant 1, which has strong strength and opportunity. Particularly on the standards of infrastructure and financial funds, it is in quadrant 2, that is, having power but still has high threats and big challenges, due to non-transparency and university difficulties to face challenges because it only relies on the previous strategy, 2). From the analysis of balanced scorecards which has 4 aspects of perspective, it can be described as a strategic map (strategic objective) which includes four perspectives, such as a). Financial perspective, in the form of goals, to increase revenue and financial transparency. b). Learning
and growth perspective (factors of production: student, faculty and staff, curriculum, and information systems), such as the goal of improving the quality of students, lecturers and education staff. Also, the quality of the curriculum should always be updated, as well as the quality of integrated information systems. c). Internal business process perspective (implementation process), in the form of the target for performance improvement or academic service either by lecturers or educational staff as well as improving the quality of student services and quality of students significantly. d). Customer perspective, such as the goal of improving the quality of graduate and graduate of the strong contribution as a builder element UNJ, and increasing the number and quality of partners including academic and non-academic.

3). From KPI analysis, produce strategic program (initiative certain strategic) on each of the perspective adjusted with an objective strategy chosen by priority

Based on the conclusions that have been described previously, the author tries to give suggestions for the State University of Jakarta, such as: (1) socialize through visits to each faculty on remuneration (concepts, objectives, benefits, calculations, and also the latest financial standing position of UNJ); (2) create an online system, making it easier for lecturers and tenders to at any time know their finances; (3) developing personnel systems and management systems from the input side; (4) performance system appraisal system along with academic service system (SOP); (5) the need for the development of an graduate and stakeholder management system, for example, partners in education, business, and government.

REFERENCE


