



Non-Financial Compensation In Improving Teacher Performance in Indonesia**Suheri & Yeni Tri Nur Rahmawati**

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Abstract

Giving compensation is one of the elements that need to be considered in the operational function of human resource management, because human goals in work are to get rewards in order to fulfill their life needs, including teachers. Such compensation can be in the form of money or satisfaction obtained from the psychological environment in which the teacher works. Revenue of appreciation and respect from all parties related to the process of administering education which is at least manifested in the form of proper and fair guarantees to encourage the spirit of life and motivation of the work of teachers in improving the quality of education.

Compensation is very important for teachers, this is because compensation is a source of income for them and their families, besides that compensation is also an impact on the psychological condition of the teacher himself in carrying out his duties as an educator. Compensation received by teachers can be grouped into financial compensation and non-financial compensation. Financial compensation is compensation received by teachers in the form of money which includes salaries, incentives, and benefits. while non-financial compensation is compensation in the form of non-money which includes opportunities for teachers to get promotion of career advancement, self-development, and the atmosphere of the work environment.

Keywords: *compensation, non-financial and performance*



Introduction

The teacher is a pilot project in education in Indonesia. Because success is not a teaching and learning process, it cannot rule out the main role of a teacher who is a facilitator and stimulator so that students have the desire and enthusiasm to increase knowledge, but besides that there are several sources that support the teaching and learning processes that support each other. Because the teacher is a professional job that cannot be owned by people who are not teachers. "A teacher is a person who is tasked with the responsibility of helping others to learn and behave differently" (Cooper, 1990).

While education is the main one that has a major role in determining the direction of the country. Because the education given to the generation of the nation is a future investment that can only be received a few years later. Success in education carried out in a country is very much determined by the system that has been approved. now Indonesia has tried a lot to reform its education performance. Until the start of 2003 it has changed twice the fundamental changes in the world of our education to explore looking for its identity.

This improvement is not only done by School Education Management, namely the teaching tools used to guide the teaching. Education staff also increased standardization. Due to the issuance of teacher and lecturer laws, education in Indonesia is conducted to screen educators who have long worked together to educate the generation of the nation. The "launch" of this law does not mean that the government does not believe in the ability of teachers in Indonesia, but has the aim that educators in Indonesia have competitive readiness and teaching needs. Even the teacher certification program is also carried out to meet the target of professional teachers by equating professional jobs such as doctors and architecture.

Now, the government's goals have led to a lot of improvement and finding the status of education that will be used for the next era. Even though it is still far from perfection. Furthermore, all the requirements of the teaching staff have been fulfilled both in orderly aspects of administration and stratification of education levels in accordance with established laws.

So that the next step needs to be a policy from the government to improve the welfare of educators through a compensation that is appropriate and in accordance with professional positions and the effort that has been attempted previously. These efforts have a goal so that educators have stimuli to always improve quality and professionalism themselves (Qomar, 2007).

So that compensation is one of the elements that need to be considered in the operational functions of human resource management, because the purpose of humans in work is to get rewards to meet their needs, including teachers. Such compensation can be in the form of money or satisfaction obtained from the psychological environment in which the teacher works. Because the teacher should get appreciation and respect from all parties related to the process of implementing education which is at least manifested in the form of proper and fair guarantees to encourage the spirit of life and motivation of the work of teachers in improving the quality of education



Method

This type of research is a library research with a qualitative approach. Data collection techniques used in this study used documentation and observation of several references. The flow in the data analysis used uses three concurrent and continuous stages during and after data collection including (1). Data reduction, (2). Presentation of data and (3) drawing conclusions. While the analysis used in this study uses descriptive reflective thinking.

Discussion

Factors of compensation

Compensation is a reward that can be in the form of money and given continuously. For example, salaries, benefits, housing facilities, incentives, vehicles and others. "Compensation" is one of the challenges that must be faced by Management ". Managers must be extra careful in facing this problem because it is very sensitive (Qomar, 2007). Employees also have a lack of tendencies. And like to compare the welfare of other educational institutions. Meanwhile, in certain cases the welfare of other institutions has never been compared with the advantages in the institution itself.

Compensation matters can be more complicated in private Islamic education institutions because of limited financial capabilities. Meanwhile, in state Islamic education institutions because they are bound by the formal rules of State financial administration. such as the provision of holiday allowance benefits. In terms of social benefits, this is a good policy, as a form of concern for employee issues, but in the administration of state finances, this is a violation, because there is no legal umbrella that allows this.

In Islam compensation gets great attention. This welfare can be both material and non-material. Material welfare can be in the form of money or goods. Whereas non-material welfare can take the form of Praise. Speed in giving salary, respect and so on. In its history, teachers, lecturers and employees in Islamic educational institutions and in Islamic countries were provided with baitul mall (a kind of public treasury office). Or from the income of the waqf bodies. Which is a financial institution has great potential to finance the needs of educational institutions.

There are several considerations for a manager before setting compensation to the teacher by considering one of the following: first, performance factors, performance here is a very dominating aspect in evaluating an educator. Because this is very easy to evaluate. That is like crafting, discipline, readiness to teach and the extent of its concentration on mandated tasks. Second, Work, The work here can be understood as writing, as well as other scientific works that are in accordance with the profession that has been occupied. By calculating how many works have been produced, this can also be used as a reference to provide appropriate compensation in accordance with its efforts. Besides that the work is also in the form of media created in learning. Because it also shows the teacher's creativity in learning. Third, Seniority. This also needs to be used as a reference in giving rewards to a subordinate in an institution. Although the



professionalism of the teaching staff cannot be measured by the long service period. Not a few younger teachers are even more energetic, have high motivators, great willingness to be better. Giving compensation by looking at this seniority does not mean the system rotates but is also adjusted to the position of stratification. Fourth, Skill, this is interpreted as a skill in a teaching, because teaching is an art in the aspect of forming good human beings. The art also lies in the aspect that not all teachers are able to make students understand. Because many teachers are mature in aspects of the theory but experience weaknesses in providing understanding to students.

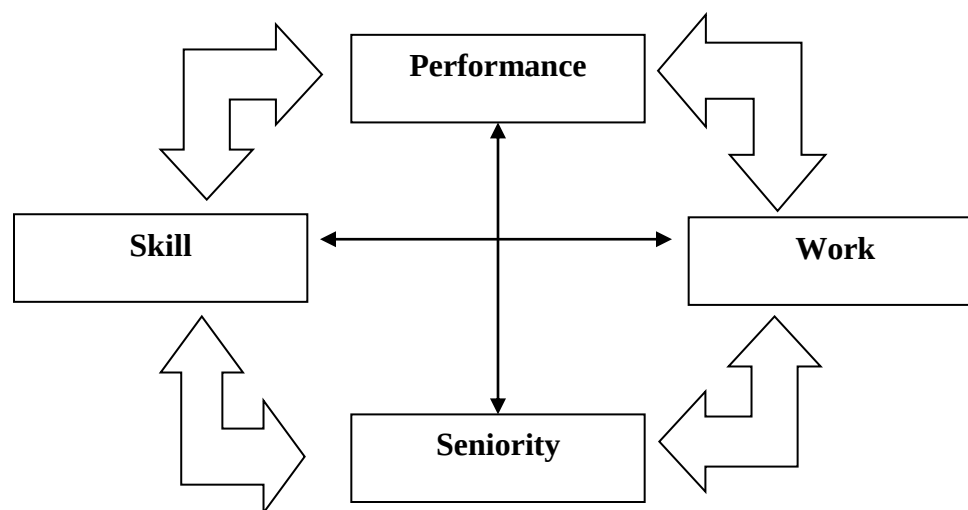
After the teacher makes a lesson plan, the next task of the teacher is to carry out learning which is one of the activities in the school. The teacher must show the best appearance for his students, the explanation is easy to understand, his scientific mastery is correct, master the methodology, and the art of student control. A teacher must also be able to be a good study partner for his students so that students feel happy and motivated to learn with him.

While the teacher in such conditions acts as a source of learning (learning resource) for students. Students will learn what comes out of the teacher's mouth. Therefore, there is a saying that no matter how smart the students are, it is impossible to defeat the teacher. Moreover, coupled with technological advancements, the teacher needs to improve competence in the teaching process (Sanjaya, 2017).

According to Herawan and Hartini concluded that:

Management of educators and education personnel is an activity that must be carried out starting from the teaching staff and education that goes into the education organization until it finally stops through the HR planning process, recruitment, selection, placement, compensation, awards, education and training / development and dismissal (Herawan and Hartini, 2018).

Compensation scheme in increasing teacher compensation





Types of Compensation

The compensation given by the teacher is to have a goal so that the teacher has a high motivation to always upgrade themselves. There are two types that can be given by a manager, namely: first, intrinsic compensation (not periodic). This compensation is an abstract compensation given to subordinates, it is also possible that such compensation is given directly without going through formal forums or policies that can be felt by all subordinates. This compensation includes: (1) Coaching, this is direct guidance given to subordinates. For example there are things that are not known by new teachers, namely new teaching or new in the sense of holding subjects or additional tasks in school. (2) Wisdom, Wisdom which is decided by a manager to avoid social jealousy between one employee and another employee. So, this compensation is in the form of a togetherness-oriented policy. (3) Responsibility, this manager in carrying out the task must have a large responsibility, because a manager's responsibility will ultimately be felt by subordinates as the person who is borne by his existence in the lead agency. (4) Professional development, this can be in the form of job development and scientific development. A manager needs to always develop scientific capacity that is owned because science is always developing. Likewise students also need to receive up-to-date knowledge as revealed by Cooper: "A Professional is a person who possesses some specialized knowledge and skill, can one be is particularly appropriate in a given situation "(Cooper, 1990).

Second, extrinsic compensation (periodic). Periodic compensation is more on material aspects which have two components, namely:

Periodic compensation given directly which includes (1). Salary. although the rights that must be granted by all school civil servant teachers also need to strive. Although in essence the salary is a government gift, but that does not mean managers in schools do not have a share of compensation. Compensation can be in the form of timely salary. And for private schools the existence of this compensation is very much felt because the entire policy is in the foundation related to the amount of honorarium that will be given. (2). Vacation and Recreation. This kind of compensation is needed by a teacher. Because the work period is carried out intensively and monotonically it is necessary to refresh the brain to experience recovery of brain cells after one semester or one year doing the learning process. (3). Incentives, incentives here are in the form of additional wages provided by institutions related to additional tasks such as homeroom, deputy head of curriculum, finance, facilities, student affairs and others. Likewise with additional tasks such as semester implementation, examinations, extra-curricular activities. All of that is part of the steps to improve the welfare of the teacher.

Periodic compensation provided indirectly includes: (1). Insurance, To add greater attention to educators. A manager needs to provide insurance. But this is actually difficult to implement in Indonesia given the economic conditions that are still not stable. But at least a manager can provide convenience. (2). Giving opportunities (job vacancies) Reward given by managers here is in the form of assistance to subordinates to upgrade positions in the profession. This means that a head provides convenience and an opportunity to raise rank to the teacher. Of course it needs to be shared by the principal in expanding the network. (3). The duty of the



Office, the official task referred to here is the assignment to the teacher to take part in scientific activities such as seminars, workshops, workshops, studies and teacher meetings.

Conclusion

After we review a little about compensation we can take a red thread. That "compensation" for employees is needed with a variety of positive considerations of course. Namely in addition to stimulating so that teachers always experience changes in a better direction for themselves and for students.

The compensation given by a manager is very varied. Can be material or non material. Which basically can be in the form of assistance for the welfare of the teacher itself. Or motivation, guidance, and direction to employees or teachers to create teachers and employees who have professional and capable performance.



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