

The Development of Performance-Based Remuneration Scheme (EKPUPI) at a State University

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Abstract--The purpose of this paper is to implement the EKPUPI model as performance-based remuneration program at Indonesia University of Education. This research was conducted in the timeframe of less than one year using the research and development design that followed series of stages studying the literature of the implementation of EKPUPI model which was based on performance, needs analysis, as well as testing and evaluation. This study resulted in an application of performance based remuneration system, namely EKPUPI (Indonesia University of Education's Employee Performance Evaluation) which was able to provide the remuneration scheme that gives a sense of justice based on performance rather than class, position or tenure. This paper provides a basis to understand the issues of remuneration in the state university area through the UKPUPI implementation pilot study, which contributes to the process of policy making in this area.

Keywords--Model EKPUPI; Employee's Remuneration; Employee's Performance.

I. INTRODUCTION

Remuneration has now become a hot topic among all civil servants in the territory of the Republic of Indonesia, because in the time being, besides receiving a base salary as stipulated in Government Regulation No. 8 of 2009, they also receive an additional form of allowances. In Indonesia, civil servants' positions are generally divided into two, namely the structural and functional positions. Each position has a different allowance. Structural allowance is stipulated in Presidential Decree No. 26 of 2007, while the functional position is set by the functional position trustee agency.

The downside of this scheme is that it allows the personnel to receive the numbers of allowances, both structural and functional that is relatively larger than the amount of their basic salary. This phenomenon shows that the employees' performance and competence have not received the value they are supposed to have. Therefore, it is not surprising that many civil servants are oriented to the pursuit of office position rather than showing their work performance and competence increment.

Remuneration was initially awarded on the basis of compassion for Civil Servants (PNS) whose salary was very low, now, the Parliament through the Budget Committee is planning to focus it on the improvement of civil servants' productivity, which until now, this scheme is still being based on seniority and class, rather than based upon the workload or evaluation-based position.

In order to implement a performance based remuneration system, the university needs a model that can be the solution of various problems in determining the amount of remuneration which is perceived not to be based on performance (remuneration based on the functional and structural position).

This model seeks to establish a remuneration scheme which is part of the educational financial support as financial direct payment that determines the amount of the value of remuneration based on performance. This human resources management model is concerned with how the remuneration set by the institution for state university's educators based on their performance. Thus, *Tridharma* (Education, Research and Community Service) becomes data reference for educators in determining the amount of remuneration; Being calculated each semester, as well as for those whose performance seen from the achievements by their job description each semester.

Model EKPUPI (Indonesia University of Education's Employee Performance Evaluation) itself is a data base remuneration program that automatically determines the amount of remuneration to be received in the next term by the particular educator. Thus, through this system, the remuneration received by employees is likely to change based on their performance in accordance with their job desks.

Appropriateness and correctness fixes of this remuneration system with the application of EKPUPI model is intended to motivate the performance of individual employees by rewarding them which is expected to improve their work performance. Adequate remuneration shall motivate employees, while inadequate remuneration will lead to poor work performance.

II. LITERATURE REVIEW

Remuneration

Remuneration has meaning as a payment for what has been done by an employee or as a reimbursement of the tasks completion. The general meaning of remuneration is the basic salary or pay of an employee, but in the broader sense, remuneration comprises salary, fringe benefits, compensation, bonus, commissions, employee stock option, etc. [1] Employee Remuneration to most people refers to money and usually money in addition to wages and salaries. [2] Remuneration is the monetary value of the compensation an employee receives in return for the performance of their contacted duties and responsibilities. [3] The definition of monetary value is the remuneration in the form of wages and salaries and part of allowances such as housing and transportation allowances.

In the Great Dictionary of Bahasa Indonesia (KBBI), remuneration is awarding prizes (awards for services, etc.) or rewards. This gift set by the government through special legislation regarding remuneration to civil servants. Remuneration may also be interpreted as money or substitution of money assigned to specific rules as reciprocal work and routine which does not include overtime pay or salary. Usually the forms of remuneration are associated with rewards in the form of money (monetary rewards) or it can be interpreted also as a wage or salary.

Remuneration contains two elements, namely compensation and commission (bonus). Compensation means all received either physical or non-physical form, and must be calculated and given to someone who is generally an object that is exempt from income tax. While the commission (bonus) is the reward of labor in the form of a percentage of profits from the services or products sold, as a tribute from the sale. A person may receive a commission in return other than a salary or if he manages to sell something, but without receiving a salary. While remuneration, is any form of payment or benefits granted to employees, and arise from the employment of the employee. [4] There are three components of the remuneration/ compensation of employees, namely:

1. Direct financial payment such as salaries, wages, commissions and bonus incentives.
2. Indirect financial payment such as: insurance, excursions etc.
3. Non-financial rewards such as promotions, scholarships etc.

Remuneration structure consists of seven components:

1. Salaries, no longer use the term basic salary, which salary is set by taking into account the respective roles of civil servants in carrying out the task of governance and development.
2. The cost of living allowance which consists of allowances for food, housing, and transport.
3. Allowances performance (incentive), in the form of allowances achievement is given at the end of the year.
4. Allowances feast, which is equal to the salary and is given once a year.

5. Allowance compensation is given to civil servants on duty in remote, conflict-prone areas, and in areas with environmental uncomfortable, dangerous or risky.
6. Contribution to the maintenance of the health of civil servants and their families are given at least equal to what is paid by civil servants.
7. Pension contribution funds and Annuities (ENT) in an amount at least equal to what is paid by civil servants.

Remuneration has become significant impact on employees' attitudes and their performance in the organization because it is the most effective motivational techniques. Good remuneration increases productivity, while low remuneration would reduce the level of productivity.

The purpose of awarding remuneration to civil servants, according to the Minister of Administrative Reform and Bureaucratic, is to enhance the quality of human resources, to nurture its productivity, to drive its service orientation and to reduce acts of corruption, collusion and nepotism (KKN). In addition, by reforming the remuneration system, it is expected that it will create positive competition between employees. This scheme will also differentiate active employee from those who are not, which will encourage them to build and develop themselves.

Remuneration system in higher education today both in public and private universities are considered by many personnel to be lack of fairness. It is happening because of the fact that most universities still rely on class, rank and years of service in calculating remuneration. On the other hand, this type of scheme does not pose many differences in remuneration received by well performing lecturers and the less ones. Thus, remuneration is actually contributes to rewards given to someone (government officials) in accordance to competence he/she possess and performance he/she generates related to meeting his/her needs. Both the competencies possessed and the performance generated by employees should be equally valued.[5]

Performance

The company's performance will be greatly influenced by the role of the performance of its employees within its organization because the organization is run by people. Performance is the quantity and/or the quality of the work of an individual or a group in the organization who is carrying out the duties and functions with reference to norm, standards operational procedures, criteria and roles specified or prevailed to be run in an organization. [6] Employee performance is the degree to which employees accomplish work requirement. [7] The accomplishment of a company's purposes is determined by the performance of the employee because the employee is the main actor in accomplishing tasks and providing results.

The definition of employee's performance is the result of the quality and quantity of work accomplished by an employee in performing their duties in accordance with

the responsibilities given to him. [8] The individual performance will be achieved if he/she is supported by individual attributes, work effort (effort), and organization support. In relation to performance, there are several dimensions that can be used for performance measurement, namely: [9]

1. Quantity of work is the quantity of performance carried out within a specified time period.
2. Quality of work is the quality of performance under the terms of suitability and readiness.
3. Job knowledge is the breadth of knowledge of tasks and skills.
4. Creativeness is the authenticity of the ideas raised and action to resolve the problems that arise.
5. Cooperation is the willingness to cooperate with others.
6. Dependability is the awareness and trust in terms of attendance and performance completion.

Basics Preparation of Performance-Based Remuneration scheme

The Improvement of performance assessment system followed by refinement of remuneration system is intended to motivate all educational personnel to enhance their performance through a system of compensation that is fair and balanced, both financial and non-financial.

Fairness and balance are expected to be achieved through the provision of consistent service compensation in accordance with the competency and contribution. In the case of universities, the remuneration system has been regulated by Law No. 14 of 2005 regarding teachers and lecturers,

- Article 52 paragraph 1 which says that "Earnings must be above the minimum living expenses which include basic salary, allowances attached to the salary, as well as other income in the form of the professional allowance, functional allowance, special allowance, allowance of honor and additional beneficiaries related duties as lecturer defined by the principle of respect on the basis of achievement".
- Article 53, paragraph 1, "The government gives allowance to the faculty members who possess teaching certificate appointed by the education provider and society".
- Article 54, paragraph 1, "Protection as referred in paragraph (1) includes legal protection, profession protection, as well as the protection of safety and health". Under the law above it can be concluded that the remuneration system should be fair, motivating and competitive so that it underlie:
 - The new paradigm which is human resources in the form of Human Capital. By providing a good salary will provide motivation, a sense of security, confidence and productivity
 - Productive human resources who will drive the quality of service in the form of loyalty and innovation.

III. RESEARCH METHODOLOGY

This research was conducted with the following steps.

Development Model

The development stage is the stage where all the elements and system activity is being put together in the following steps:

1. Literature Study

In the early stages of this research, there are two parts of the discussion that needs to be prepared. These two parts are establishing a remuneration scheme that accommodates the personnel, which is EKPUPI (Indonesia University of Education's Employee Performance Evaluation) at the Indonesia University of education. This stage will be carried out by searching for references associated with these discussions, either in the form of books, journals, study, documentation, applications and articles. Then the next step is a study analysis process conducted as part of the design to build applications supporting the remuneration system.

2. Needs Analysis

Stages of needs analysis is required to determine the basic needs of the implementation of remuneration system model of EKPUPI in higher education environment especially with regard to the characteristics at the Indonesia University of Education. This way, the general shape of these needs will be obtained and will be ready to be applied to other universities.

3. System Design

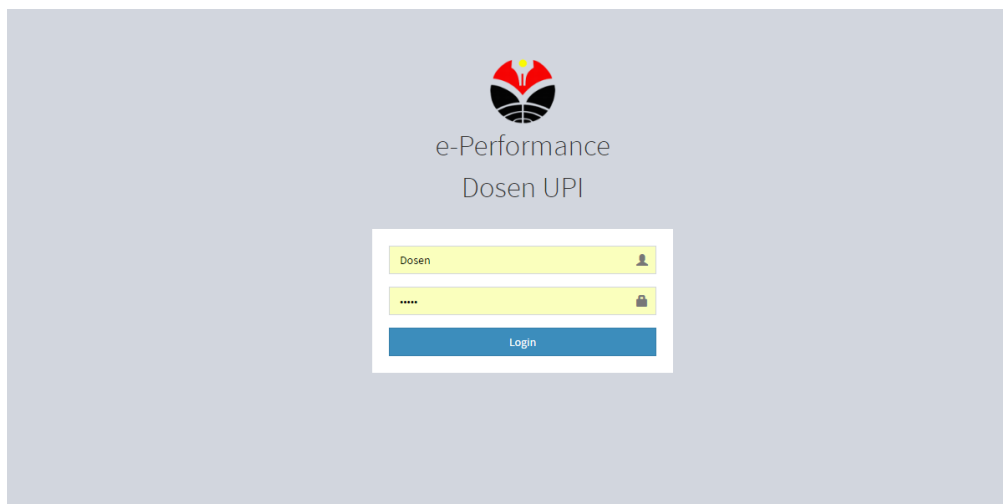
The design of the system is applied in order to collect information related to the application being built and to facilitate understanding of the system. The process of designing a good system must be done through the stages of system designing. the system designing process will use the System Development Life Cycle (SDLC) with the help of modeling tools Power Designer for DFD (Data Flow Diagram). The system will be developed using the programming language Visual Basic 6.0. Database design is implemented using MySQL DBMS. This stage aims to prepare all the necessary requirements for implementation, a case the costs and time of implementation.

4. Testing and evaluation


After going through the stages of implementation, the supporting results support of the application will be tested in environments that have been adapted to the needs. The tests on the functionality and performance of applications will be made directly, while the system evaluation will be conducted after implementing the new system. This activity is done by conducting systems acceptance test using real data for a certain period of time. Furthermore, the testing will be conducted by system analysts as well as real users.

IV. RESULTS AND DISCUSSION

EKPUPI program is an e-performance-based application that should be completed regularly by the lecturers regarding their *Tridharma* (Education, Research and Community Service), which is structured in four columns; education, research, service and other support. Here is a preview of the EKPUPI:



e-Performance


Dosen

NAVIGASI UTAMA

- Profil
- Kinerja Bidang Pendidikan
- Kinerja Bidang Penelitian
- Kinerja Bidang Pengabdian
- Kinerja Bidang Penunjang
- Laporan
- Logout

Profil Dosen
Beranda > Profil


NIP
12345

Nama Lengkap
Dosen

Jabatan
Guru Besar

Simpan

e-Performance


Dosen





NAVIGASI UTAMA

- Profil
- Kinerja Bidang Pendidikan
- Kinerja Bidang Penelitian
- Kinerja Bidang Pengabdian
- Kinerja Bidang Penunjang
- Laporan
- Logout

Data Penelitian
Beranda > Data Penelitian

+ Tambah Data

Show 10 entries
Search:

No	Jenis Kegiatan	Keterangan (Judul>Nama Jurnal/Volume/ISBN)	Jabatan	Sumber Dana	Bukti Penugasan	SKS	Masa Penugasan	Bukti Kinerja	Jml Dosen	SKS	Action
1	Keterlibatan dalam satu judul penelitian atau pembuatan karya seni atau teknologi	ujian on line	Ketua		sk	0	laporan 70%		2		 
2	Keterlibatan dalam satu judul penelitian atau pembuatan karya seni atau teknologi	remunerasi	Ketua		sk	0	laporan 70%		2		 

Showing 1 to 2 of 2 entries
Previous 1 Next

e-Performance

Data Pendidikan

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Show 10 entries

Search:

No	Jenis Kegiatan	Mata Kuliah	Jumlah Mhs	Bukti Penugasan	SKS	Masa Penugasan	Bukti Kinerja	SKS	Angka Kredit	Action
1	Memberi Perkuliahan pada Jenjang S0 dan S1	manajemen perguruan tinggi	48	sk	3	sesuai dengan silabus	2.25	1		
2	Memberi Perkuliahan pada Jenjang S0 dan S1	pengelolaan pendidikan	38	sk	2	sesuai silabus	1	1		
3	Memberi Perkuliahan pada Jenjang S0 dan S1	pengelolaan pendidikan	48	sk	2	sesuai silabus	1.5	1		
4	Memberi Perkuliahan pada Jenjang S2 dan S3	kebijakan publik	6	sk	3	sesuai silabus	1.5	1		
5	Memberi Perkuliahan pada Jenjang S2 dan S3	teori dan paktek kepemimpinan	6	sk	3	sesuai silabus	1.5	1		
6	Memberi Perkuliahan pada Jenjang S2 dan S3	midikanajemen pembiayaan pend	8	sk	3	sesuai silabus	1.5	1		
7	Memberi Perkuliahan pada Jenjang S2 dan S3	desain dan pengembangan organisasi	6	sk	2	monitoring	1	1		

Showing 1 to 7 of 7 entries

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e-Performance

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Search:

No	Jenis Kegiatan	Keterangan	Jabatan	Sumber Dana	Bukti Penugasan	SKS	Masa Penugasan	Bukti Kinerja	SKS	Action
1	Membuat / Menulis Karya Pengabdian kepada Masyarakat	seminar	Anggota		sk	0	makalah		1	

Showing 1 to 1 of 1 entries

Previous 1 Next

e-Performance

Data Penunjang

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Show 10 entries

Search:

No	Jenis Kegiatan	Keterangan	Jumlah Mhs	Jabatan	Sumber Dana	Bukti Penugasan	SKS	Masa Penugasan	Bukti Kinerja	SKS	Action
1	Bimbingan Akademik dan Bimbingan Konseling terhadap Mahasiswa *)	panitia pom		Ketua		sk	0	laporan pembentukan POM		1	

Showing 1 to 1 of 1 entries

Previous 1 Next

This remuneration system eliminates the opportunity of double payment scheme. Thus, if there were a set of funded activities, the point for these activities would be zero. For an instance, if there was a professor who conducts a research funded by the Higher Education Department, then, his/her sessions would worth zero point. It also applies to such invitations for certain activities that come with payoff. Another property of this remuneration

scheme is the calculation system that adapts the functional positions. For instance, if there was an independent research being conducted

V. CONCLUSIONS AND RECOMMENDATIONS

Conclusion

This study resulted in an application of performance-based remuneration system, named EKPUPI

which is able to implement the remuneration that gives a sense of fairness based on performance rather than class or position. This program is a form of remuneration scheme that eliminates double payment so that each faculty member will be assessed according to their performance every month. This system will produce a fair and transparent performance-based calculation of the remuneration. The benefit of this program for the faculty members is its fairness that due to the scheme derived from their performance, while for the university, this calculation scheme can eliminate unnecessary expenses as well as improve the efficacy, efficiency and productivity of the faculty members.

Recommendation

EKPUPUI provides many benefits for the lecturers because, through this program they can receive remuneration that is directly based on their performance. Moreover, for the university, EKPUPUI can simplify the calculation process, eliminate unnecessary expenses, and improve the efficacy, efficiency as well as the productivity of its members. The implementation of this program will motivate every faculty member to enhance their performance, hence enhance the value of his/her remuneration. Therefore, the accreditation score of the university can surely rise along with the improvement of its faculty members' working performance. Moreover, through

this program, UPI can continue highlighting its vision to be leading and understanding. Yet, in order to be successfully implemented, this program needs to be supported by intensive training and socialization of its use and purpose.

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