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Factors Effecting the Resistance to Reward System Change of Educational Staff in Bogor Agricultural University

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ABSTRACT

This research aimed to analyze the factors that affect the resistance to the change in reward system on educational staff in Bogor Agricultural University. The research was designed by using quantitative approach. A total of 153 educational staff in Bogor Agricultural University were taken as respondents. Descriptive and quantitative analysis with structural equation modeling (SEM) LISREL was used. Results showed that the lack of information, uncertainty, and economic factors were the main factors which caused the resistance to the change of reward system on educational staff in Bogor Agricultural University.

Keywords-- Resistance, Resistance Factor, Reward System

I. INTRODUCTION

A change is defined as a process where we move from initial condition to our desired condition. This transition was experienced by individuals, groups, and organization as the reaction towards dynamic power, both internal and external. The change in an organization varied in many forms, including 'improvement'. This such of change is aimed to gain profit or additional value and run based on the procedure and existing activities (Galpin 1996, Paula 2015).

Responding to individual changes has an attitude reactions to judgment, either favorable or unfavorable (positive or negative) to something indicated in belief, feelings, or behavioral trends. A negative attitude in response to a change is the presence of resistance by the employee, such resistance can occur either actively or passively (Singh et al, 2012).

Bogor Agricultural University after becoming Higher Education Legal Entity (PTNBH) make changes to remuneration by using a system of pay for persons, pay for position, and pay for performance concept 3P it is a concept that is implemented with the aim of realizing the reward system better, Namely by meritocratic principle, justice to welfare employees with a conducive environment and maintain good employees and achievers.

The objective to be a better remuneration system than the previous system is clearly responded to by a fairly high level of resistance as evidenced by the results of a survey conducted by the Academic Senate of bogor agricultural university (2017), stated that 79% of educational staff disagree with this change. Finally this research was conducted with the aim to see what are the factors of the source of resistance of educational personnel Bogor Agricultural University.

II. METHODOLOGY

The research was conducted at an institute of a state university as legal entity (PTNBH) which has implemented 3P concept as the reward system, that was Bogor Agricultural University. Data collected by questionnaires distributed to Bogor Agricultural University educational staff with proportional random sampling technique. A total of 153 or 10% of Bogor Agricultural University educational staff were taken as respondents. Data were analysed with descriptive analysis by SPSS 21 version and quantitative analysis by SEM-LISREL.

Operational variable

Variable used in the research consisted of endogenous and exogenous variables. In the reflexive model the endogenous variable was resistance. Resistance is a behaviour of individual's tendency to maintain a sense of stability by attempting to resist, abandoning the purpose of a change. Resistance can be either active or passive (Judson 2000; Singh *et al* 2012; Canning 2015).Active resistance is a clearly articulated attitude and potentially to hamper the process of change with five indicators debating (AR1), criticising (AR2), opposing change (AR3), feeling dissatisfaction (AR4), and threatening (AR5). Passive resistance is a disapproval attitude that might be articulated

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but disguised in disruptive and hampering behaviour for daily tasks operation with the indicators of unwilling learning (PR1), retaining information (PR2), unhelpful (PR3), forced obedience (PR 4), and work less (PR5).

Exogenous variable in the research was resistance factor (RF), while indicators used as the source of resistance factors were lack of information (RF1) (Siagian 2012), uncertainty (RF2) (Singh 2012), and Economy (RF3) (Oreg's 2006).

Specifications Model Research

Specification of the research model which presents the problem under study, is important in SEM. Hoyle *in* Wijanto (2008) said that the analysis will not be started until the researcher specifies a model that shows the relationship between variables to be analysed. The structural equation had some substructures depending on the model developed. The path coefficient shows the direct effect of exogenous variables on the endogenous variables. Model specification showed in Figure 1.

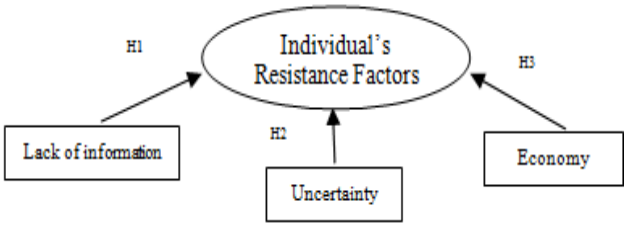

Figure 1. Specification of Research Model with Structural Equation Modeling

Research Hypothesis

H1: Lack of information factor influenced the source of resistance to the change of reward system on educational staf in Bogor Agricultural University.

H2: Uncertainty influenced the source of resistance to the change of reward system on educational staf in Bogor Agricultural University.

H3: Economy influenced the source of resistance to the change of reward system on educational staf in Bogor Agricultural University.

III. RESULTS

Descriptive Analysis of Respondents

This part presents general description of respondents involved in the research. Respondents' characteristics derived from questionnaire distributed to the educational staff of Bogor Agricultural University. The characteristics identified were employment level, age, sex, work period, and level of education. Respondents' characteristics in the research shown in demographic table below:

Table 1. Demographic Characteristics of Respondents

Characteristics		Level I	Level II	Level III	Level IV	Total
AGE	27-35 years	0	8	5	0	13
	36-44 years	**1**	**28**	**47**	**0**	**76**
	45-53 years	2	16	12	0	30
	> 53 years	0	11	20	3	34
SEX	**Man**	**3**	**43**	**47**	**0**	**93**
	Woman	0	20	37	3	60
WORK PERIOD	1-9 years	0	22	13	0	35
	10-19 years	**3**	**30**	**46**	**0**	**79**
	20-29 years	0	7	15	1	23
	>29 years	0	4	10	2	16
EDUCATION	Primary School	0	4	0	0	4
	Junior high school	2	4	0	0	6
	Senior high School	**1**	**29**	**23**	**0**	**53**
	Diploma	0	15	15	1	31
	Strata 1	0	9	26	2	37
	Strata 2	0	2	20	0	22
Total		**3**	**63**	**84**	**3**	**153**

Questionnaires, 2017

Based on Table 1, respondents' that the characteristics are divided based on the position of each employee class, then when viewed by sex, the characteristics of respondents indicate that most of the respondents are male as much as 93 people. Based on observations in the field, it appears that staffing dominance by male employees. Most respondents are at productive age, ie between 36-44 years as many as 76 people. Some respondents have had a long time within the scope of the Bogor Agricultural University organization with a dominant time between 10-19 years as many as 79 people. The majority education is senior high school 53 which shows that most of the educational staff of bogor agricultural university are low educated. The lower the level of education, then there is a tendency to have high resistance as well. It also shows that working in Bogor Agricultural University requires higher education, to be better able to develop knowledge and understanding more clearly related to all aspects within the scope of the organization.

Correlation Between Respondents' Characteristics with The Resistance to The Change of Reward System

Based on the characteristics of gender, age, level of education, work period, and group status, will be analyzed the relationship between the characteristics of education personnel with the source of resistance factor changes in the fee system. This test is done by using cross tabulation analysis that is chi-square. Chi-square test conducted on the 153 Bogor Agricultural University educational personnel who became objects in this study.

The result of cross tabulation, it can be concluded that the characteristics of gender, age, education level, and group status have no relation with endogen variable that is source of resistance factor. The results can be seen on the chi-square value of the significance of each characteristic greater than alpha 0.05. While for the resistance variable which is the exogenous variable where the characteristic of age have relationship with resistance of change of service

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reward system that is with chi-square value smaller than alpha 0.05 whereas gender characteristics, education level, and group status have no relation.

Factors of Resistance of Change of System of Educational Staff Power of Bogor Agricultural University with Descriptive Analysis

Descriptive analysis used to see the source of resistance factor of change of service system at Bogor Agricultural University is done by using the average score. The score scores indicate an assessment of the level of educational staff's approval of each statement in the questionnaire. The calculation of the average score in this study using the Likert scale by using the assessment strongly agreed to be given a value of 1, agree to be given a value of 2, neutral given a value of 3, disagree given the value of 4 and strongly disagree given the value 5 so. Through the average score, it scored high score, thus giving information about the high level of resistance on the educational staff of Bogor Agricultural University. The results of the answers to the questionnaire for economic factors are the most striking factor when viewed from the responses of educational staff at the level of strongly agree as many as 83 people, thus changes that occur in the form of this service fee system proves that employees are concerned about their income level with the implementation of changes Reward system with the 3P concept.

Factors of Resistance of Change of System of Educational Staff Power of Bogor Agricultural University with SEM-LISREL Analysis

The analysis of the structural model on SEM aims to examine the significance of estimated coefficients so as to explain the causal between exogenous latent variables and endogenous latent variables. Through the measurement model can know the value of factor loading (factor loading) which reflects how strong the indicator variables measure each exogenous and endogenous latent variables. The first analysis done in SEM LISREL is to see the result of standardized solution that is used to know the level of closeness of the relationship between the variables contained in the model. Through the result of standardized solution indicator invalid will be eliminated in this research. Indicators that have a loading factor less than 0.50 will be removed. Through the test results through SEM LISREL indicator that has a validity value lower than 0.50 is the first variable resistance indicator is the active resistance is illustrated by the debate with the validity value of 0.26 of the value explains that the indicator of the resistance variable declared invalid so that done Deletion. Furthermore, for the results of hypothesis testing this formative model can be seen in Figure 2 below.

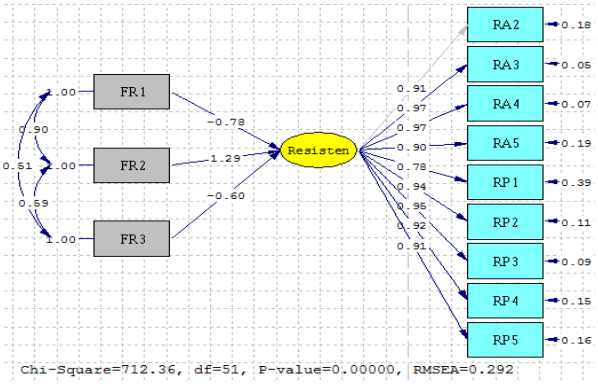

Figure 2. Diagram of Factors Affecting the Cross-Model Resistance based Standardize Solution

Through Figure 2 above it can be seen that all indicators have validity values that qualify. Furthermore, when viewed from the value of loading factor source of resistance in standardize solution states that the three variables significantly influence as a source of resistance factors. Factor is the lack of information, with a significant value of -0.77, uncertainty factor with a significant value of 1.28, and the last economic factor with a significant value of -0.58. To provide a significant level of significance support for each indicator, then the results of this study will be discussed in Figure 3 which also shows that the model is able to measure and explain the relationships between the indicator variables used.

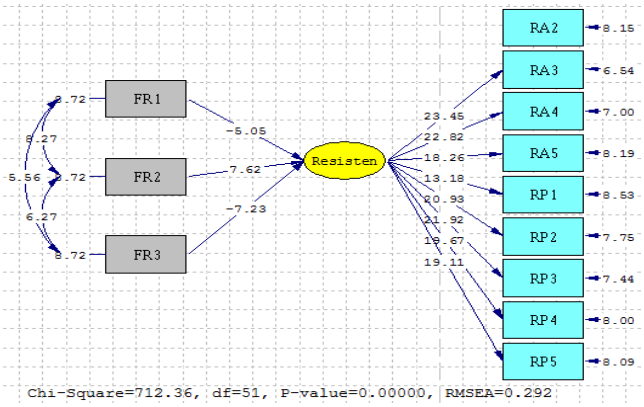

Figure 3. The value of t count Structural Factors Affecting Resistance

Figure 3 gives a description of t-test results that is to see the relationship between resistance variables with variable source of resistance factor. The model in Figure 3 can be seen that the influence between variables is positive and real. Based on the t-test value of the preintreptified trajectory diagram, the relationship between the variables is easier to interoretate. If the value of t-count> t-table with (α) 0.05 (t-table = 1.96), means a variable significantly or significantly affect other variables. Tabel 3 will provide a summary evaluation of the coefficients of structural models and their relation to the research hypothesis.

Table 3. Evaluation of the coefficient of structural capital and its relation to the research hypothesis

Hypothesis	Variable	Koefisien	t-value| >1.96|	Conclusion
Hypothesis 1	Lack of information→Resistance	-0.78	5.06	Significant
Hypothesis 2	Uncertainty → Resistance	1.29	7.62	Significant
Hypothesis 3	Economy→ Resistance	0.60	7.23	Significant

In Table 3 for the value of t-hitung this formative research model directly using absolute price is where the negative value is absolutely made positive so that the result of hypothesis testing is said to be significant if the value of t-count> 1.96. Hypothesis with the highest level of significance lies in the uncertainty factor is addressed with the value of coefficient of 1.28 with t-table of 7.54, economic hypothesis marks the second factor that affects the source of educational personnel resistance factors to changes in the service fee system is the acquisition of coefficient value of -0.58 with t -the amount of 6.29, the factor that significantly influences the last one in the change of fee system on the educational staff of Bogor Agricultural University is on the first factor is the lack of information with the acquisition of coefficient value of -0.77 with t-count of 4.56.

IV. CONCLUSION

Conclusion

Research by analyzing the factors of resistance of change of service system at Bogor Agricultural University resulted in positive significance influence on the lack of information factor. The emergence of resistance caused by lack of information where changes are not clearly predicted then Bogor Agricultural University educational personnel tend to fill the lack of information perceived by the act of speculation, which often mengasami emphasize the evil side of the parties who will implement the change, and the negative impact for each person -masing, where the lower the information obtained the higher the resistance is done.

Uncertainty factor is the second hypothesis that has significant effect, this uncertainty occurs because change is seen as a threat to the security of job, position, and career. With the concept of pay based on pay for person, pay for position, and pay for performance, clearly the position and career will not give guarantee to this system, if they do not have high position and performance, thus triggering resistance level in educational staff of Bogor Agricultural University. Further economic factors are the latter hypotheses that significantly influence this research, with the concept of 3P in this change the educational force refuses explicitly, meaning they are overwhelmed by the fear of whether they are able to meet the new requirements demanded in order to maintain or increase productivity Has been determined by the concept based on pay for person, pay for position, and pay for performance.

Future Research

Based on the results of research conclusions obtained, suggestions that can be recommended related to the source of resistance factor changes in Bogor Agricultural University rate system that is; (1) the need for a broader study of the resistance of changes in the fee system to Bogor Agricultural University by considering the wider range of research objects in order to better dig up information related to the denial of the fee system; (2) the need for further research such as looking at the calculation of 3P concept by comparing on several PTNBH which equally use the service reward system with the 3P concept. In addition (3) need to be tested continued with more respondents in order to obtain information more leverage.

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