



COMPENSATION MANAGEMENT IN AN EFFORT TO IMPROVE EDUCATION PERFORMANCE IN CIKARANG TECHNICAL VOCATIONAL SCHOOL, BEKASI DISTRICT

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Abstracts

This study aims to analyze compensation management in an effort to improve the performance of education personnel at SMK Teknikom Cikarang. This research uses a qualitative method. Data collection methods were conducted through observation, interviews and documentation. Data analysis techniques include data collection, data reduction, data presentation, and verification. This research resulted in conclusions: 1) The form of compensation for educators at SMK Teknikom Cikarang is given in four forms of compensation, namely wages, salaries, allowances, and incentives; 2) Stages in the implementation of the compensation system at SMK Teknikom Cikarang start from analyzing positions, how to determine compensation and how to provide compensation; 3) The performance of education personnel can increase after the implementation of the compensation system at SMK Teknikom Cikarang. From the results of the study it can be concluded that the implementation of good compensation management, namely in a planned and objective manner, can improve the performance of educational personnel. Therefore, educational institutions need to pay attention to compensation management as an effort to improve the performance of education personnel which can have an impact on improving educational services for students.

Keyword:

Compensation Management, Educational Personnel Performance

Introduction

Education is a conscious and planned effort to create a learning atmosphere and learning process so that students actively develop their potential. In the 2003 National Education System Law, it is explained that the purpose of education is to develop abilities and shape character so that they become human beings who believe in and fear God Almighty, have noble character, are healthy, knowledgeable, capable, creative, independent and become democratic and responsible citizens (UU No 20 Tahun 2003).

Teacher performance does not just materialize, but is influenced by certain factors, both internal and external factors that can have an impact on teacher performance. Influential internal

factors include abilities, skills, personality, perceptions and motivation. While external factors include salary, facilities and infrastructure as well as the physical work environment. One of the external factors that can improve teacher performance is the provision of compensation which includes salaries, bonuses, incentives or others (Khafsah, 2022).

Veithzal Rivai stated that compensation is one of the executors of the human resource management function which relates to all types of individual awards in exchange for carrying out organizational tasks. Compensation may consist of direct or indirect compensation. If managed properly, compensation will help the company to achieve its goals and obtain, maintain and look after employees properly (Khafsah, 2022).

The compensation system that applies in an organization has a very important role because it is one of the most sensitive aspects. In general, things that employees often complain about as a form of dissatisfaction with their work include problems related to salary (a type of compensation), work safety, work difficulties, ability to solve work problems, and opportunities to get promotions. In fact, as emphasized by Inuwa (2016), organizations, both the private sector and the government sector, throughout the world, depend on the optimal productivity of their employees because in turn this is closely related to achieving organizational effectiveness. So therefore, he explained that ensuring employee job satisfaction is something that must be done by every organization. He further said that although there have been many studies conducted by researchers in this regard, more studies are needed in this field of study because employees are an inseparable part of an organization. The same thing was conveyed by Kelechi et al, who said that research examining the compensation system must continue to be carried out in private and government organizations, in order to truly understand the compensation system in depth. more studies are needed in this field of study because employees are an integral part of an organization. The same thing was conveyed by Kelechi et al, who said that research examining the compensation system must continue to be carried out in private and government organizations, in order to truly understand the compensation system in depth. more studies are needed in this field of study because employees are an integral part of an organization. The same thing was conveyed by Kelechi et al, who said that research examining the compensation system must continue to be carried out in private and government organizations, in order to truly understand the compensation system in depth.

With compensation, there are several goals to be achieved according to the opinion of Notoadmodjo in Sutrisno (2017: 188) there are several objectives of compensation that need to be considered, namely the first is to appreciate work performance, by providing adequate compensation is an organizational reward for the work performance of employees. employee. Next will push employee behaviors or performance in accordance with what is desired by the company, for example high productivity. In addition to compensation, it is hoped that it can guarantee justice because a good compensation system will guarantee fairness among employees in the organization. Each employee will receive compensation in accordance with the duties, functions, positions and work performance. Compensation can also retain employees because with a good compensation system, employees will have more survival working for the organization. This means preventing employees from leaving the organization in search of more lucrative jobs. With compensation you can also get quality employees because with a good compensation system it will attract more prospective employees. will also choose the best employees. By providing adequate compensation, companies can control costs, because with a good compensation system, it will reduce the frequency of recruitment, as a result of employees leaving more often to find more profitable jobs elsewhere. This means savings in recruitment and selection costs for new employee candidates. The last one with compensation is expected to comply with the regulations, because with a good compensation system it is a demand from the government. A good company is required to have a good compensation administration system as well as a result of the increasing frequency of employees leaving in search of more lucrative work elsewhere. This means savings in recruitment and selection costs for new

employee candidates. The last one with compensation is expected to comply with the regulations, because with a good compensation system it is a demand from the government. A good company is required to have a good compensation administration system as well as a result of the increasing frequency of employees leaving in search of more lucrative work elsewhere. This means savings in recruitment and selection costs for new employee candidates. The last one with compensation is expected to comply with the regulations, because with a good compensation system it is a demand from the government. A good company is required to have a good compensation administration system as well.

Researchers found a Vocational High School institution which according to researchers, the school was interesting to study. Among these attractions, SMK Teknikom Cikarang is located in an area that is densely packed with other educational institutions with the same level. Even so, this school has 1,020 students and 39 teachers. This school also has staffing regulations which serve as a reference in HR management, which regulates a compensation system for teachers and staff. SMK Teknikom Cikarang is located on Jl. Raya Jagawana Km. 01 Sukarukun Village, Sukatani District, Bekasi Regency. From the results of interim interviews with researchers with the coordinator of the curriculum field, it was revealed that the forms of compensation in SMK Teknikom Cikarang include basic salary, allowances, incentives. The compensation system is based on the workload they are responsible for. This is built into the structure of tasks within the organization which impacts on the compensation received (Wibowo, 2023).

The above phenomenon attracts researchers, where privately owned educational institutions have staffing regulations that regulate the compensation system for teachers and their employees. There is a phenomenon that deserves to be uncovered by in-depth research at the Teknikom Cikarang Vocational High School so that it can be used as study material whose benefits may be taken by anyone who is active in the world of education. With this, researchers will conduct research "Compensation Management in an Effort to Improve the Performance of Education Personnel at SMK Teknikom Cikarang".

Methods

This research model belongs to the type of qualitative research, where the objects and research studies are carried out directly in the field in order to analyze activities at SMK Teknikom Cikarang, especially in Teacher Understanding of the Independent Curriculum and Digital Literacy.

Steven Dukeshire & Jennifer Thurlow stated that "research is the systematic collection and presentation of information". Research is a systematic way of collecting data and presenting the results. Hillway in a book with the title *Introduction to Research* suggests that research is a study model that is carried out by someone through careful and perfect investigation of a problem so that the right solution is obtained.

Results and Discussion

Forms of Compensation for Educators and Educators

In the provision of compensation can be realized in various forms adapted to the existing provisions in an organization. The form of compensation provided between one organization may be different from another organization taking into account the organization's ability to provide compensation and the performance burden of employees in an organization.

Compensation is intended as a substitute for the efforts that have been made by workers in meeting the job demands requested by the employer. This hard work does not only include compensation for services that are directly received by workers such as salaries, but also compensation for losses and a decrease in quality or depreciation for workers, both physically and mentally, received or will be received by workers as a result of carrying out their work. (Khairul Azan, et al. 2021: 79)

Materially, the term compensation in educational organizations can take the form of salary (including allowances), fees, transport costs, meal allowances, and other income earned from legal sources. While compensation in the form that has not been received that is entitled to and enjoyed by educators is fair and humane treatment, providing good service, guaranteeing security and comfort in carrying out tasks and so on. This compensation is very influential in improving the welfare and performance of educators.

The provision of this form of compensation in schools has been regulated in the compensation system (payroll) that is applied to educational staff, especially civil servant teachers in Indonesia, which cannot be separated from the payroll system for civil servants which has been established through government decisions/regulations. Although it is realized that the salary system has not met the satisfaction of all groups. However, the government will continue to strive to improve the remuneration of teaching staff so as to improve welfare. Thus the welfare of teaching staff is improved, it is hoped that it can also improve the quality of carrying out their duties and improve the quality of education.

Compensation is not only given in the form of salary, but can be in other forms such as allowances, incentives, bonuses or non-financial forms such as leave which can make an employee feel comfortable working for the organization and can show optimal performance.

The types of educators and educational staff at SMK Teknikom Cikarang are divided into the following:

- a. Permanent employees are employees who have been appointed by the Governing Body based on an appointment decree for a period of service up to retirement age.
- b. Honorary educators are educators who are appointed by the School Leader/Principal and Committee Chair based on an appointment decree for a service period of 1 (one) fiscal year and can be extended again and can be proposed to become contract employees if they meet the requirements.

At SMK Teknikom Cikarang every teacher with permanent and honorary teacher status has a workload of 36 hours per week. The performance of each permanent and honorary teacher will continue to be monitored and if the performance of the permanent teacher shown meets the criteria, then the teacher has the right to be proposed by the school principal to be able to raise his employment status. Conversely, if the teacher concerned cannot fulfill the set working hours without an acceptable reason, his employment status will be postponed. Meanwhile, honorary teachers, if their performance meets the criteria, will be compensated by the school principal, but honorary teachers cannot be upgraded unless the government itself will raise their status. On the other hand, if the honorary teacher cannot meet the criteria, he will be dismissed from school.

- c. Performance Educators and Education Personnel at SMK Teknikom Cikarang After the Compensation System is Implemented

The government has established staffing rules that apply to educators and education staff at SMK Teknikom Cikarang which can be said to be effective in improving the performance of educators. The existence of educators in providing learning process services for students is better than before the enactment of the rules. Educators feel more responsible for carrying out their duties and improving performance in carrying out their duties which can affect the welfare of educators in carrying out their duties. If the performance evaluation of an educator is good, then the educator can be considered for an increase in status and the compensation he will receive.

One of the educators at SMK Teknikom Cikarang said that compensation also encourages better teacher performance. All teachers can be responsible for the position they hold and receive compensation according to their respective performance. The presence of educators in providing services for students is better than before the rules were set. Educators feel more responsible for carrying out their duties and performance appraisals that can improve their

status and can have an impact on the welfare obtained so that they continue to motivate educators in carrying out their duties.

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In an interview with one of the educators at SMK Teknikom Cikarang, he said that compensation also encourages better teacher performance. All teachers can be responsible for the position they hold and receive compensation according to their respective performance. The presence of educators in providing services for students is better than before the rules were set. Educators feel more responsible for carrying out their duties and performance appraisals that can improve their status and can have an impact on the welfare obtained so that they continue to motivate educators in carrying out their duties.

Discussion

Compensation Management

The term compensation in the Big Indonesian Dictionary is defined as compensation in the form of money or non-money (in kind), which is given to employees in a company or organization (Azis, 2019). According to Siswanto Sastrohadiwiryono (2005) compensation is "Rewards for services or remuneration provided by the organization to the workforce, because the workforce has contributed energy and thoughts for the progress of the organization in order to achieve the goals set" (Handayani, 2015).

Nurzaman (2014) says compensation is something employees receive as remuneration for their achievements in carrying out their duties (Alisyah, 2017). Meanwhile, according to Panggabean (2008) compensation is "any form of appreciation given to employees as a reward for the contribution they make to the organization". So compensation is not only in the form of money but also awards given by the organization to employees for the achievements they have achieved (Trisni, 2015).

Compensation management is a process of processing rewards, usually taking into account the factors of job size, performance, and length of service. It also describes the way employees are paid, recognized, and valued that the organization uses to send its messages to its employees (Yussy, 2016).

Based on the various definitions above, it can be concluded that compensation is a form of remuneration or an award given to an individual for carrying out and completing a particular job assigned to him or for achieving a set standard and target.

While compensation management is an activity in designing, managing and regulating a form of compensation for employees or workers who have done certain work and completed it for the organization, where the form of compensation must be fair, objective and open so that satisfaction is obtained for the recipient in accordance with the contribution that has been given.

Compensation Management Objectives

Giving compensation aims as a bond of cooperation, job satisfaction, effective procurement, motivation, employee stability, discipline and influence of labor unions and the government (Hasibuan, 2013). Nurzaman (201) says that compensation aims to help employees meet needs beyond the need for a sense of fairness, as well as increase employee motivation in completing tasks that are their responsibility. Meanwhile Robbins (2010) states that effective compensation can help attract and retain competent and talented individuals who have helped the organization realize its mission and goals (Tika, 2019).

Another opinion from Notoadmodjo in Sutrisno (2017) says there are several objectives of compensation that need attention, namely:

- 1) Appreciate work performance,
Providing adequate compensation is an organizational reward for the work performance of employees. Furthermore, it will encourage employee behaviors or performance in accordance with what is desired by the company, for example high productivity.
- 2) Compensation is expected to guarantee fairness
The existence of a good compensation system will ensure fairness among employees in the organization. Each employee will receive compensation in accordance with the duties, functions, positions and work performance.
- 3) Compensation can also retain employees
With a good compensation system, employees will have more survival working for the organization. This means preventing employees from leaving the organization in search of more lucrative jobs.
- 4) Compensation can also get qualified employees
With a good compensation system, it will attract more prospective employees, and more will choose the best employees.
- 5) Compensation is expected to comply with regulations

With a good compensation system is a demand from the government. A good company is required to have a good compensation administration system as well (Khafsah, 2010).

It can be concluded from the definition above that the purpose of providing compensation is a side effect of offering human resources to foundations or organizations. In this situation there is also an agreement that employees have given all their work capacity to the organization, and also expect the organization to see value in the efforts of employees by providing proper compensation for them. It is necessary to pay attention to this because in order to reduce and limit social inequality as low as possible, it is important to carry out preventive measures, for example setting legal and fair wages which has become the slogan in efforts towards setting decent wages.

Factors Affecting Compensation

According to Hasibuan, the factors that affect compensation are:

- 1) Labor demand and supply
- 2) Company capability and willingness
- 3) Trade unions or employee organizations
- 4) Job position
- 5) National economic conditions
- 6) Employee productivity and performance
- 7) Type and nature of work
- 8) Employee education and experience

Meanwhile, according to Anwar Prabu Mangkunegara (2007) there are six factors that influence compensation policy, namely:

- 1) Government Factors
- 2) Joint Offer between Company and Employee
- 3) Employee Living Cost Standard
- 4) Comparative Size of Wage
- 5) Demand and Supply
- 6) Paying Ability (Shofwani, 2019)

From the theoretical definition above, it can be concluded that in order to achieve justice in the provision of compensation, there are several important factors that need to be considered in determining compensation, which can be seen from the educational background of employees, this can be a benchmark in determining compensation. Besides that, it can also be

seen from the experience of employees, and workload or employee responsibilities. And most importantly the ability of an institution itself in determining compensation. Apart from that, all that is no less important can also be seen from the economic situation, namely the provisions on the minimum limit for granting compensation itself that exist in the Institution. And finally, the working conditions, judging from the difficulty or not of the work itself, can determine compensation.

Definition of Performance

Performance is the result of work related to organizational goals such as quality, efficiency, and other effectiveness criteria (Gibson et al, 2009: 374). Performance refers to actions, behaviors, and measurable results that involve employees in realizing things related to and contributing to organizational goals (Viswesvaran & Ones, 2000)

Torang (2013) says that performance is the quantity and or quality of the work of individuals or groups within the organization in carrying out the main tasks and functions that are guided by norms, standard operating procedures, criteria and measures that have been set or that apply in organization. According to Pabundu Tika (2008), performance is the result of work functions/activities of a person or group within an organization which is influenced by various factors to achieve organizational goals within a certain period of time (Shofwani, 2019).

Factors Affecting Performance

According to Panggabean (2004), several factors that can affect employee performance are:

- 1) working conditions
- 2) Work colleague
- 3) Compensation
- 4) Leadership
- 5) Company
- 6) Work environment

According to Gibson, individual performance is influenced by 3 factors, namely individual variables, psychological variables and organizational variables. Individual variables consist of abilities and skills, mental, physical, family background, social level, experience and demographics. Psychological variables consist of perception, attitude, personality, motivation. While organizational variables consist of leadership, compensation, conflict, power, organizational structure, job design, organizational design and career (Supardi, 2013).

Analysis

Compensation is an important function in human resource management, because compensation is a sensitive aspect of work relations. Compensation is everything that employees receive as remuneration for the contributions made to the company or organization. Compensation is given to workers on the basis of the performance provided to the company. As stated by Edy, compensation is intended as a reward for the company for the sacrifice of time, energy, and thoughts that have been given to the company. 103 Compensation for employees can be adjusted to the conditions of the organization. SMK Teknikom Cikarang is one of the private schools in Magetan district which also pays attention to providing compensation for teachers. Compensation is given as remuneration for the performance provided by the teacher at the educational institution.

From the research data obtained various forms of compensation received by teachers at SMK Teknikom Cikarang. The following is an analysis of the forms of compensation received by teachers at SMK Teknikom Cikarang. There are 4 forms of compensation according to Veithzal Rivai, namely (1) Salary, (2) Wages, (3) Incentives, and (4) Indirect compensation. Furthermore, in Law Number 14 of 2005 the government has also regulated the form of compensation for teachers. In articles 14 and 15 it is explained that in carrying out their professional duties the teacher has the right to earn income above the necessities of life which

includes basic salary, allowances attached to salary, as well as other income in the form of professional allowances, functional allowances,

This theory is also applied at SMK Teknikom Cikarang Mantren in providing forms of compensation for teachers as obtained in the following research: From the interview data conducted to the school principal it is stated that at SMK Teknikom Cikarang compensation has been implemented in accordance with the provisions of the staffing rules set by the Foundation management . All forms of compensation received by all teachers refer to the rules set by the foundation. This is reinforced by the foundation's staffing rule book document data which also applies to SMK Teknikom Cikarang teachers. It states that compensation in various forms is given to teachers, namely first, SMK Teknikom Cikarang teachers receive a basic salary every month. Salary is a form of compensation received by all teachers at SMK Teknikom Cikarang.

This also applies to SMK Teknikom Cikarang, all teachers who work at SMK Teknikom Cikarang receive a salary regularly every month. The Al Ikhlas Foundation staffing rule document data regulates the determination of salaries based on rank, status and tenure of teachers. Based on the results of the interview with the school principal, it was stated that the higher the rank and status of the employee, the higher the salary received.

In addition to receiving a salary as a form of compensation, teachers also receive allowances. Edy stated that allowances are compensation given by the company to employees because they are considered to have participated well in achieving the company's goals. Allowances given can be in the form of job allowances, family allowances, transportation allowances and other allowances.

Documentation data was obtained for teachers at SMK Teknikom Cikarang, apart from receiving a salary as compensation for the contribution of energy and thought they also received allowances. There are 3 types of allowances given at SMK Teknikom Cikarang, namely structural allowances, functional allowances and family allowances. In providing each of these allowances according to the provisions contained in the Foundation's staffing rule book. Based on the results of interviews with school principals, it is known that structural allowances are given to teachers who hold structural positions at SMK Teknikom Cikarang in the current year. Teachers who have status as permanent teachers and permanent candidates and hold structural positions will receive functional allowances. Meanwhile, family allowances are given specifically to male teachers with permanent or permanent candidate status.

From the description of the data above, we can see that the provisions regarding allowances for teachers at SMK Teknikom Cikarang are in accordance with the form of compensation stated by Edy, giving allowances as another form of compensation.

Furthermore, besides the salary and benefits received every month there is also a third form of compensation which is incidental in nature, namely the provision of incentives. Incentives are direct rewards paid to employees because their performance exceeds specified standards. Incentives are another form of direct wages outside wages and salaries which are fixed compensation. Incentives are usually called compensation based on performance (pay for performance plan). 108 Incentives also include forms of compensation for teachers. This incentive is a form of compensation in the form of money given to teachers based on the addition of work quality/achievements in a series of their main tasks.

The forms of compensation received according to the employee regulation document data for the Al Ikhlas Foundation in the form of incentives are (1) bonuses, (2) commissions, (3) business travel expenses, (4) additional overtime work, (5) other forms related to the addition of work quality/achievements . The results of interviews with school principals stated that incentives were not given to all teachers. This incentive is additional in the form of compensation received by SMK Teknikom Cikarang teachers who perform more. Incentives are received for teachers who are considered capable of carrying out an additional performance. So that teachers can motivate themselves to show that they are able to be given more

assignments and can be calculated for excess working hours and can receive compensation in the form of incentives.

The fourth form of compensation given to teachers at SMK Teknikom Cikarang is compensation. Compensation is a form of compensation given at certain times and conditions as social assistance to teachers with the aim of reducing living expenses or increasing teacher welfare. Observations made by researchers at SMK Teknikom Cikarang Mantren obtained an overview of compensation in the form of food allowance. Every day the teacher is provided with sweet tea and also lunch. On Saturday, a light snack is provided for the teacher.

In addition to direct compensation given to employees, Veitzal stated that there are other forms of compensation which are generally not associated with work performance but are more associated with providing welfare and creating working conditions so that workers feel more comfortable and receive attention from superiors. This condition also applies to teachers at SMK Teknikom Cikarang with the enactment of leave for teachers. From the document data, the staffing rules at the Foundation have regulated provisions regarding leave. The forms of leave provided are (1) annual leave, (2) maternity leave, (3) leave for important reasons. The leave provisions are given by the school principal by taking into account the interests of a teacher referring to the Foundation's staffing rules. Based on interviews, it is known that the provision of leave is intended to create a sense of comfort and security for teachers so that they do not have to worry about working at SMK Teknikom Cikarang if they have interests that cannot be abandoned. By giving leave, a teacher can carry out his interests without having to resign or leave SMK Teknikom Cikarang.

Another thing that is no less important to pay attention to in providing compensation to teachers is paying attention to the health and safety of teachers. Hani Handoko said that what is no less important in the form of compensation for employees is the maintenance of employee health and safety. The company pays attention to this to provide employees with healthier and safer working conditions and to be more responsible for these activities.

The services implemented at the Vocational School also reflect attention to teacher health, namely: the holding of collaboration between SMK Teknikom Cikarang and clinics in providing health services for teachers and students. From observations it is known that there is a special place that is used as a UKS (School Health Unit) room and that there is a special officer assigned from the clinic to provide health services for teachers. Clinic staff are in charge of providing treatment or early detection of symptoms of illness for teachers and students as well as administering drugs or vitamins if the teacher experiences a decline in health conditions.

After dialogue between theory and data exposure above, it can be explained that SMK Teknikom Cikarang understands that the compensation given to teachers is not limited to salary but has also provided other forms of compensation in the form of allowances, incentives and compensation. There is also a form of compensation that is given indirectly in the form of leave and health services in supporting teacher activities to provide services to students.

Data Analysis on Stages of the Compensation System for Teachers at SMK Teknikom Cikarang Mantren

Establishing a compensation system needs to be done with care. This is done so that there is a symbiosis of mutualism between employees and the organization. If set too large and not in accordance with work requirements, the organization will suffer losses. Conversely, if it is too small, it will be detrimental to employees and unable to retain employees who excel in the organization. The activity of determining the compensation system for teachers at SMK Teknikom Cikarang, as stated in an interview with Mr. Nur Rochani, has referred to the provisions on staffing rules at the Al Ikhlas Foundation. Thus everything that regulates compensation for teachers is written in the personnel regulation document.

The compensation system is built to motivate employees to improve performance and retain competent employees. According to the school principal, the compensation system at SMK Teknikom Cikarang is aimed at binding existing teachers so they can fulfill their teaching

load and provide a sense of justice in determining compensation for teachers. On the other hand, the compensation given at SDIT is used to attract new teachers to become teaching staff at SMK Teknikom Cikarang as the number of students increases. Justine Sirait stated that the purpose of providing compensation is to attract qualified employees, retain employees, motivate performance, build employee commitment and what is no less important is to increase employee knowledge and skills in an effort to increase overall organizational competence.

From this it can be seen that SMK Teknikom Cikarang has set goals for providing compensation as an effort to fulfill the family economy and attract new teachers according to school needs and retain outstanding employees. No less important compensation is given as motivation for teachers to improve their performance. This goal is a strong basis for implementing a compensation system that leads to good management of human resources, namely teachers.

Determination of the amount of compensation according to Edy is influenced by several factors including (1) The level of cost of living, (2) The level of compensation at other companies, (3) The level of company capability, (4) The type of work and the size of the responsibilities, (5) Legislation that applicable, and (6) The role of trade unions. 113 From the research data at SMK Teknikom Cikarang, it has also been calculated that compensation is based on the size of the performance being taught. The principal's explanation is that the workload of a teacher with permanent employee status is greater than that of a teacher with permanent candidate status. The high workload has an effect on the compensation given is also higher. The lower the workload, the lower the work demands. This is like Edy's theory which explains that MeritPay is a compensation system linked to performance because the higher the performance achieved by employees, the higher the compensation received.

The desire for compensation arrangements at SMK Teknikom Cikarang was driven by the institution's desire to regulate welfare for teachers. This is in accordance with what was disclosed by Singodimejo which explained that the goals to be achieved by the company include guaranteeing a source of income for employees and their families. 115 According to data obtained from the field, initially teachers had to look for side jobs outside of teaching to be able to meet the needs of family life. Jobs as teaching are sometimes left if there is an urgent need for another job.

The Foundation stipulates regulations regarding staffing at the Foundation which regulates compensation for employees. This rule also applies to teachers. The staffing rules at SMK Teknikom Cikarang have been running for 8 years and continue to be improved so that teachers still feel comfortable working at SMK Teknikom Cikarang so they don't have to do side jobs outside the institution which results in leaving students' teaching hours which results in students not being able to achieve the full educational goals .

Building a compensation system must be carried out systematically because it is the central point in the employment relationship. Designing a good compensation system will have a double impact on the organization, because on the one hand compensation will have an impact on operating costs, on the other hand it will affect the behavior and work attitude of employees in accordance with the wishes of the organization so that employees improve their performance. The compensation system must be carried out systematically because compensation is a central point in the employment relationship. It is necessary to formulate in realizing the intended system building.

The compensation system arrangement at SMK Teknikom Cikarang is determined in such a way by considering teacher performance. Determination of the amount of compensation is adjusted to the status and rank of the teacher. The method of administration can also be arranged in the form of routinely given every month and also incidental in the sense that it is not routine. This is in accordance with Hasibuan's statement that a time-based compensation system can be given in terms of hours, weeks or months based on the length of time worked.

Before determining the amount and method of providing compensation, it is necessary to carry out the first stage, namely job analysis. As stated by Edy, several things that need to be done in building a compensation system are to conduct a job analysis, determine the level of compensation and the method of providing compensation. to be staffed, and the characteristics of the people working for those positions. Job analysis provides information used to create job descriptions (a list of what the job is about), and job specifications (the type of person to hire for the job).

The basis for determining the third level of compensation at SMK Teknikom Cikarang is the addition of work assigned by the school outside of teaching assignments. According to the explanation of the school principal there are teachers who are assigned to carry out tasks outside of teaching responsibilities, for example participating in official activities, attending training, working overtime which can result in the teacher increasing working hours outside of his obligations. According to the principal, the teacher is entitled to receive compensation in the form of incentives, the amount of which is determined by the school according to the additional work done. This incentive becomes a compensation provision that is not routine every month because the additional work done by the teacher is incidental.

The three provisions above are very influential in the level of compensation received. This arrangement can motivate teachers to improve performance and can be assessed as capable of carrying out a job so that teachers are selected to support a job which also has an impact on determining more compensation levels. As stated by Barnawi compensation can be an external motivation for teachers in improving performance.

After determining all stages of analysis and determining the level of compensation, the next step is to determine the method of compensation. Siagian explained that there are 8 components in the way of giving compensation that must be built in an organization. The eight components are (1) Existence of a compensation administration organization, (2) Compensation payment method, (3) Compensation structure, (4) Compensation program as a job stimulant, (5) Additional sources of income for workers, (6) Guaranteed sources of income and increase in the amount of compensation for services, (7) Compensation for managerial groups, and (8) Prospects for the future.

Based on the provisions above, the method of providing compensation must be carried out systematically. From field data, data obtained at SMK Teknikom Cikarang have determined how to provide compensation according to the following data: Establishment of foundation staffing rules stipulates guidelines for awarding salaries, benefits, incentives and compensation regulated by the Foundation Management Board. Compensation administration at SMK Teknikom Cikarang refers to the stipulations of the Foundation. This shows that the Foundation organizes compensation administration which is regulated at various levels of compensation determination. Before the compensation is determined, the rank and class of teachers are determined and also the level of compensation received. The Al Ikhlas Foundation acts as a formulating organization and has responsibility for providing compensation.

Furthermore, the second component, namely the method of payment of compensation determined at SMK Teknikom Cikarang, according to the written document data in the staffing regulations governing compensation, stated that compensation is paid regularly monthly in the form of salaries and benefits. Meanwhile, non-routine monthly compensation is in the form of incentives and compensation. This method of payment is known as time-based salary payment.

The third component according to Siagian, a good wage and salary structure is a structure that reflects a sense of justice. At SMK Teknikom Cikarang, as previously explained, compensation levels have been determined based on 3 provisions, namely first based on employment status and rank, second based on Structural mandates that are supported, third based on additional work assignments assigned by the school outside of teaching assignments. This provision becomes a clear structure for teachers in receiving compensation. The compensation received is in accordance with the hierarchy of duties and responsibilities in

carrying out the performance. Thus a sense of justice in the way of giving compensation can be felt by all teachers.

The fourth component according to Siagian is the compensation program as a job incentive. From the results of the study it can be seen that the compensation applied at SMK Teknikom Cikarang can stimulate teacher performance. This can be seen from the interview with the Curriculum Coordinator who stated that teacher attendance looked better after the compensation system was implemented. All teachers can be held accountable for their own status and receive compensation according to their individual performance. Teachers who can show good performance loyalty can be recommended by the curriculum to school principals to increase their status, of course, taking into account the conditions that can be fulfilled by these teachers.

According to Siagian, the fifth component of compensation can be an additional source of income for workers. At SMK Teknikom Cikarang, in addition to regular monthly compensation, incidental compensation is also provided, namely in the form of incentives. Incentives can be an additional source of income for teachers.

The sixth component of the method of providing compensation is securing a source of income and increasing the amount of compensation for services. Organizations must ensure that their sources of income will not be cut short. SMK Teknikom Cikarang in recruiting employees has made a commitment signed by the teacher. This is a guarantee that the teacher concerned will remain a teacher at SMK Teknikom Cikarang as long as it does not violate the sanctions set by SMK Teknikom Cikarang, both sanctions in the form of administration, light sanctions, moderate sanctions and even severe sanctions.

The seventh way of giving compensation according to Siagian is compensation for managerial groups. According to the data obtained at SMK Teknikom Cikarang, the determination of structural/managerial trusteeship is not based on the employment status and class rank of a teacher but the teacher's ability to support the structural mandate being carried out. In accordance with the results of interviews with school principals, it is stated that the structural mandate can be from teachers with permanent, contract or honorary employee status. Compensation in the form of structural allowances is given only to teachers holding managerial positions who have provided important performance in running the school organization.

According to Siagian, the eighth component is future prospects. Facts about the history of compensation policy making are well understood by all employees in the organization. At SMK Teknikom Cikarang, from interviews with school principals, the compensation system has been implemented for 8 years and continues to be revised. The history of determining compensation continues to be conveyed through coaching, besides that teachers are given motivation to work not only to pursue compensation but also to devote themselves to the knowledge they have and are responsible to Allah SWT.

Thus, the compensation system that runs at SMK Teknikom Cikarang is built based on the stages, namely (1) job analysis (2) determining the level of compensation (3) how to provide compensation.

Analysis of Data on Teacher Performance After Being Given a Compensation System

Establishing a good compensation system is expected to have an impact on improving teacher performance in providing services to students. The great hope is that if students feel comfortable with the services provided, the school can become the school of choice for choosing education. Barnawi revealed that compensation is one of the external factors that affect teacher performance. Everyone who gets high compensation will certainly achieve prosperity in his life. People will work enthusiastically to achieve a prosperous life. Conversely, if people who are not prosperous will work with less passion.

From research in the field, it can be seen that efforts to regulate the compensation system at SMK Teknikom Cikarang can be said to be effective in terms of improving teacher

performance. Interviews conducted with school principals stated that teachers at SMK Teknikom Cikarang had a performance load set in attendance according to their employment status. At SMK Teknikom Cikarangada, there are 3 employment statuses, namely permanent teachers with a workload of 40 hours per week, contract teachers 36 hours per week, and honorary teachers 30 hours per week. From the teacher attendance document data, it can be seen that teachers can meet the criteria for working hours according to the provisions at SMK Teknikom Cikarang Kepala schools also state that the compensation arrangements received by teachers provide their own motivation in improving performance.

In assessing performance, according to Monday, various methods of performance appraisal can be applied, one of which is the 360-degree feedback method which involves evaluation input from many levels within the company as well as external sources. In this method, people around employees who are considered to be able to participate in providing value include senior managers, the employees themselves, subordinates, team members, internal and external customers. The 360-degree feedback method can provide a more objective measure of a person's performance. Incorporating perspectives from multiple sources yields a broader view of employee performance and minimizes the bias that arises from a limited behavioral viewpoint. Important personal development in the workplace, good feedback, honest, well expressed and specific.

This method focuses on extreme behavior in employees' work instead of the daily routine. From the interview with the curriculum coordinator, it was conveyed that teachers would continue to be monitored and assessed regarding their performance. Monitoring and assessment involve fellow teachers to provide an assessment of a teacher's performance. So that if the work is good, it can be proposed by the principal to get a change in status and promotion. Changes in status and promotion are made if a teacher can meet the requirements for the change in status and promotion. The higher the rank and status, the higher the level of compensation received.

Conclusion

In providing forms of compensation at SMK Teknikom Cikarang, it has been regulated in the compensation system (payroll) that is applied to educational staff, especially civil servant teachers in Indonesia, which cannot be separated from the payroll system for civil servants which has been established through government decisions. Although it is realized that the salary system has not met the satisfaction of all groups. However, the government will continue to strive to improve the remuneration of teaching staff so as to improve welfare. Thus the welfare of teaching staff is improved, it is hoped that it can also improve the quality of carrying out their duties and improve the quality of education. One of the SMK Teknikom Cikarang educators said that compensation also encourages better teacher performance. All teachers can be responsible for the position they hold and receive compensation according to their respective performance. The presence of educators in providing services for students is better than before the rules were set. Educators feel more responsible for carrying out their duties and performance appraisals that can improve their status and can have an impact on the welfare obtained so that they continue to motivate educators in carrying out their duties.

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