

# Compensation System to Improve The Performance of Labor Education

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## Abstract

Salary is one form of compensation from an organization that is given to employees for their performance. The compensation could be financial or other forms. By compensating the expected performance of teachers will increase. A form of compensation given that the salary, allowances, incentives, benefits and nonfinancial. Salary is given by considering the employment status, the number of teaching hours and the long term. The benefit there is in the form of structural and functional. Incentives in the form of bonuses, extra overtime, official travel, other forms related to job performance. Compensation that is in the form of a death benefit and the cost of delivery. For non-financial compensation in the form of vacation and recreation. The constructed compensation system is to assign a job analysis component, set the level of compensation and the granting of compensation, as well as a review of compensation. Performance educators/teachers with the implementation of their compensation systems increased to more discipline and enthusiasm in guiding learners to get good performance.

**Keywords:** Compensation System, Performance Educators.

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## INTRODUCTION

In terms of assessing the progress of a country can be seen through the education system in the country concerned, as advances in the field of education is a key determinant of a country become developed, and quality. The formal process of education cannot be separated from the position of education provider institutions called schools or madrasahs. Among the supporting elements and critical success in the educational process of the school is the presence of teachers as educators and education personnel. Their presence is an HR (Human Resources) at an institution that plays an important role as one of the pillars of the school in achieving educational goals and improve the competitiveness of the school. With respect to the human presence in the HR Snyder in Prihantoro say that [1]; Man in perspective Snyder had the most valuable ability and has many specific ways and programs that could be implemented more precisely. It is intended that

the performance of human resources could be increased.

In today's world of education shocked by their industry-based education management model. Management of this model manager seeks to improve the quality of education based on the viewpoint of the company's management [2] According to Timpe in Anggraeni explained that the organization is known, there are two factors that affect the performance, ie internal factors and external factors. The performance of the internal factor is their motivation to improve their competence. While External factors a person's performance be affected by environmental organizations [3].

External factors that can motivate the performance of teachers is a form of compensation

<sup>1</sup> Supreme Prihantoro, "Performance Improvement of Human Resources Through Motivation, Discipline, Work Environment, and Komitme (Case Studies in Environmental Foundation Madrasah Salafiyah, Kajen, Margoyoso, Pati)", in the Journal VALUE ADDED, Vol.8, No.2, March 2012 - August 2012, 79

<sup>2</sup> Edward Sallis, Total Quality Management in Educatio, (Yogyakarta: IRCiSoD 2010), 5.

<sup>3</sup> Nenny Anggraeni, "Influence on Performance Capabilities and Motivating Employees In Indonesi Art College (STSI) in Bandung" in, [http://jurnal.upi.edu/ISSN 1412-565X](http://jurnal.upi.edu/ISSN%201412-565X) (please selingkung style adapted to the style selingkung episteme)

including salary, bonuses, incentives or other. According to Wilson, the compensation received by the employee has rewarded for the work in an organization. Many organizations retain and attract human resources by offering compensation to provide a relatively large number of funds. Compensation can be given in the form of base salary, bonuses, incentives, and others [4].

Rival states Veithzal compensation is one of the executive functions of human resource management related to all types of individual awards as an exchange in performing organizational tasks. If the compensation is managed properly it will help the organization to achieve goals well.<sup>5</sup> One of the efforts made to improve the performance of teachers is through the provision of salary. Salary is one form of compensation given by an organization or company to employees on a fixed period. Compensation may be financial or non-financial. With appropriate compensation is expected to increase teacher performance.

In line with the above description, MTs (MTs) Upgrading Subakir Sheikh are in Nglegok Blitar with accreditation madrasah with an A, MTs Subakir Sheikh under the auspices of Sheikh Subakir boarding school foundation that has been established since 1965. As a contribution to the achievement of national education goals, the foundation that manages the Sheikh Subakir general secondary education Islam breath, direct the education development program in synergy and in line with the national education system. Sheikh Foundation Subakir manages education units, namely: Madrasah Tsnaawiyah (MTs), Madrasah Aliyah (MA), as well as some supporting units consisting of extracurricular tutoring (Mobil), a cooperative of sharia, canteens and boarding schools.

Sheikh Subakir trustee seeks to provide for the welfare and satisfaction in terms of providing compensation in the form of salaries and incentives to teachers and employees, this is done in order to improve the performance of teachers. Sheikh Subakir Foundation is a foundation that is able to provide adequate compensation to teachers and fair in the district of Blitar district Nglegok. The compensation system components Sheikh Subakir foundation is to give a salary in accordance with the teaching hours, and there are other benefits such as transport allowances, office, and others.

While MTs (MTs) Al Huda Bandung Tulungagung a madrasah which has also been accredited with an A and a superior private madrasah in Tulungagung regency of Bandung area. The madrasah is located in Bandung Tulungagung highway is the

<sup>4</sup> Wilson Build, Human Resource Management, (Jakarta: Erland, 2002), 254.

<sup>5</sup> Veithzal Rival, Human Resource Management for the Company, (Jakarta: Rajawali Press, 2011), 741.

most private madrasah students in the district of Bandung. MTs Al-Huda in Bandung has complete facilities ranging from laboratories, sports facilities and infrastructure, and other learning activities, so there are little achievements obtained by the students of MTs Al Huda Bandung. Related compensation systems for educators/teachers as well as the foundation of MTs belonging to Sheikh Subakir that the granting of compensation to teachers based on teaching load receives. Thus, the salary received in the count per hour and is given every month. In addition, teachers at MTs Al Huda also many who have earned certification and impasing thus earned more revenue. Allowances are given to teachers in the form of allowance, devotion, and others. Appropriate compensation and benefits paid nothing for the teachers to improve their performance.

Based on the explanation above, the writer sees the need and interest to choose both locations a place of research, as in private madrasahs there own rules related compensation system in accordance with the policies of each foundation madrasahs. As with the school or madrasah is that the system of compensation has been included in the regulations that have been made by the central (government), therefore it is of interest to researchers to make it as a test site to determine how the regulations related to compensation that exist in both madrasahs could improve the performance of power educators/teachers who work in these institutions. Therefore,

## Review of Literature

### Compensation

Compensation is one of the functions that are important in human resource management because compensation is one aspect that is sensitive in relation to work. Compensation intended as remuneration (reward) companies to sacrifice time, energy, the thought has been given to the company<sup>[6]</sup>. According to Mangkunagara in Pratiwi explained that compensation is a wage or salary administrates process involving judgment or balance calculations. Tibul meaning of this definition is that the compensation is something to be considered as something comparable. In employment, the gift is money is compensation given to employees in recognition of their service [7]. Compensation under Nawawi in

<sup>6</sup> Edy Sutrisno, Human Resource Management, (Jakarta, Kencana, 2009), 181.

<sup>7</sup> Agustin Pratiwi at.all, "Compensation Effect on Employee Performance On PT. Pos Indonesia (Persero) Branch Office Bangkalan "accessed from <http://pta.trunojoyo.ac.id/uploads/journals/080211100008/080211100008.pdf>, On 10-10-2018, hours! 4:30. WIB

Firmandari often called the award and can be defined as any form of awards given to employees as remuneration for the contribution they make to the company. Compensation as everything that constituted or regarded as a fringe or equivalent. For organizations/companies compensation means appreciation to the workers who have contributed to realizing its objectives, through the activities of the so-called work [8].

### Interest Compensation

Compensation granted to employees by Sirait is to attract qualified employees, retain employees, motivate performance, build employee commitment and no less important is to increase knowledge and skills of employees in order to increase overall organizational competence[9].

Granting compensation has also been present in the history of Islam. Syalabi said previously most scholars traveled far and long to collect al hadith and studied. They cost you a lot on their journey, then back to convey to the public Hadiths and teach the knowledge obtained without obtaining any compensation. It has been narrated by Abu Bakr Al Jaziry a hadith expert from Nisabury said [10]. I have devoted the cost in an effort to get the hadith of one hundred thousand dirhams and I did not get the results one dirhampun ".

Science teaching efforts of the scholars with no compensation show their sincerity as effort and sacrifice them in finding and conveying knowledge in addition to expecting a reward. As time began to set the compensation for wages and salaries/wages to scholars or teachers of the following objectives:[11] a). Most Muslims are willing they can be studied in every morning at mosques sincerely hope the reward of Allah and the purpose cannot be done if there is no teacher because it needs help so that teachers can be compensated for their lives. b). Muslims at the time for help to non-Muslims for mentarjamah and teach special science is not controlled by the Muslims there, so the Muslims should give compensation in the form of salaries to teachers from the non-Muslims.

<sup>8</sup> Nuraini Firmandari, "The Effect of Compensation to employee performance with work motivation as a moderating variable (the study of Islamic bank branches independently Yogyakarta)" in Journal of Economics and Business Islam |ISSN: 1907-9109, Vol. IX, No. 1, December 2014, 27

<sup>9</sup> Justin T Sirait, Understanding Aspects of Human Resources in Organizations (Jakarta: Grasindo, 2010), 82

<sup>10</sup> Syalabi Ahmad, At Tarbiyah al Islamiyya. (Cairo: Kasasyâf an Nasyr li wa wa at Thibâ'ah at Tauzi ', 1954), 325.

<sup>11</sup> *ibid.*, 325-326.

### Compensation System Implementation

In practice, not all of the compensation system implemented simultaneously. Each organization will set a compensation system based on the characteristics and conditions of the organization concerned. The compensation system is built to motivate employees to improve performance and maintain competent employees.

### Performance

#### Understanding performance

The term performance is a result achieved by the worker in his job according to certain criteria that apply for a particular job. Performance by Robbins in Arifin stated that the employee's performance is a function of the interaction between ability and motivation [12]. Soelaiman in Prihantoro provides an understanding of the performance is as something that worked and produced in the form product and services, within a certain period and a certain size by a person or a group of people with the skills, abilities, knowledge, and experience[13].

Understanding the performance of the above shows that the achievement in executing duties in accordance with the responsibilities that are based on labor standards set by the organization. Teachers not merely impart knowledge to students but more broadly serve the whole potential to be developed into self-learners.

#### Performance assessment

Assessment of performance in perspective Mitchell and Larson in Susanto said that; indicator value of performance is the quality of work, timeliness of completion of the work, the initiative in the completion of the work, and

<sup>12</sup> Noor Arifin, "Work Life Quality Analysis, Performance and Job Satisfaction in CV Duta Jeparo Senenan", in the Journal of Economy, Volume 8, Number 1, April 2012, <http://jurnal.unimus.ac.id>, 13

<sup>13</sup> Prihantoro Performance Improvement ....., 84

the ability to foster cooperation with other parties [14]. Assessment is carried out to provide evaluation and initiate development. The performance assessment has several benefits amid the need for efficiency needs of employees as well as market competition is increasingly global as well. Assessment of performance is a priority for the leadership to encourage the effective and efficient performance[15].

Assessment methods should be determined appropriately in accordance with the needs of performance assessment. One method of assessment is 360-degree feedback. This performance assessment popular method which involves evaluation input from many levels within the company as well as external sources. In this method, people around employees who are judged to participate provide value include senior managers, the employees themselves, subordinates, team members, internal and external customers. Methods of 360-degree feedback can provide a more objective measure of the performance of a person. Incorporating the perspective of many sources provide a broader view of the performance of employees and minimize bias arising from the behavior of a limited viewing angle. Personal development is important in the workplace, good feedback,

### Research methods

The approach used in this study is a qualitative approach, whereas if the terms of ability or possibility to provide information or clarification, this research includes descriptive studies. Type observations are using multi-site design. The data source is identified into two, namely primary and secondary data. The data collection technique using participant observation, in-depth interviews, and documentation. Data analysis was performed through single cases of data reduction, data presentation, and verification of data, as well as cross-site data analysis.

### Research findings

#### a. Compensation form.

Based on the findings of researchers at the two locations on the form of compensation which together form the institution: 1). Salary, 2).Tunjangan, 3). Incentives, 4) . Santunan, and 5). Nonfinancial.

#### b. Compensation System Implementation.

Implementation of the system of compensation based measures: 1). Job analysis, 2). Establish the level of compensation, 3). How the compensation, and 4). A review of compensation.

#### c. Performance Educators/teachers with the implementation of the compensation system.

Based on the findings of researchers at both these locations the performance of educators/teachers with the implementation of the compensation system is equally good, judging from the discipline and high morale in the development of performing their duties.

## DISCUSSION

Being Compensation for Teachers/teacher at MTs Al-Huda Bandung Tulungagung and Blitar Nglegok MTs Sheikh Subakir

One of the most important functions in human resource management is compensated because it is a very sensitive aspect of the employment relationship. Compensation is everything received by employees as remuneration for the contribution given to the company or organization. As stated by Edy Sutrisno that the compensation is intended as remuneration (reward) companies to sacrifice time, energy, the thought has of to the company[16]. In granting compensation to employees tailored to the capabilities and conditions of an organization.

According Veitzal Rival forms of compensation are 4, namely Salaries, wages, incentives, and indirect compensation[17]. Malay SP Hasibuan further explained that compensation is all the income in the form of money, goods directly or indirectly received by employees as a reward for services rendered to the company[18]. This theory is applied in MTs Al Huda Bandung Tulungagung and MTs Sheikh Subakir Nglegok in providing other forms of compensation for educators/teachers.

Based on the results of the study in MTs Al-Huda Bandung Tulungagung data from interviews conducted to the headmaster that in MTs Al-Huda has enacted compensation has been agreed between the foundation and the madrasa institutions which then was presented to educators/teachers. The shape of the compensation is in the form of salary. The

<sup>14</sup> Hary Susanto, "Factors Affecting Vocational High School Teacher Performance" in the Journal of Vocational Education, Vol 2, No. 2, June 2012, 200

<sup>15</sup> R. Wayne Monday, Human Resource Management, (Jakarta: Publishing, 2008), 265

<sup>16</sup> Edy Sutrisno, Human Resource Management, (Jakarta, Kencana, 2009), 181.

<sup>17</sup> Veitzal, Human Resource Management for the Company, (Jakarta: King Grafndo), 741.

<sup>18</sup> Hasibuan, Human Resource Management, (Jakarta: Earth Literacy, 2001), 124.

salary earned by teachers vary by considering the position, the number of teaching hours and the long term. The more hours of teaching that score, the higher the position and the longer term of office, the greater the salary he received.

In addition to salary, in MTs Al-Huda Bandung Tulungagung also get benefits. The benefits are benefits of structural, functional, and tenure. Furthermore, in addition to salary and allowances received each month there is also a third form of compensation incentives that are incidental. The incentives also include a form of compensation for educators/teachers at MTs Al-Huda Bandung Tulungagung.

Another form of compensation MTs Al-Huda Bandung Tulungagung is their compensation. Compensation into a form of compensation given at the time and under certain conditions as social assistance to teachers in order to reduce the burden of life. Observations conducted by researchers at MTs Al-Huda Bandung Tulungagung obtain a picture of the compensation in the form of compensation for death, and the cost of labor.

In addition to direct compensation provided is squeezed more convenient as it gets the attention of his superiors<sup>[19]</sup>. The condition also applies to educators/teachers MTs Al-Huda Bandung Tulungagung enactment and recreation leave for teachers.

Further forms of compensation in Blitar Nglegok MTs Subakir Sheikh is in the form of salary. The salary earned by teachers by considering employment status, occupation, number of hours of teaching and length of service. Sheikh MTs Subakir Nglegok in Blitar also get benefits. The benefits are benefits of structural, functional, transport allowance and tenure. Furthermore, in addition to salary and allowances received each month there is also a form of incentive compensation in the form of additional overtime and official travel. Sheikh MTs Subakir Nglegok in Blitar also a form of compensation in the form of donation given at the time and under certain conditions as social assistance to teachers in order to reduce the burden of life. Granting compensation in the form of compensation for death.

A form of compensation in MTs Al-Huda Bandung Tulungagung and Blitar Nglegok Subakir Sheikh MTs are actually the same. It's just that there is little difference in the components compensates forms that exist and also the amount.

Compensation System Implementation at MTs Al-Huda Bandung Tulungagung and Blitar Nglegok MTs Sheikh Subakir

Build a compensation system needs to be done with caution. It aims for a symbiotic mutualism between the employee and the organization. If set too large and does not fit the needs of work organization will suffer losses. Conversely, if too small it will be detrimental to the employee and can not retain employees who excel in the organization.

Edy explained in implementing the compensation system must be done systematically and planned to drive employee performance<sup>[20]</sup>. Some things need to be done in implementing the compensation system is to do a job analysis, determine the level of compensation and the granting of compensation, the compensation review<sup>[21]</sup>.

Implementation of the compensation system constructed in MTs Al-Huda Bandung Tulungagung and Blitar Nglegok Subakir Sheikh MTs is to establish a job analysis component set the level of compensation and the way of compensation.

MTs Al-Huda in Bandung Tulungagung job analysis is done in an effort to determine the position of teachers required and also the requirements to occupy that position, so as to obtain the power of teachers according to their competence.

In the implementation of the compensation system in MTs Al-Huda Bandung Tulungagung and MTs Sheikh Subakir Nglegok Blitar through the steps of the same in accordance with the theory, just that there are differences in the team selectors and the requirements specified by an agency madrasah respectively.

Performance Educator / Teacher with enforced Compensation System in MTs Al-Huda Bandung Tulungagung and Blitar Nglegok Subakir Sheikh MTs

Determination of a good compensation system is expected to impact on improving teacher performance in providing services to students. Hope magnitude if learners feel comfortable with the service provided by schools can be a school of choice to choose education.

Barnawi revealed that people who earn high compensation can certainly achieve prosperity in life. People will work enthusiastically to achieve a prosperous life. Conversely, if people are prosperous

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Edy. Management, 196

<sup>21</sup>*Ibid.*,

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<sup>19</sup>Veithzal, Resource Management ..., 176.



will work with less passion [22].

Needs of employees among whom subsistence received compensation in the form of a company or organization. Increasingly, companies/organizations are able to meet the needs of employees with compensation given it will cause the perception of the performance of employee satisfaction [<sup>23</sup>].

Educators/teachers in MTs Al-Huda had enough with the salary received from the madrasa institutions because it is able to meet all the needs. Educators/teachers at MTs Al-Huda are always passion and responsibility for the tasks that have been assigned. With a program held madrasah institutions that there is election favorite teacher and get a reward if elected, educators/teachers MTs Al-Huda was excited and vying to optimize its competence. Compensation system in MTs Al-Huda Bandung Tulungagung has given satisfaction to educators/teachers can be seen from their spirit and enthusiasm in carrying out its mission.

Subsequent MTs Subakir Nglegok Sheikh, educators also feel the satisfaction with their compensation system at the agency. The salary received educators/teachers feel worthy and meet daily needs. An assessment of performance against educators/teachers conducted from foundations and headmaster. The spirit of educators very noticeable, when viewed from discipline to go to school and go to class to teach educators/teachers in MTs Nglegok Blitar, is also very serious in guiding learners who will participate in the Olympics. Basically, in MTs Al-Huda Bandung Tulungagung and Blitar Nglegok MTs Subakir Sheikh employee performance are equally good. Can be seen from the motivation and discipline of educators/teachers in their mandate. In addition, they also find no shortage of the salary he received. With their salary has been able to meet their daily needs. Thus, the results of this research are that the existing theory in accordance with the circumstances on the ground, that the compensation system affects energy performance teacher.

## CONCLUSION

Based on the research question, the exposure of data, research findings and discussion of cross-site, the results of research on Compensation System To Improve Performance of Teachers can be summarized as follows:

Being that the compensation awarded Salary, Benefits, Incentives, Benefits and nonfinancial. Salary is given by considering the employment status, the number of teaching hours and the long term. The

benefit there is in the form of structural and functional. Incentives in the form of bonuses, extra overtime, official travel, other forms related to job performance. Compensation that is in the form of a death benefit and the cost of delivery. For non-financial compensation in the form of vacation and recreation.

Implementation of the compensation system is built is to assign a job analysis component, set the level of compensation and the granting of compensation, as well as a review of compensation

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<sup>22</sup>Barnawi, Teacher Performance Professionals, (Jogjakarta: Ar-Ruzz Media, 2012),44.

<sup>23</sup>*Ibid.*,

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