



Compensation Management for Improving Teacher Work Quality

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Abstract

The purpose of this study was to describe and analyze the initial planning of compensation management at SMA N 1 Mayong Jepara. This research approach is a qualitative approach with an explorative case study design. Data collection was carried out by observation, interviews, and documentation by eight participants which included the principal, six teachers and an education staff. The results of this study indicate that the initial planning of compensation management at SMA N 1 Mayong Jepara is (1) planning compensation management objectives, where the main purpose of compensation management planning is for the welfare of teachers and education staff. (2) planning a compensation management strategy, where the specific compensation management strategy is to build a work culture of MEJENG SEKSI to achieve school goals so that teachers and education staff improve work quality. The benefit of this research is to provide insight into management related education compensation management planning in improving the quality of teacher work at the high school level and used as a reference and evaluation materials evaluation material in improving the quality of teacher work.

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INTRODUCTION

Compensation according to Rivai (2011: 741) is one of the executing functions of human resource management that deals with all types of giving individual awards as an exchange in carrying out organizational tasks. Compensation can consist of direct or indirect compensation. If managed properly compensation will help an organization in achieving its goals and obtaining, maintaining, and maintaining related parties properly.

Snell & Bohlander (2013) said that compensation is a major consideration in human resource management. This is done by SMA Negeri 1 Mayong, which considers that compensation is a central factor in improving the quality of teacher work. Compensation can consist of direct or indirect compensation. If managed properly compensation will help an organization in achieving its goals and obtaining, maintaining, and maintaining related parties properly.

The government has established a policy that supports the provision of compensation as stipulated in Undang-undang No. 14 of 2005 tentang Guru dan Dosen pasal 14 ayat 1 (a) which states that in carrying out their professional duties teachers are entitled to earn income above the minimum life necessities including the basic salary, allowances attached to salaries, as well as other allowances in the form of professional allowances, special allowances and additional benefits related to their duties as teachers / educators which are determined based on the principle of reward on the basis of achievement / performance. In addition, Undang-undang Nomor 20 Tahun 2003 tentang Sistem Pendidikan Nasional states that educators have the right to obtain adequate and adequate income and social welfare security, as well as awards according to their duties and work performance.

SMA Negeri 1 Mayong is a senior high school with an "A" accreditation status with the highest accreditation score compared to other public high schools in Jepara. In addition to this, SMA Negeri 1 Mayong has advantages that are not only achieved by the achievements of

students but also in the achievements of the only female high school principal in Jepara. The achievements obtained by students cannot be separated from the role of the principal and the performance results of teachers and education staff. The commitment of the principal to provide services and assistance in improving the quality of teacher work in schools is not only improving the quality of student learning outcomes but also improving the quality of teachers. The implementation of compensation management at SMA Negeri 1 Mayong aims to improve the quality of work of teachers and education staff in schools.

Efforts to improve the quality of teacher work according to Zubair (2017: 310) in order to improve teacher performance will be in line with expectations if it is based on good management, starting from planning, implementation, supervision and evaluation, as well as problems found in management. Research results from Hasibuan (2019: 14) which reveal that compensation has a positive and significant effect on employee performance. This means that the most appropriate compensation will have a positive impact on employee and organizational performance results in order to create quality performance results. Compensation policy should be guided by rather than delaying, it is better to speed up and determine the most appropriate time. In line with this, Dwianto et al (2019: 221) stated that there is a significant influence between compensation on employee performance, which means that compensation can improve employee performance (the higher the compensation, the higher the performance). The importance of compensation in improving the quality of teacher work is also stated by Anggraeni (2016: 44) "from the employee's point of view, pay is a necessity of life. It is one of the chief reasons people seek employment. Pay is the means by which they provide for the physiological needs of employees, however. What a person is paid indicates his or her worth to an organization. For the employer, compensation is one of the most important HRM functions. It is one of the major methods used to attract employees and motivate them for more

effective performance. The amount of compensation reflects the status and level of fulfillment of needs enjoyed by teachers and their families. If the compensation received by the teacher is getting bigger, it means that the position is higher, the status is getting better and the fulfillment of the needs that is enjoyed is getting more and more. Thus the performance is also increasing, this is the location of the importance of compensation for teachers because compensation is very important in improving the quality work of teacher.

Based on the above background, the researcher is interested in researching teacher compensation management for improving the quality of teacher work. SMA Negeri 1 Mayong is a public high school in Jepara which has a commitment from the principal to provide services and assistance in improving the quality of teacher work in schools not only to improve the quality of student learning outcomes but also to improve the quality work of teachers.

METHOD

This research is a qualitative research method so that researchers can describe clearly, in detail and obtain more in-depth data in accordance with the focus of the study. The design in this research is an exploratory case study. The choice of explorative case study design aims to determine how the strategy and implementation of compensation policies in improving the quality of work of teachers at SMA Negeri 1 Mayong. In addition, the research aims to obtain information, information, data on matters that the researcher has not previously known.

The research process was carried out using qualitative methods, in the form of research questions, collecting data in the form of field notes and documentation about the implementation of compensation management for improving the quality of teacher work which emphasized more on process aspects than just results. A qualitative method approach that provides direct involvement of researchers is not just assessing the facts and making descriptions,

the results of this study will not provide results that can reduce objectivity.

This study focuses on compensation management for improving the quality of work of teachers in SMA Negeri 1 Mayong Jepara, where the management includes planning, implementation, and evaluation. Participants are people who can provide the necessary information (Moleong, 2014). Participants in this study were eight people consisting of the principal, six teachers, and an education staff with primary data directly from interviews and secondary data in the form of documents obtained from the field. The validity test of the data used in this study was to extend the observation and triangulation technique with the interactive data analysis model of Milles and Huberman.

RESULTS AND DISCUSSIONS

In the planning process of compensation policy at SMA Negeri 1 Mayong, it must be in accordance with predetermined procedures, in formulating a compensation policy you must always pay attention to the impacts that are expected if there is a change to the compensation given, the applied compensation policy focuses on the component of the basic salary and teacher performance as a reference, so that if there is a change in the compensation policy it will affect other forms of compensation.

Compensation management planning was first formulated by the principal together with the team in preparing school compensation management. Then the policy will be presented at a school meeting where the meeting involves teachers and education staff. Based on the research results it is known that compensation management planning in quality improvement teacher work at SMA Negeri 1 Mayong by planning compensation management objectives and compensation management strategies.

The Planning of Compensation Management Objectives

In formulating or planning strategic policies must be able to direct these strategies to achieve organizational goals. Based on the results of the study, it is known that the main purpose of the compensation strategy at SMA Negeri 1 Mayong is to improve the quality of the work of teachers and education staff. SMA Negeri 1 Mayong strives through a compensation strategy policy by providing a work culture as a facility that is able to provide an efficient, conducive and comfortable work climate that will improve good work quality. This is in line with the research findings of Muguongo et al. (2015), that a poor compensation strategy will cause teachers to be dissatisfied. If the compensation received by the teacher is not in accordance with their job, the teacher will be dissatisfied and the quality of their work will decline.

The Principal understands that the level of teacher welfare is very important, and in this effort, SMA Negeri 1 Mayong provides various types of compensation for indirect or indirect compensation. In addition, it is also guided that the teacher's oath is prosperous, the quality of teacher performance will also improve.

SMA Negeri 1 Mayong in formulating a compensation policy that takes into account the possible impacts after a change in compensation is given, because the compensation policy implemented in SMA Negeri 1 Mayong focuses on the components of basic salary and teacher performance as a reference, so this happens when a change in compensation policy will affect other forms of compensation. This is as explained by Handayani (2016) in his research which explains that the main factor affecting compensation policies in organizations is the form of compensation provided.

Based on this, Ibu Ngaripah, S.Pd., M.M as the principal of SMA Negeri 1 Mayong understands that the level of teacher welfare is very important, and in this effort, SMA Negeri 1 Mayong provides various types of compensation, either direct or indirect compensation. SMA Negeri 1 Mayong is based on the principle that if teachers are prosperous, the quality of teacher performance will also improve. This can also be seen from SMA Negeri 1 Mayong which always

provides various types of assistance to teachers and education staff in the form of conveniences if they have a need to improve the quality of their work.

The Planning of Compensation Management Strategy

The ability of Human Resources is a competitive advantage of the organization. By maintaining human resources as a form of efforts at SMA Negeri 1 Mayong to maintain competitive advantage. This is explained by Simanungkalit (2012) that compensation strategy is the use of the payroll system as an essential integrator that directs individuals to achieve organizational strategy. SMA Negeri 1 Mayong takes advantage of the compensation policy to improve the quality of work of its teachers and provides various kinds of training to achieve organizational goals.

Simanungkalit (2012) states that there are 3 important things in the compensation strategy, namely: payment rate policy, payment structure policy, and the type of reward offered. (1) Payment rate policy, namely the average wage paid for a certain group of work. This is a form of the concept of external justice to what extent the wages of the organization are able to compete with competitors. Related to SMA Negeri 1 Mayong in providing compensation based on the Regency / City Minimum Wage (UMK) standard; (2) Payment structure policy, namely the payment distance or pay range. Specific wage ranges are based on absolute minimum standards set by the government. SMA Negeri 1 Mayong has fulfilled its obligations related to the payment structure, namely providing wages based on the Regency / City Minimum Wage (UMK) of Jepara which is determined by the salary scale of SMA Negeri 1 Mayong based on the class of teachers according to educational background and the compensation that has been given; (3) The type of award offered is the form of organizational efforts to increase teacher motivation where the organization is unable to increase teacher basic compensation. This is clearly applied by SMA Negeri 1 Mayong in

order to increase the motivation and performance of its teachers, this is also the reason for the formation of compensation management for MEJENG SEKSI so that a productive, efficient, conducive, comfortable work climate is formed and has targets for teachers and educators.

Ms. Ngaripah, S.Pd., MM said that a special strategy in compensation management is to build a work culture which is abbreviated as MEJENG SEKSI, namely MEMbangun JejariNG which can be vertical or horizontal in nature, vertical means networking with other agencies, agencies, directorates and others. while for horizontal it is done with fellow teachers, teaching staff, school committees and with students. For the SEKSI, namely Sinergi or cooperation, Etos Krja and the Si is discipline. With this strategy, it is expected to form a work climate that is productive, efficient, conducive, comfortable and has a target in work.

Strategy must be based on the belief that the foremost source of value is people. This means that the compensation process must respond creatively to human needs as well as organizational needs. Based on this, the principal has a special strategy related to compensation policies, namely building a work culture that is able to build networks, synergy, work ethic and discipline, then abbreviated as MEJENG SEKSI. With this special strategy, it is hoped that a work climate that is productive, efficient, conducive, comfortable and targeted for teachers and education staff can be formed. Thus strengthening that the strategy given by schools in compensation management is a strategy to achieve school goals so that teachers and education staff improve the quality of their work.

CONCLUSION

Based on the results of the data obtained on compensation management in improving the quality of work of teachers at SMA Negeri 1 Mayong, it can be concluded that the compensation management planning implemented by the principal to improve the quality of teacher work is (1) planning compensation management objectives, where the

main purpose of compensation management planning is for the welfare of teachers and education staff. (2) planning a compensation management strategy, where the specific compensation management strategy is to build a work culture of MEJENG SEKSI to achieve school goals so that teachers and education staff improve work quality.

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