

# Compensation and Performance of Educators in Schools: A Qualitative Study

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**Abstract:** This study aims to determine the compensation and performance of educators in schools. This study uses a qualitative method. The data collection technique used interviews with the principal. The results of this study are that the amount of compensation for teaching staff does not affect their performance for schools, although the amount of compensation provided is not in accordance with the Regional Minimum Wage but the performance of educators does not disappoint, and the compensation provided by schools for teaching staff is not only a monthly salary, but also there is several allowances provided by schools for teaching staff, so that their performance is still good and is maintained.

**Keywords:** compensation, performance, teaching staff

## 1. INTRODUCTION

Educators are the qualifications of a teacher who participates in advancing education. Education personnel are also professionals in planning education to assessing the education that has been done. Not only that, educators also participate in community service and are committed to advancing education so that education in Indonesia can be even better. To reward educators, the school provides a compensation to appreciate their work.

To appreciate the performance of educators for schools, the school provides compensation to support the lives of educators. Compensation is all income in the form of money, direct or indirect goods received by employees in return for services provided to the organization (Hasibuan, 2007). Compensation is a form of cost that must be incurred by the organization in the hope that the organization will receive rewards in the form of work performance from its employees (Sofyandi, 2013). So from some definitions of compensation in the opinion of experts, it can be concluded that compensation is the income received by an employee or employee of an institution or agency, can be in the form of money, direct or indirect goods given by an institution or agency, as compensation for services that employees or employees provide to institutions or agencies. Not only the skill and ability factors that an educator must have, but schools must also be aware of the appropriate compensation for their educators.

Compensation is aimed at increasing the work motivation of the teaching staff. The objectives of compensation are: (1) to establish a cooperative

relationship between the leadership and the employees; (2) provide satisfaction to employees; (3) to motivate employees to work; and (4) to create employee work discipline (Sofyandi, 2013). This means that the existence of a formal and good cooperative relationship will foster a clear commitment regarding the rights and obligations of each position, then satisfaction becomes the most important thing in improving employee performance and achievement, then improving the quality and employee morale is necessary. motivation from outside, and where employees will become more disciplined if the compensation given is also in line with their work.

The compensation given must also be in accordance with the standard or minimum wage in a region. Not infrequently there are still educators who receive compensation that is not in accordance with their performance. This is because the schools occupied do not receive sufficient funds. The amount of compensation received by educators depends on the willingness of an educational institution, the productivity of the teaching staff, and the position or position of the teaching staff in an educational institution.

The provision of the amount of compensation for this private school is by counting the number of working hours of the teaching staff. The more working hours of an educator, the more compensation will be received. The one that regulates the process of calculating the compensation to be received by educators, namely a school treasurer, with the presence of a school treasurer, the process of calculating compensation so that the process of giving salaries will run smoothly. The source of compensation for teaching staff in schools comes from the Education

Development Contribution issued by students. Determining employee compensation policies needs to be based on the ability of the organization to pay employee wages, so schools must pay according to the ability or funds owned by the school and do not let the school determine a compensation policy beyond the existing capacity limits of the organization (Mangkunegara, 2007). Not only is the compensation or monthly salary provided by schools to educators, but there are several allowances that are given to educators.

## 2. METHOD

The approach used in this research uses a qualitative approach. Qualitative research is research that intends to understand phenomena, about what research subjects experience holistically by means of descriptions, in a special natural context and by utilizing scientific methods (Moleong, 2012). So, it can be concluded that the qualitative approach is descriptive research or research and tends to the data analysis method. The subject of this research is the principal as the person in charge of the compensation given to the teaching staff at the school. While the object of this research was conducted at Senior High School Panjura (SMA Panjura), Malang, Indonesia. The data collection method uses the interview method.

## 3. RESULT

At SMA Panjura, the amount of compensation does not affect the level of performance of the educators. Every school has to provide compensation for educators, as well as at SMA Panjura. The amount of compensation given at SMA Panjura does not affect the competence or performance of teaching staff in schools. The educators at SMA Panjura are more concerned with the service process, for which they do not expect big rewards to the educational institution. Then the educators at SMA Panjura have understood the condition of the school, where the school background wants to help parents whose children want to go to school and have problems with limited costs, then SMA Panjura also departs from private schools whose income only comes from student education development contributions. or School Operational Assistance funds,

The proof that compensation does not affect the performance of teaching staff at SMA Panjura is by entering SMA Panjura in 3rd place in the highest National Examination in Malang City. SMA Panjura is not inferior to other public institutions in terms of academics, and the teaching staff is equally good at creating a smart and creative generation. Compensation provided to teaching staff is not only in the form of a monthly salary, but there are other forms of compensation, such as committee honoraria, where if there are activities in which there are educators who participate as committees, the school will reward the educators. The payment of wages is not only in the form of money but can be in the form of goods. Paying

salaries at Panjura High School are not in accordance with the Regional Minimum Wage in Malang City, due to limited costs owned by the school. And again, remembering that Panjura High School was established to help people who want to go to school but lack funds.

The provision of salaries for educators at SMA Panjura uses a system of calculating teaching hours, so unless teachers still have a salary according to the Regional Minimum Wage, for certain teachers whose working hours are quite large, it is likely that the salary given will be in accordance with the Regional Minimum Wage in Malang City. Because SMA Panjura is a private school, on average the funds available in the school are used for learning needs and infrastructure because as explained above that the teaching staff at Panjura High School is dedication based. The process of giving salaries at SMA Panjura uses 2 methods, namely the single method and the multiple method.

In the process of giving salaries at Panjura High School there are no significant obstacles. All salary giving processes have been carried out properly by the school treasurer. Panjura Senior High School has never experienced any delays in paying salaries, all salaries can be given smoothly and be accepted gracefully regardless of the amount of salary. The salary or compensation given to the teaching staff at SMA Panjura is in accordance with the responsibilities held. There is a structural allowance for teaching staff, for example those who serve as deputy principals of schools, heads of laboratories and heads of libraries as well as heads of administration.

At Panjura High School the task of processing salaries or compensation for educators is a school treasurer. So far, the treasurers of Panjura High School have carried out their duties in accordance with the main duties and functions given. In the process of giving salaries to teaching staff, a treasurer calculates the teaching hours of an educator multiplied by the number of teaching hours. In addition to compensation in the form of a monthly salary, SMA Panjura also provides incentives for educators. The incentives are many if the performance and arrival of educators is good, for example a teacher rarely leaves the classroom and realizes that it is time to teach. Vice versa,

Then at Panjura High School there are several non-routine allowances, including allowances for teachers who are giving birth and teachers who are sick or health allowances, where the educational staff at Panjura High School are not coordinated by the school regarding the Social Security Administration, because private teachers are always come and go with an unspecified time, for example if a teacher has been accepted as a Civil Servant teacher, the teacher will move or transfer to a public school. Therefore, for the Social Security Administering Body, schools do not register collectively, but the teachers themselves register, then if they have received proof in the form of a payment receipt, the receipt is given to the school treasurer, then the school provides compensation for the payment paid by the teacher. There are special criteria for

recipients of the allowance, for example a teacher who has worked for a long time at Panjura High School and an educator who has had a gradual increase in work. For educators who excel, for example winning a competition held by the education office such as a sports competition, the school also provides compensation in the form of goods or money.

At Panjura High School, there is also a pay cut system. A salary cut is applied to permanent teachers, namely a deduction for holidays, the system is that the monthly teacher's salary is cut for savings, and given to the teacher again during holidays, the amount of which reaches 1 times the teacher's salary or commonly called the 13th salary. There is also a cooperative deduction, which of these deductions can be used for savings and loans in cooperatives.

#### **4. DISCUSSION**

At SMA Panjura, the amount of compensation does not affect the level of performance of the educators. The amount of compensation given at SMA Panjura does not affect the competence or performance of teaching staff in schools. The educators at SMA Panjura Malang are more concerned with the service process, for which they do not expect big rewards to the educational institution. Compensation given to employees greatly affects the level of job satisfaction and work motivation, as well as work results (Mangkunegara, 2009). To provide an excellent education to all students, states must not only ensure funding adequacy, they must also pay attention to resource equity how people, time, and money are allocated to create learning experiences that enable all students to succeed (Miles & Katz, 2018).

Compensation provided to teaching staff is not only in the form of monthly salaries, but there are other forms of compensation such as committee honoraria, and other incentives where if there are activities in which there are educators who participate as committees, the school will reward the educators. The payment of wages is not only in the form of money but also in the form of goods. Compensation is all income in the form of money, direct or indirect goods received by employees in return for services provided to the organization (Hasibuan, 2007). Compensation is a form of cost that must be incurred by the organization in the hope that the organization will receive rewards in the form of work performance from its employees (Sofyandi, 2013).

Meanwhile, the meaning of work incentives is an award in the form of money given by the leader to employees so that they work with high motivation and achievement in achieving organizational goals (Mangkunegara, (2007). Work incentives are the giving of money outside of the salary made by the party. organizational leaders in recognition of work performance and employee contributions to the organization.

The salary at Panjura High School is not in accordance with the Regional Minimum Wage in Malang City, due to the limited funds the school has. Organizations are prohibited from paying wages lower than the stipulated minimum wage. However, at SMA Panjura in this case it still does not meet the standards or policies in force and it is given that SMA Panjura was established to help people who want to go to school but lack funds. Then the educators at SMA Panjura never question the salary they receive because they work at Panjura High School based on community service.

The process of giving salaries at SMA Panjura is using 1 method, namely the multiple method. Compensation methods, namely: (1) single method, namely a method in which the determination of the basic salary is only based on the latest diploma of formal education held by employees; (2) the plural method, which is a method in basic salary based on several considerations such as a diploma, nature of work, formal education, and even family relationships determine the amount of a person's basic salary (Hasibuan, 2007).

So, the salary at Panjura High School is still based on the level of the position currently occupied by the teaching staff. If the teaching staff occupies a high level of position, then automatically the work that is covered will also increase and of course the salary that is earned is greater than the educator who has a low position. Several factors affect the amount of compensation, namely: (1) demand and supply of labor; (2) the ability and willingness of the organization to pay; (3) labor unions or employee organizations; (4) work productivity / employee performance; (5) living expenses; (6) employee position or title; (7) education level and work experience; and (8) the government sector (Sofyandi, 2013).

At Panjura High School the task of processing salaries or compensation for educators is a school treasurer. In the process of giving salaries to teaching staff, a treasurer calculates the teaching hours of an educator multiplied by the number of teaching hours. Regarding the time compensation system, where in the time system the amount of compensation (salary, wages) is determined based on time standards, such as hours, weeks, or months (Hasibuan, 2007). This time system is established if work performance is difficult to measure per unit and for permanent employees the compensation is paid on a periodic time system every month. So, the size of the salary received by an educator at SMA Panjura is based on the length of work.

Apart from salaries, SMA Panjura also provides several allowances for educators such as non-routine allowances, including allowances for teachers who are giving birth and allowances for teachers who are sick or health benefits. At Panjura High School, a salary cut system is applied to permanent teachers, namely a deduction for holidays, the system is that the monthly teacher's salary is cut for savings, and given to the teacher

again during holidays, the amount of which reaches 1 times the teacher's salary or commonly called the 13th salary.

## 5. CONCLUSION

The size of the amount of compensation received by the teaching staff at SMA Panjura has no effect on the quality of work, because of how much compensation they receive, the teaching staff at SMA Panjura work on a community service basis. The purpose of this compensation is to increase job satisfaction and motivation of educators in schools. Compensation provided to teaching staff in addition to monthly salaries also includes the provision of allowances for both the teaching staff and the provision of prizes for the achievements of the educators. The amount of salary given to teaching staff at SMA Panjura is not in accordance with the stipulated Regional Minimum Wage. This is due to the minimum funds the school has.

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