

# **Model Reward, Punishment, Employee Engagement dan Peningkatan Kinerja Perusahaan Jasa Keuangan (Kasus PT. Diva Cash And Credit Bandar Lampung)**

Rosma Wati)<sup>1</sup> dan Anuar Sanusi)<sup>2</sup>

## **ABSTRAK**

Perkembangan dunia bisnis yang semakin meningkat mendorong semakin tinggi juga tingkat persaingan dalam bidang usaha, masalah yang dialami perusahaan semakin kompleks, karena perusahaan akan menghadapi lebih banyak pesaing. Setiap perusahaan akan menyusun strategi terbaik untuk dapat bersaing, terutama dalam meningkatkan kinerja karyawan. Reward, punishment, dan employee engagement merupakan aspek penting yang perlu diperhatikan manajer perusahaan. Penelitian ini bertujuan untuk mengetahui pengaruh secara simultan maupun parsial reward, punishment, dan employee engagement terhadap kinerja karyawan. Penelitian ini menggunakan metode kuantitatif dan sampel sebanyak 30 karyawan PT. Diva Cash and Credit Bandar Lampung. Instrument penelitian yang digunakan adalah kuisioner. Analisis data menggunakan Regresi Linier Berganda. Hasil analisis menggambarkan reward, punishment, dan employee engagement berkorelasi dengan baik. Hasil analisis penelitian secara simultan reward, punishment, dan employee engagement berpengaruh signifikan terhadap kinerja karyawan. Secara parsial reward, dan employee engagement berpengaruh signifikan terhadap kinerja karyawan, dan punishment tidak berpengaruh terhadap kinerja karyawan. Sebaiknya manajemen PT. Diva Cash and Credit terlebih dahulu memperbaiki reward, punishment, dan employee engagement sehingga dapat meningkatkan kinerja karyawan. Kata Kunci: Reward, Punishment, Employee Engagement dan Kinerja Karyawan.

***Kata Kunci: Insentif, Merupakan Ancaman, Keterikatan & Kinerja Pegawai***

## **ABSTRACT**

The more increasing of business world development, the higher of competition level in business fields. The problem in the company is more complex because the company face many competitors. Each company manages the best strategy to compete, especially in increasing employee performance. Reward, Punishment and Employee Engagement are the most important aspects which must be considered by the company manager. The aim of this study was to know the simultaneous and partial effect of Reward, Punishment and Employee Engagement on Employee Performance. This study used quantitative method and the sample as 30 employees at PT. Diva Cash and Credit Bandar Lampung. The research instrument used was the questionnaire. The data analysis used multiple linear regression. The research result shows that Reward, Punishment and Employee Engagement were correlated well. Simultaneously, research analysis result showed that Reward, Punishment and Employee Engagement significantly influenced Employee Performance. Partially, Reward and Employee Engagement significantly influenced the Employee Performance and Punishment did not influence the Employee Performance. It is suggested to PT. Diva Cash and Credit to fix the Reward, Punishment and Employee Engagement in order to increase the Employee Performance.

Keywords: Reward, Punishment, Employee Engagement, Employee Performance.

## PENDAHULUAN (INTRODUCTION)

Perkembangan dunia bisnis yang semakin meningkat mendorong semakin tinggi pula tingkat persaingan dalam bidang usaha, masalah yang dialami perusahaan semakin kompleks, karena perusahaan akan menghadapi lebih banyak pesaing, namun perusahaan dituntut untuk dapat mencapai penjualan produk sesuai dengan target yang diharapkan melalui peningkatan kualitas pelayanan sumber daya manusia yang maksimal terhadap konsumen sangat diperlukan dalam menjaga dan meningkatkan kualitas perusahaan. Dalam usaha pencapaian tujuan perusahaan perlu didukung oleh kinerja karyawan yang baik dalam perusahaan tersebut, kinerja karyawan adalah hasil kerja secara kualitas dan kuantitas yang dicapai oleh seorang karyawan dalam melaksanakan tugasnya sesuai dengan tanggung jawab yang diberikan kepadanya (Mangkunegara dalam Tangkuman dkk 2015). Strategi atau kebijakan yang dapat digunakan dalam upaya meningkatkan kinerja karyawan yaitu melalui *reward*, *punishment*, dan *employee engagement*.

Model kinerja karyawan yang edeal merupakan kinerja yang tidak terdapat suatu kesenjangan antara realita dan harapan, atau sebuah kinerja yang timbul karena tidak adanya tantangan, kesangsian dan kemenduaan arti. Sejalan dengan tujuan yang dicapai dalam penelitian mengukur pengaruh *reward* terhadap kinerja karyawan pada dan *punishment* terhadap kinerja.

## THEORETICAL FRAMEWORK AND PROPORSITION

### **Theoretical framework**

E-Governance Based college will work optimally when focus and adjust to global standart towards college change of role in governance business process with focus towards research institution and devotion to society, entrepreneurship education and human resource development capacity. Governanve business process are a strategical method to create a competitive college. There's a lot of literature from the informan that used in study variable which is described in this article, that is:

### **Reward**

Henri Simamora dalam Koencoro, dkk (2006) "*reward* merupakan insentif yang mengaitkan bayaran atas dasar untuk dapat meningkatkan produktivitas para karyawan guna mencapai keunggulan yang kompetitif".

Nawawi dalam Febrianti, dkk (2014) "*reward* merupakan usaha menumbuhkan perasaan diterima (diakui) di lingkungan kerja, yang menyentuh aspek kompensasi dan aspek hubungan antara para pekerja yang satu dengan yang lainnya". *Reward* merupakan sebagai bentuk apresiasi usaha untuk mendapatkan tenaga kerja yang profesional sesuai dengan tuntutan jabatan diperlukan suatu

pembinaan yang berkeselimbangan, yaitu suatu usaha kegiatan perencanaan, pengorganisasian, penggunaan, dan pemeliharaan tenaga kerja agar mampu melaksanakan tugas dengan efektif dan efisien. Sebagai langkah nyata dalam hasil pembinaan maka diadakan pemberian *reward* pegawai yang telah menunjukkan prestasi kerja yang baik (Handoyo dalam siahan 2013).

### Punishment

“*Punishment* merupakan ancaman hukuman yang bertujuan untuk memperbaiki karyawan pelanggar, memelihara peraturan yang berlaku dan memberikan pelajaran kepada pelanggar” (Mangkunegara dalam Tangkuman, dkk 2015). *Punishment* merupakan tindakan menyajikan konsekuensi yang tidak menyenangkan atau tidak diinginkan sebagai hasil dari dilakukannya perilaku tertentu (Ivancevich, Konopaske, dan Matteson dalam Tangkuman dkk 2015). Secara umum *punishment* dalam hukum merupakan sanksi fisik maupun psikis untuk kesalahan atau pelanggaran yang dilakukan. *Punishment* mengajarkan tentang apa yang tidak boleh dilakukan (Tirtaatmidjaja dalam siahaan 2013).

Pendapat tersebut senada dengan Ali dalam siahaan (2013) yang mengatakan bahwa *unishment* diartikan sebagai suatu konsekuensi yang tidak menyenangkan terhadap suatu respon perilaku tertentu dengan tujuan untuk memperlemah perilaku tersebut dan mengurangi frekuensi perilaku yang berikutnya.

### Employee Engagement

*Employee engagement* merupakan keadaan psikologis di mana karyawan merasa berkepentingan dalam keberhasilan perusahaan dan termotivasi untuk meningkatkan kinerja ke tingkat yang melebihi *job requirement* yang diminta (Mercer dalam Ramadhan dan Jafar 2014) Schiemann dalam Rustono dan M. Fattah (2011) *employee engagement* dapat berupa kerelaan untuk melakukan advokasi atas nama tempat perusahaan, hal ini mencakup kerelaan mempromosikan perusahaannya, membeli bahkan berinvestasi pada perusahaannya.

Robinson dalam rachmawati (2013) *employee engagement* merupakan sikap positif yang dimiliki karyawan terhadap organisasi tempat ia bekerja serta nilai-nilai yang dimiliki oleh organisasi tersebut. Dengan demikian, dalam konsep *employee engagement*, terdapat hubungan dua arah antara karyawan dengan perusahaan. Rasa keterikatan karyawan/*employee engagement* meliputi rasa antusiasme/gairah dan komitmen yang membuat seseorang mampu menginvestasikan dan mengembangkan usahanya secara berkelanjutan sehingga dapat mendorong kesuksesan perusahaan, dan hal ini tidaklah sama dengan kepuasan karyawan (BlessingWhite dkk dalam Rachmawati 2013) sehingga kepuasan maksimum haruslah sebanding dengan kontribusi maksimum.

### Kinerja Karyawan

Kinerja diartikan sebagai : Hasil kerja secara kualitas dan kuantitas yang dicapai oleh seorang pegawai dalam melaksanakan tugasnya sesuai dengan tanggung jawab yang diberikan kepadanya (Mangkunegara dalam Tangkuman, dkk 2015).

Kinerja adalah perilaku yang nyata yang ditampilkan setiap orang sebagai prestasi kerja yang dihasilkan oleh karyawan sesuai dengan perannya dalam perusahaan (Rivai dalam Tangkuman, dkk Hasibuan dalam Koencoro (2006) “kinerja merupakan suatu hasil kerja yang dicapai seseorang dalam melaksanakan tugas-tugas yang diberikan kepadanya”. penelitian kuantitatif.

Menurut Sugiyono (2015:3) penelitian kuantitatif adalah penelitian dengan memperoleh data yang berbentuk angka atau data kualitatif yang diangkakan.

Hasibuan dalam Koencoro (2006) “kinerja merupakan suatu hasil kerja yang dicapai seseorang dalam melaksanakan tugas-tugas yang diberikan kepadanya”.

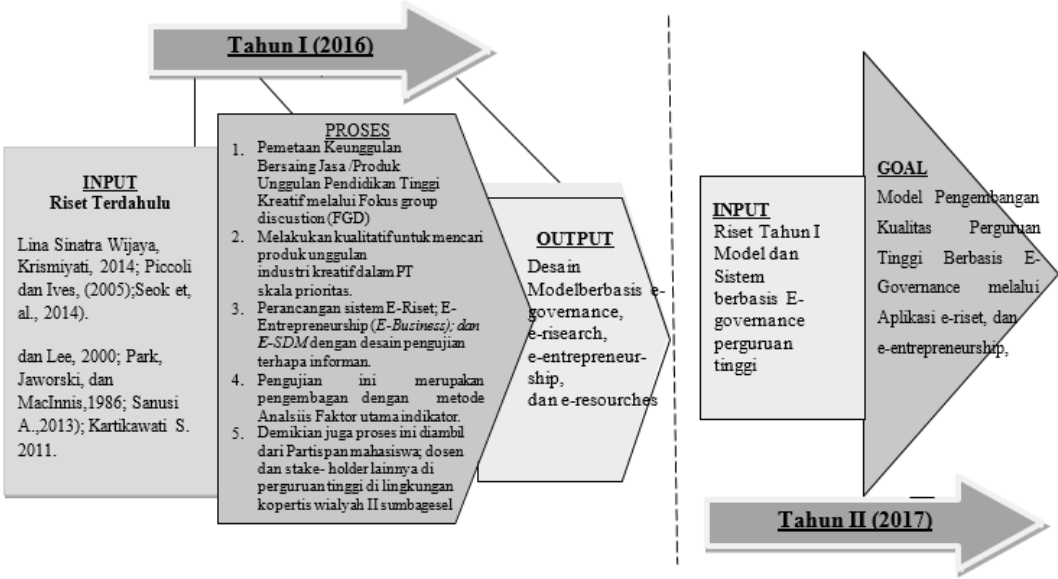
## **Previous Research**

Previous research show, that according to Sanusi, A (2013) an effective model was formed when managing a private college, that is : college quality standard model, human resource development, and change of college management based on quality. While research results also can show the main factor in quality policy implementation, and increasingly measurable of quality policy. Alttbabach and Knight Theory in Journal of studies ini Internatioanl Education, Vol. 11 No.3/4, Fali/ Winter, 2007. Change paradigm is college change of role that caused by globalization influence, human resources scarcity to respond the change precisely, science and technology that developing really fast, and entrepreneur culture development. According to Piccoli and Ives, (2005), technology information existence from competitive advantage are one of the most basic concept and initiation to support the continuation of those competitive advantage. Efficiency of administrative activities will be created with the application of technology information (Min-Seok et, al., 2014). System information utilization through offive services virtually will increase the quality of office services better to all of the skateholder that will give competitive advantage, especially for college (Pasaribu, Yusepaldo et all., 2015).

## **Research Proporsition**

E-governance based college realized when management optimally focus on research institution organizing, entrepreneurship education, and resource development are a strategical method in effort to create a competitive private college. E-research model, e-entrepreneurship, and e-resources right now are a new issue along with digital online based science and technology. This encourage the researcher to develop e-research, e-entrepreneurship, and e-resource based on private college e-governance in effort to create a new business man from academics, international index scientific publication, and create a human resource that have a competitive advantage.

Picture 2. E-research, e-entrepreneurship, and e-resources model and system information.

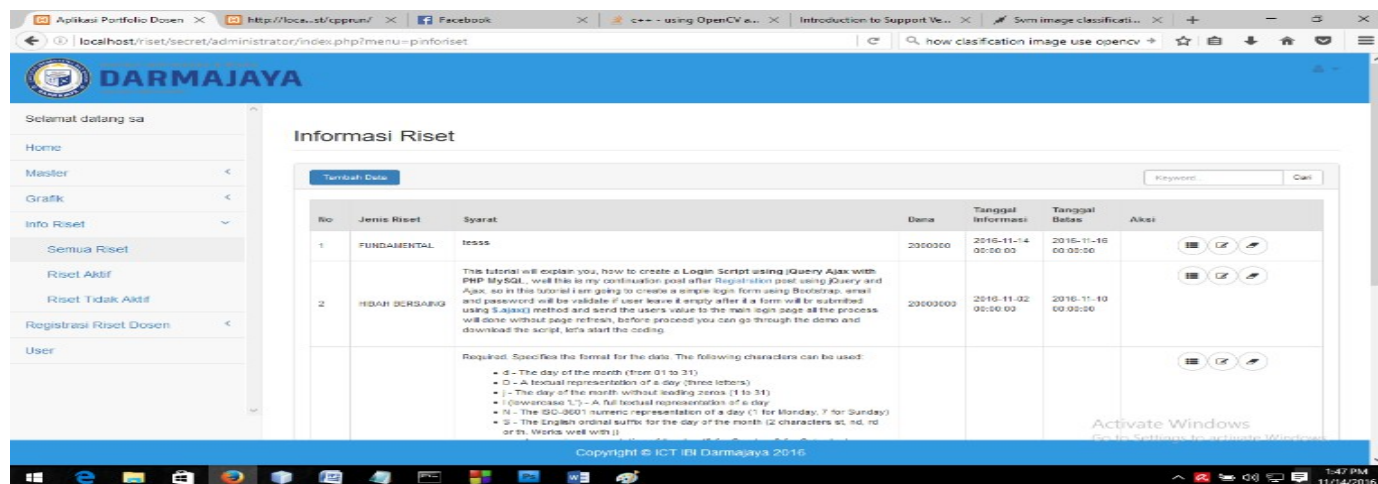


**METODE PENELITIAN (RESEARCH METHOD)**

Research method that was used is qualitative method, that is literature study, observation, and interview with the related person with college strategy. The presentation can be attributed with researcher’s avhievement that could be use for reference to continue research activities that will be proposed and will be done during the study period. This data collection technique based on instruments with observation and interview technique and Focus Group Discussion (FGD), so applied to the respondent to reviewing the readiness and problems that college faced especially the shift in the growth of entrepreneur among college. This interview aims to explore various matters relating to the college quality problems. Data collecting phase in the field of this research using a technique that Moleong (2000:85-103) developed, can be divided into three that is : pre field stage, field work stage, and data analysis stage.

## DATA ANALYSIS AND DISCUSSION

Based on the study of this research will bring up a few of developing model that is application research program in private college. The shape of the model design, is “Strategy to win a superior college based on e-governance through e-researchers application (picture 3).



### E-Researchs Application

Research results show that through this article the formation of a strategy model to win the superior and competitive college based on e-governance through research, creating entrepreneurship, and resource development; realized the development model of LPPM information system with the *e-researchpts* application ([e-fortopolio.darmajaya.ac.id](http://e-fortopolio.darmajaya.ac.id)) is a research application program in private college in order to support the researcher competitive quality; entrepreneurship education system concept is relevant with the college character and condition right now. The conclusion from this study results is “model of the college flagship approach based on e-governance is an effective model to decide which strategy that the college have to choose to win the competition between college at South Sumatra.

### Internal Quality Audit System

Research capacity development is done with one of internal management. Evaluation is periodically done comprehensively with considering unit performance aspect, contribution to the performance, the overall academic reputation, and the effectiveness of unit

implementation. Overall evaluation is need to be done periodically to optimize the quality assurance system which can be used for an accurate development for each work unit. The formulated development in the main effective model doen in this research is the capacity research , entrepreneurship education, and human resource model. Relation and development urgent with the internal quality audit that also an evaluation tools under the coordination of quality assurance agency in the national and international level. private college required to keep make an effort to build a cooperation network with an agency, college, government, or an industry. This effort is realized through intensification and extensification. Intensification with an optimalization cooperation between college. Meanwhile the extensification is done through development of a new cooperation either in national or international level.

### **College Quality Development Model Based on e-Governance Through Research**

Research development that have been adjusted with the college location and community, for example the college location is on the coastal areas then the focus research is about marine, human resource development for the coastal communities, and also seaweed potential business. While to publish research on : (a) International journals; (b) Upload to the internet; (c) International association or communities research. The ideal approach to develop the research focus is depend from how LPPM adjust to the development of globalization era that in this matters refers to international standard (Word University Criteria) and research approach that adjust with college location and communities located. Data integration from a lot of source are a measure from a research that the output finally decided from novelty, that started from bibliography and an unfinished method. In line with Sunu Wibirama, (2011) Scientific Writing and Research Coaching is the most hardest things to defend in a research when in a test or in a monev, that is a question about “novelty” and research contribution, either for advancement for science or for society generally. In the first part of a research, it is necessary to list general terms, then when it goes deeper, the things are getting narrower and narrower. In the discussion part, research results and conclusion, that general terms are re-listed and linked with the research that has been done.

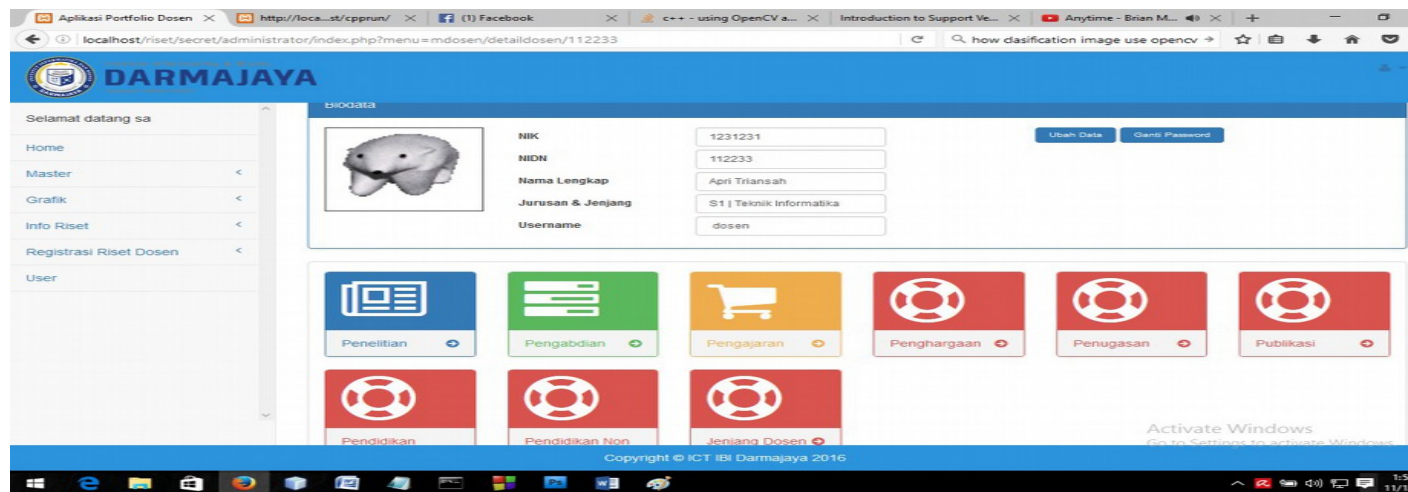
## **Developing A Private College Management Model Based On E-Governance**

To develop a college management model based on e-governance there is a main element that have to be considered, that is the variable that is in direct contact with the policy in the research mapped into : (a) Research Policy. When starting to manage research performance should begin by formulating the research role as the college policy which is expressly stated in the statute, college development master plan and strategic plan and research master plan; (b) Build researching motivational condition. The main key in the first step for a college is the establishment of an institution that sepecifically manages the research. The other key is ensure that the program is working or not, required the speed to respond and expertise of management and personnel managing research institution to prepare the proposal as a training provider; (c) Education concept. Research institution need to developed by a person that have a high work ethic; (d) Research funding. Related with the value of lecturer performance quantity, more and more research that been funded by non-grant fund, such as institution, then the greater the contribution to the score of research performance; (e) Incentive to research outcomes. LPPM role in boost lecturers to work so they can can fill the component of research outcome; (f) Institutional Network Institutions; (g) Operator support. Research institution's operator can't be separated from research activities. Reliability of simlitabmas operators in managing the data is really determine in reporting the research performance; (h) Lecturer's portfolio. Operator' job related with cluster madya must fill and upload research performance every single year. The data needed from the lecturer's portfolio is vital; (i) Journal management. Online website migration; (j) non-grant scientific forums and non-grant textbooks

## **College Quality Development Model Based On E-Governance with Research Application Program**

Studies in this research will be generated some od development model, that is research application program in private college. The shape of design model in question is "Strategy model to win the superior college based on e-governance through e-research application that could be seen below (picture 4).





**Picture 4. Lecturer Dashboard Data Page**

### **Research Development Model**

Research method that was used is qualitative method, that is literature study, interview, and distribution of questionnaires to the interviewees in four province/city on South Sumatra, as well as model analysis. The next method that was used is quantitative method, this method is to measure the college performance parameter and the growth of entrepreneur from college. Based on research from the first, second, and the third year, quality model of the higher education based on e-governance has been developed through focus research, entrepreneurship and resource/capacity development in private college. Research dharma become the most vital part in college to realize academic scientific college. The real form that have been expected by college is make a lot of inovation invention through research activities. Through this research college can develop itself and give contribution to development of science field and application in various renewal efforts. The concept that the college needed is efficiency and a concept based on e-governance or visual. Fundamental concept that is related to private college existence, applied a virtual model to support every integrated activity to all of work unit. College through some concept.

### **Build an *E-researchpts* Application**

In the development of information systems right now, the concept of E-Research will develop, and there will be a lot of organization use it in college business process. E-Research is an integration from practical management with technology application. The first step, researcher team exploration do some exploration to some private colleges. Exploration is conducted, aiming to identify E-Research application that needed for private college that has implemented technology information already. The second step is, validation to some college with in-depth interview. This validation aim is to give confirmation about the proposal of prototype model of E-Research application that comes from research results that have been implemented in private college. In-depth interview is done to a chosen college to be the informan of this research which is : Head and staff of the internal quality assurance unit, Rector/Chairman/Director/Dean/Vice Dean/Head of Program; Vice Rector; Quality control group; Expertise Group; College student/alumnus; and Lecturer, as well as propammer. The third step, after exploration and validation is already done, now is the designing method for the prototype of E-Research application for private college. Designing the prototype of E-Research application starts with model proposal, and data stream identification in a data flow chart that developed with Aplikasi Microsoft E-Research application and E-Journal National Accreditation.

### **The Design of The Target Indicators of The Research Field**

Description of the intended field of research which is the ideal standard for doing so in order to increase the amount and research activities always on the runway, so it is compulsory and common to be follow by another leading college in the world generally and for private college specially.

The target area of the lecturers/expertise group research field indicated is the right thing caused by lecturer is an implementers for Tri Dharma College, teaching, researching, and devotion to society. Lecturer with qualified academic have the competence to wide spread the knowledge, search, and test the truth through a systematic scientific method, so it could make an important contribution in implementation and development of Tri Dharma college. From the side of institutional group, their aim is work unit of research institution that also

becomes the target areas of expertise services needs to be developed in a sustainable manner.

### **College Quality Development Based On E-Governance through Entrepreneurship**

Tips to start entrepreneurship again for college student. There are a few tips that can be reference to become an entrepreneur : (1) study the background of friend of one generation; (2) find a friend that can be invite to compromise, close enough, or even best friends, and also have the same spirit to start a business; (3) find reference or book about how to study programming language that used an example how to build an application or system information management that have a complete case study. If you didn't find it try to search it through open source, check it on sf.net and famous network like Esco, or you just can search it on google; (4) now start to learn system information management, learn it from how to do a simple coding, and add some necessary function; (5) build a product such as software that are ready to offer, eventhough it's simple and the engine is copied from an example in the textbooks or from open source; (6) success is implemented; (7) don't get satisfied just from that, make a site for promotion; (8) update banner and brochure is recommended, and organizing system information management and then implement it; (9) prepare the portfolio with the application based on feedback from the model you already used; (10) fix the user inter face, make it better and more unique than before, give a new version so it's easier to start an offer for superior product from college student; (11) If you already done with one product, keep fix that product until its feature is complete. Analysis from these eleven steps, is that a college student who just start entrepreneur can become a professional entrepreneur.

### **The Ins and Outs of Entrepreneurship**

Entrepreneur is someone who made decision that help to create a free economic system .

Entrepreneurship career have its own satisfactory . Entrepreneurship idea is an understanding about important aspect before starting a business . There's a lot of consideration when you

try to defend entrepreneurship spirit. This few years, intrapreneurship topic is becomes a trending topic. Discipline of entrepreneurship and its growth in economic theory, a study about entrepreneurship is emphasized to identification at a good chance. Competitive environment and strategy against a new competitive environment.

Benefits include; (a) Develop the college network, communicate a current development; (b)

Research results is need to be in line with eradication of poverty, unemployment, and underdevelopment. The benefits in entrepreneurship, is (a) making entrepreneurship as an alumnus quality improvement solution; and (b) take advantage of the momentum of information technology as a toll for business development.

### **Leading Research College Based On E-Governance Entrepreneurship**

Entrepreneurship development based on e-governance in private college that poured in preparation of *Road-Map Research*. This *Road-Map Research* preparation background is based on potential resource that includes into human resource in college, then to create a product, college includes in entrepreneurship, that efficient, low risk, also easy and affordable for every people. Other factors that underlie the preparation of this research plan are in line with the existence of the college vision and mission and center of entrepreneurship that very potential in entrepreneurship development in college level, as well as a few research about entrepreneurship, including its preclinic test which leads to the development of an effective, economical, and beneficial formulation technology for the community. The basic foundation used in entrepreneurship development, preclinics test, and clinics test, is the search for technological solutions that take into account the characteristics of entrepreneurship, benefit, and efficiency.

### **The Concept of Competitive Research Based On E-Governance through Entrepreneurship Education**

One of the most important role that the college hold is to answer the challenge, that become more complex this time, that is the occurance of paradigm shift in the development of culture of entrepreneurship. While college this time is just creating a job hunter, not a job maker, even though this country needs more job maker, rather than job hunter. According to Sunarya, Abas PO., and the others (2010: 125-126), if the job maker is more than the job hunter, that means a country can importing labour to other country not the other way around. Related to what Sunarya and the others said, the existence of a college who teach a job maker candidate is very needed at this time. It's time for the college to focus to teach its student to become a job maker rather than job hunter, through "Curriculum" and "System" that created by the entrepreneur. Special characteristic model that relevance to private superior college concept is building a brand called "Brand Essence". The main concept to grow technopreneur global in private college, is (a) Brand Personality (brave, active, imaginative, and up to date), (b) brand behavior (creative, smart, active, ambitious, and spontan), (c) brand tone of voice, (d) benefit brand, (e) commitment to brand promise, (f) brand story, (g) consistency to brand communication, and focus on brand message, and (h) defend the brand name.

### **Design Model of Private College-Based E-Governance Strategy**

Graduates that the college must prepare is expected not just master the knowledge, technology, or arts on a specific fields, but also master the other skill, such as communication skill, the ability to think logically, etc., that skill is called softskill.

All the material from the informan, especially material related to courses of all study program integrated with softskill and entrepreneur characteristic. The model that have been developed to grow an entrepreneur spirit from the college, that is build and implement softskill model.

### **Building Entrepreneur Education Strategies and Programs**

Creating an application e-entrepreneurship which is derived from the current information system development model, that way e-entrepreneurship will develop and there will be a lot of organization that use it. E-entrepreneurship is an integration from practical research organizing with technology application. Exploration done with the purpose to identify e-entrepreneurship application that is needed for college. Validation to some college with indepth interview method. This validation have purpose to give proposal confirmation about E-Researchpts application prototype model that comes from research results system information that have been implemented in private college. After the exploration and the validation step is done, next is designing the prototype of E-Entrepreneurship for private college. This designing step is start with a proposal model and data stream identification in a data flow chart that have been developed with using an application called Microsoft E-Entrepreneurship Application.

### **Design of The Target Indicators of The Entrepreneurship Field**

Description of the intended field of research which is the ideal standard for doing so in order to encourage entrepreneurship education activities in college, so the amount of the entrepreneur is also increasing. A group of student affairs becomes the target of college student competence to become an entrepreneur from college. The relevant mapping model to support student development direction in the field of student affairs, that is skill development according to their respective task fields, that has been supported by certification programs; student development direction that was supported by Attachment to Research Groups; and and the other student development direction that have been already supported is go-international with the form of support of student exchange program. Based on the results of this study, it can be formulated, indicators as a standarad reference of competitiveness of college.

### **The Development of The Quality of Private College Based On E-Governance through A Human Resource Approach**

Human resource development in college, that is (a) maximize the knowledge power and human resource skill; (b) build a solidly and change commitment; (c) do something that is easy and cheap, but have a big enough influence, such as English course for all lecturers. Development capacity research done one of them with internal management. The evaluation is done periodically and comprehensively with considering performance unit aspect, contribution to the performance and overall academic reputation, and also the effectivity of unit management.

### **Build Strategies through Human Resource Capacity Management Programs**

Based on the studies of this research, will be raised a few development model, that is research application program in private college. The form of the design model in question, is “Model strategy to win superior college based on e-governance through e-resourcesdm and e-fortopoliosdm”.

### **Build An E-Resourcesdm and E-Fortopoliosdm Application**

In the growth of system information, right now e-resources and e-fortopolio concept will be developing and there will be a lot of organization that use it. E-Resources and E-Fortopolio are an integration from research practical management with technology application. In other words, *E-Resources* and *E-Fortopolio* system is the computer based system that able to help managementso they can managing the resource they have. The first step. research team exploration do some exploration to some private college. The purpose of this exploration is to identify *E-Resources* and *E-Fortopolio* application that the private college need. The second step, is validation to some college using in-depth interview. The purpose of this validation is to give proposal confirmation for prototype of *E-Resources* and *E-Fortopolio* application. In-depth interview is done to a chosen college to be the informan of this research which is : Head and staff of the internal quality assurance unit, Rector/Chairman/Director/Dean/Vice Dean/Head of Program; Vice Rector; Quality control

group; Expertise Group; College student/alumnus; and Lecturer, as well as programmer. The third step, after exploration and validation is already done, now is the designing method for the prototype of *E-Resources* dan *E- Fortopolio* application for private college. Designing the prototype of *E-Resources* dan *E- Fortopolio* application starts with model proposal, and data stream identification in a data flow chart that developed with using *Micsoft E-resources, E-fortopolio research dan E-comers* application.

### **College Human Resources Capacity**

Aspects of concern are vital to improving the capacity of human resources, that is: start from education point of view, academic position, the rights as lecturer that recognized by country. Variable development model of resources and capacity with a strategic dimensional position: is to maximize knowledge power; human resource skill; solidity build; change commitment; and efficient and effective activities. Analysis results with an approaching model analysis SWOT quality target human resource teaching development field, can be downgraded to become a major indicator as a college GPI.

### **Building A Competitive College Performance Standard**

An ideal development concept that has been recommended as an analysis result through this research that is : (1) building a competitive college performance standard based on research capacity and entrepreneurship; (2) *GPCR (Government to Process, Content, & Resources)*; and (3) *GMJP (Government to Jasa/Produk PT)*. Supporting factor from the developed model is build or start with set up the campus profile appearance standard. The element that could be a supporting factor is : (1) sports arena, library, campus, theater room, laboratory, class room, dormitory, etc.; (2) building a competitive college performance standard based on research capacity and entrepreneurship with set up element.



## CONCLUSION, SUGGESTIONS, AND IMPLICATION

### Conclusion

It is the closing of the article which reflects the essence and reasoning of the research by the writer. It is also logically based on the evidence taken from, and presented by the writer in paragraphs and the details above are as the following. Strategy to win a superior and competitive private college based on e-governance, the effective choice is : (a) make up a research program model in effort to create entrepreneur and resources development; (b) Developing information system institution and devotion to the society based on *E-researchr (e-fortopolio.pts.ac.id)*; (c) approach the strategy of private college to support the quality of competitiveness; and (d) build an entrepreneurship education system concept through entrepreneurship curriculum that are integrated to human resource, learning and product media that are in line with the mission of college create a culture shift, that is reflected by the creation of entrepreneurial achievement and the creation of personnel self-confidence (college student and alumnus); and also (e) build an entrepreneurship education system concept that is relevant with character and applied it to a confition in a private college. Build the private college management based on e-governance. Management consider and responsive to the main variable aspects related to research, that is: research policy aspect; researcher's motivational condition aspect; research funding aspect; intensive system to research outcome aspect; cooperation with institutions aspect; operator support aspect; utilizing database through lecturer's portfolio aspect; managing scientific journal aspect; and empowering non-grant scientific forum and non-grant textbooks.

### Suggestions

This research is recommended to : (1) publicated in regional journal, national journal, and international journal; (2) as a reference book that has standard internationals; and (3) patented by proposing it to HAKI. Meanwhile the implication of this research is, when a college management wants to build the quality of services/product that have the global competitiveness, then it have to build a quality model of strategic development of quality research, entrepreneurship education, and human resource management capacity.

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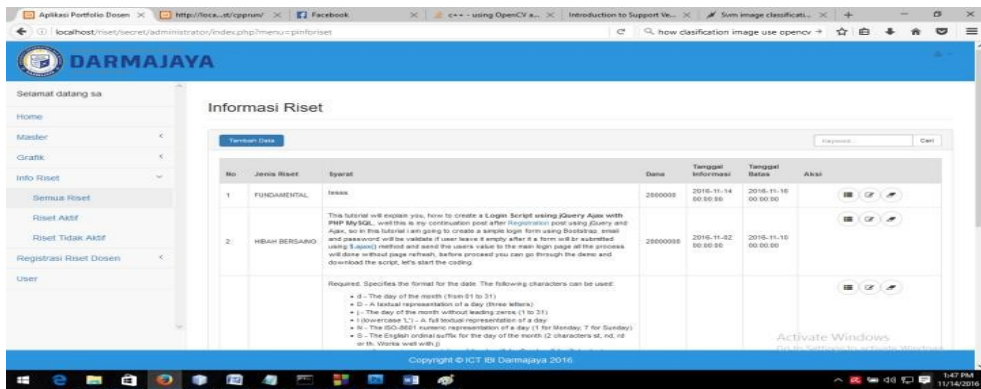
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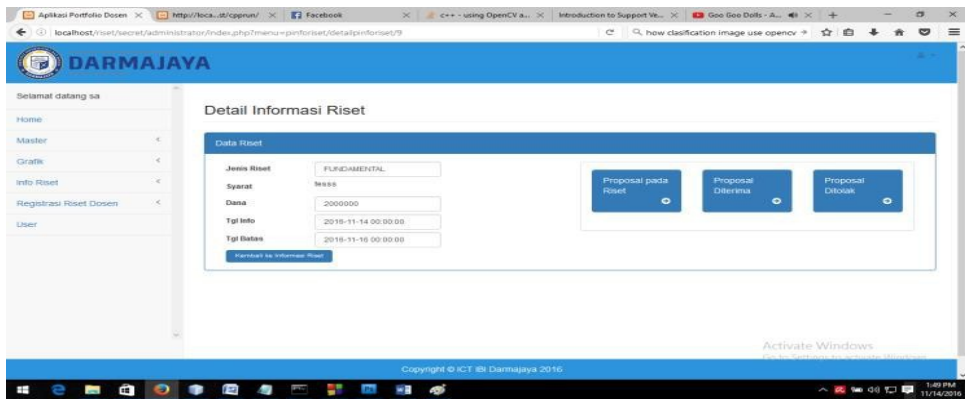
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## APPENDICES

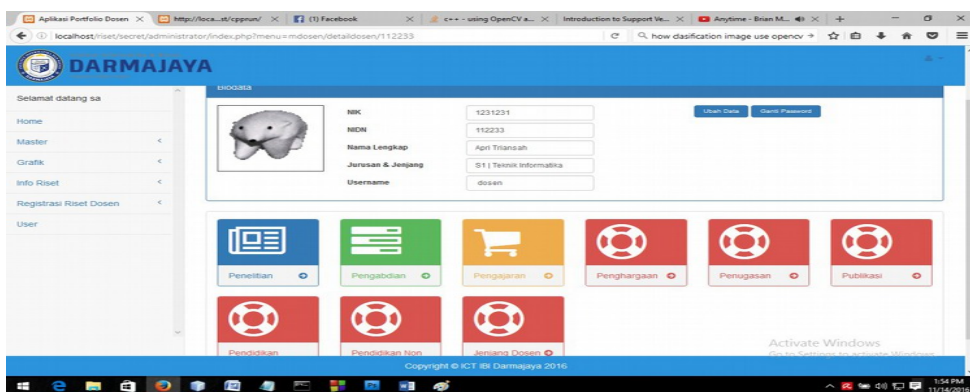
### 1. Instrument



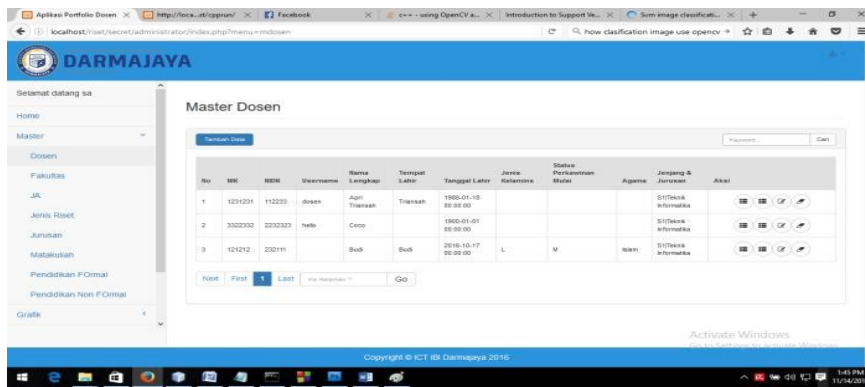
Picture 1. Resource Information List Page



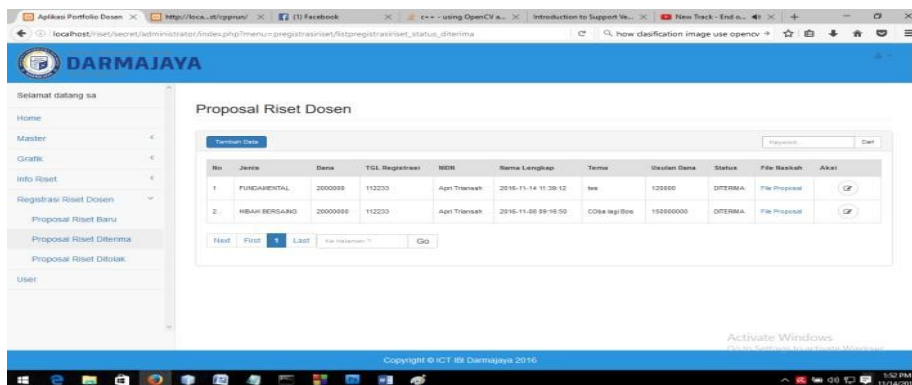
Picture 2. Detail Research Information Page



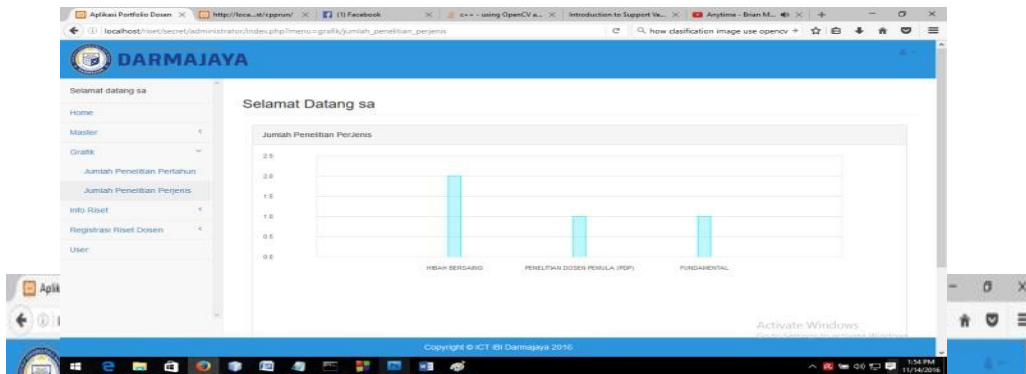
Picture 3. Lecturer Dashboard Data Page



Picture 4. Lecturer Data List Page



Picture 5. Lecturer Proposal Research List Page



Picture 6. Research Amount Based on Research Type Chart Page

