The Evaluation Model of University Educators' Performance

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ABSTRACT

There are many models that could be used to asses the performance level of university educators. One of them is Evaluasi Kinerja Akademik (Evaluation of Academic Performance - EKA), which generates proper level of calculation, fairness and equality. It becomes an alternative model in calculating remuneration, in which both institution and lecturers have high trust level towards its application. The concept of this model is to calculate every performance performed by educators in accordance with the weight that has been set and converted into the amount of money paid as remuneration. Its implementation in university increases the level of motivation, performance, satisfaction, loyalty, image and high trust of educators towards the institution. It is a common goal of every university around the world.

Keywords: Assessing Performance, Evaluation of Academic Performance, Remuneration.

1. INTRODUCTION

The body text starts with a standard first-level in the future, universities will have to encounter challenges of rapid changing in regulation, competition, and technology developments as well as competitive curricula from other universities both nationally and internationally. To anticipate these changes, it is necessary to make efforts in developing. Human Resource Development Program in higher education that is well planned and measurable as the realization to improve the quality of university graduates as well as to improve the efficiency of performance [1].

Successful achievement of educational goals is a manifestation of the educators' performance. The performance of educators is the main point that must be considered in all process of value internalization in universities. The performance of educators is a factor that most determines the success of a university in carrying out its mission. Therefore, the development of educators and the assessment of their performance is very important [2].

Every job in any field will ultimately go through a process of work assessment or evaluation, the process of identifying and measuring the attributes, behavior, and achievements of employees individually or in group as a basis for making decisions or development plans by supervisors, managers or co-workers [3-6]. The use of a working performance assessment system, among others, is to make better decisions, improve employees' satisfaction and motivation, strengthen commitment to the company, so that the company's performance can become more effective [7].

Reference [8] mentioned that the lecturers' performance assessment is carried out comprehensively through good teaching. There are five main elements of educator performance, namely (1) productive teaching techniques; (2) learners' achievement; (3) class management in a structured and organized manner; (4) positive interpersonal relationships; and (5) academic staff responsibilities [9]. Each of these elements is composed of several criteria, but for the research purpose it focuses on productive teaching techniques, which have the following criteria: being able to demonstrate planning effectively, implementing effective lesson plans, communicating effectively, preparing evaluation activities, providing feedback on evaluation results, elaborating knowledge of curriculum and subject matter, selecting learning materials, providing learning opportunities to different learners, ensuring students

perform tasks on time, and giving hope to learners' success.

One measure of educator performance assessment is through remuneration. Remuneration is now an important issue among all civil servants in the territory of the Republic of Indonesia, because the current civil servants in addition to receiving basic salary as regulated in Government Regulation No. 8 year 2009 also receive additional income in form of position allowance. The position of civil servants in general is divided into two positions namely structural and functional. Each position has a different type of allowance. The structural service allowance is regulated in Presidential Regulation no. 26 Year 2007 about Structural Position Allowances, while the allowance for functional positions is governed by the Agency of Functional Position Administration.

The disadvantage of this allowance is that the amount of job allowance both structural and functional is relatively larger than the amount of salary received. This phenomenon shows that the rewards that are given to the performance and competence of employees is still lacking. Therefore, it is not surprising to see many civil servants who are more oriented to pursue positions than to show job performance and improve competence. Some civil servants' problems and complaints are 1) to have the same remuneration amount (because based on the position) with other employees who regarded as have not done their best in their performance; 2) excess working hours that have no effect on remuneration; 3) liveliness in productive and innovative employees has no effect on remuneration; 4) the remuneration policy is not in accordance with the (performance-based) implementation; 5) remuneration policy misuses its authority by setting exceptions for PTNbh (law firmed state colleges); 6) PTNbh has wide autonomy in determining remuneration in itself to be greater than other state universities.

Harry Azhar Azis said although initially the remuneration was given on the mercy of the Civil Servants (PNS) who have very low salary. However, now the House of Representatives through the Budget Agency will focus on improving the current system of remuneration implementation, in which civil servants must obtain remuneration in accordance with their level of productivity. However, in fact the remuneration is still based on seniority and class, and not based on the obtained evaluation of amount of work or office position [10].

The above issues become the basis of reference for developing the remuneration model that follows with the policy mandate that is performance-based. The result of this model development will be pilot project for other institutions so that the makers and implementers of policies will not conduct public deception that is congregation for all employees and institution in Region of Indonesia which impact on Emergency state of Indonesia National Characters. Similarly when viewed scientifically, the false remuneration model will lead to the opposite of 1) being not effective because every employee thinks their minimum standard performance does not affect the remuneration; 2) Minimum work productivity only is in accordance with the minimum achievement of work, not necessarily being productive because it does not affect the remuneration; and 3) no need to innovate and just adjust to the performance of employees in general because it does not affect the remuneration. If all employees think the same then it is a waste of government expenditures because the purpose of remuneration will not be achieved.

Therefore, it is necessary to improve the performance assessment system followed by the improvement of the remuneration system which intends to motivate all educators through a fair and balanced service performance system, both financial and non-financial. The fairness and equilibrium are expected to be achieved through the provision of consistent rewards in accordance with the competence and contribution. In terms of universities, the remuneration system has been regulated through Law no. 14 of 2005 on Teachers and Lecturers,

- Article 52 paragraph 1 which reads "Income above the minimum living requirement includes basic salary, salary inherent allowances, and other income in the form of professional allowance, functional allowance, special allowance, honorarium as well as additional benefits associated with the task as a lecturer set with the principle of award on the basis of achievement".

- Article 53 paragraph 1, "The government provides professional allowances to lecturers who have a certificate of educators who are appointed by education providers and community".

- Article 54 paragraph 1, "Protection as referred to in paragraph (1) includes legal protection, professional protection, and occupational safety and health protection".

Based on the above law, it can be concluded that the remuneration system must be fair, motivating, and competitive so that it underlies: 1) The new paradigm is that human resource is human capital, by giving a good salary will provide motivation, sense of security, confidence and productivity and 2) productive human resources will drive service quality in shaping loyalty and innovation.

However, in reality, the analysis of the remuneration policy promised by the government based on performance is in fact far from the policy objective, even the determination of the amount of remuneration by the government is not as expected because the government does not set out performance but according to the grade of position. Therefore, in order to implement a performance-based remuneration system, we need a

model that can resolve the various problems that occur concerning institutional policy in determining the amount of remuneration that is considered not based on performance (the amount of remuneration based on functional and structural positions).

This model seeks to establish remuneration which is part of education funding as direct financial payment, which determines value of remuneration of employees based on performance based on fairness. This Human Resource Management model is concerned with how the amount of remuneration set by the institution of the PTNbh Educators based on their performance. Thus Tridharma (Education, Research and Community Service) becomes a reference data for educators in determining the amount of remuneration calculated each semester, as well as educators whose performance is seen from the achievements on their main duties and function (tupoksi) in each semester.

The EKA (Academic Performance Evaluation) model itself is a remuneration data base program that automatically determines how much remuneration will be accepted in the coming semester. Thus, through this system, the remuneration received by employees may change based on the performance in accordance with their main duties and function. Improving the appropriateness and accuracy of the system of applying remuneration with EKA model aims to motivate the individual employees to improve their performance by rewarding them. Adequate remuneration will motivate workers, while inadequate remuneration will lead to poor job performance.

2. METHODS

The performance calculation model of the college educators is a Research & Development (R&D) research with innovative products, namely 1) Remuneration Management Model; 2) Autonomy Model; 3) Planning Model; and 4) Data base model, related to the most appropriate remuneration development model in state colleges/ PTN.

This research is a model development, where all elements and activities of the system are combined with the steps, namely Literature Study. In the early stages of the study, there were two parts of the discussion that needs to be prepared, firstly is to set the model of remuneration system that accommodates the educators which is EKA (Academic Performance Evaluation). This stage was by looking for references related to the discussion, whether in the form of books, journals, comparative studies, application documentation or articles. Then the next step is for the analytical study as part of the design to build the application of the supporting system of remuneration. Needs Analysis, the stage of needs analysis is needed to determine the basic needs in the EKA (Academic Performance Evaluation)

model in college. Later, it will gain a general form of the need to be applied to colleges.

System Designing, System design was done to collect information relating to applications built and to facilitate understanding of the system. In designing a good system, it must go through the stages of system design. System design used System Development Life Cycle (SDLC) approach with the help of Power Designer modeling tools for DFD (Data Flow Diagram). The system was developed using Visual Basic 6.0 programming language. Database design was implemented by using DBMS MySQL. This stage aims to prepare all the necessary requirements for implementation, such as the cost and time of implementation needs.

Testing and evaluation, after doing the implementation stage, the results of supporting applications were tested in an environment that has been adapted to the needs. Testing of functionality and performance of the application was done directly. Whereas, the system evaluation was done after the new system was implemented. This activity was done by conducting system acceptance test, using the actual data for a certain period. Testing was done by system analyst with user.

3. RESULTS AND DISCUSSION

3.1 Calculation Model of Academic Performance Evaluation (EKA)

A good system of renumeration will be able to motivate and enhance the dedication and sense of belonging of educators to the institution. With good motivation and dedication, the educators will be willing to do their best, even beyond the responsibility that is in them. A performance-based remuneration system should consider the balance of rewards given with the inputs and outputs and competencies of the educator themselves.

Input in this case is how an educator does his job to achieve its performance goals, which relates to what competence needs to be controlled by the educator in accordance with what is required. The output refers to the targeted work generated by the educator, so there is a need for a reward given for them to be able to achieve it.

This research adheres to three well-known remuneration system concepts namely payment for position (payment according to position usually calculated with certain formula in the form of base salary and allowance), payment for people (payment in accordance with the superiorities possessed, usually in the form of special allowance) and payment for performance (payment according to the performance that is typically in the form of achievement bonus).

Output from this research is a model of calculation of educators' performance at university, which is Academic

Performance Evaluation (EKA) model. EKA calculation model is an e-performance program that summarizes the lecturer's performance based on the college's Tridharma (Education, Research and Community Service) every semester. It is online and independent. In a sense if the lecturer has implemented the college's Tridharma, then he/she must be immediately accessed into the EKA. This activity can also be called a performance diary (log book), so the lecturers themselves and career development can be seen because it requires lecturers to always upload and update their file treasure, while for the institution it is the controlling of lecturers' performance achievement which affect the university growth - development.

The nature of this EKA calculation model features a fairness in the determination of remuneration, in the sense that each lecturer gets remuneration based on performance achievement. It is applied monthly because the monthly performance achievement becomes the basis of remuneration in the next month. Thus, lecturers get different amount of remuneration every month the performance of next month will determine the remuneration in the following month, in the sense that every month the possibility of remuneration revenues will not be the same depending on the performance achievement.

The impact of the system will indirectly motivate all lecturers to optimize their performance, so that institutions get higher value of benefits. That is, if the performance of all the lecturers is optimal then automatically it will improve the quality of education services, the college's website development (webometric) associated with the university rankings, the Institute can fill one pattern offered by QS Star by making a benchmark of a good college management with all its conditions using star-rating. The college will be rated five-star if it meets all the categories. If it has not met five stars, it may be a four-star and so on, competing in the entire international forum becomes UPI's driving force as WCUE.

Phase 1: *Analysis of the impact of remuneration program conducted with the respondents of educators in the college environment through the on-line questionnaire. The analytical method used was the trade-off situation where a person must make decisions on two or more things, sacrificing/missing an aspect for some reasons to acquire other aspects of different qualities as choices taken.*

Phase 2: *Development model of remuneration management formulation for lecturers which involved influencing factors such as autonomy model in state college (PTN)'s remuneration management, state college remuneration system planning and online and independent database model which was based on remuneration based on performance in accordance with the college's Tridharma. EKUPI e-performance program*

was one of the alternatives designed to calculate the points of each performance achievement based on functional position calculation individually in which the total was multiplied by a sum of money in accordance with the accreditation of institution.

Phase 3: *Improved model development in the form of remuneration management formulation model for educators related to influencing factors such as autonomous model in state college's remuneration management, state college remuneration system planning, as well as online and independent database model became the scale of performance-based remuneration accordingly with the primary function of each educator.*

Phase 4: *Improvement on model development in form of remuneration management model formulation according to structural positions that relate to the influencing factors such as autonomy model in remuneration management of state colleges, state colleges remuneration system planning and online and independent database model which determines the amount of performance based on remuneration allowance according to the employees' main duties, which can be applied throughout the colleges.*

3.2 Remuneration Calculation

Roughly the formula applied in the EKA calculation model embraces on the Tridharma, namely Education, Research and Community Service.

Where, 1) P1 = Education; 2) P2 = Research; 3) P3 = Community Service; 4) A = University Accreditation. In the future, the amount of remuneration will be based on the diary/journal of educator's performance in which education, research, and community service aspect will be multiplied by accreditation where the educator is registered as an employee. With so much more educator performance activities that belong to education, research, and community service, it will also benefit educators in the bigger amount of remuneration allowance they will receive.

Performance achievement calculation will relate to whether the education, research, service and support activities are funded or not. It will be related to the double payment, where the funded activities will be worth Rp0, but still counted as a performance credit for the employee's promotion or becoming professor.

When any physical evidence is uploaded, the system will directly send the manuscript to the reviewer which has been determined without the author's name to avoid the subjectivity in giving the points according to the standard of judgment made by the Ministry of Higher Education, so that the institution does not repeat assessing the same research manuscript. In addition, the points given will affect the amount of remuneration

allowance if the activities are independent in the sense of not funded by any party.

The calculation is done starting from all activities, while other columns calculate the number of educators' activities or performance ranging from education, research and community service. All educational activities included in the Tridharma will be assessed and multiplied by the college accreditation. The result becomes the amount of allowance funds that must be paid in that month in accordance with performance. If in the next month the performance of educators in the realm of education, research and community service increases and so does the accreditation of the institution, then the amount of remuneration of educators will increase.

4. CONCLUSIONS

Academic performance evaluation (EKA) calculation model is capable of implementing remuneration that gave a sense of fairness based on performance not based on educators' level, occupation or working period.

The recommendation in this study is that both the magnitude, decrease and increase of remuneration allowance of an educator needs to be based on his performance. Academic performance evaluation (EKA) calculation model can be implemented in all universities both private and public to create a remuneration allowance system based on educated performance which is summarized in the Tridharma which includes education, training and public service openly.

In applying the EKA calculation model, the institution should consider the following matters, such as internal and objective fairness, the calculation of fixed and variable income components, and more importantly to apply this model of calculation, an institution must be prepared with its funding source.

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