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Programme and Abstracts

TRACK 10: ORGANIZATIONAL CHANGE & STRATEGIC MANAGEMENT

TOWARDS PAY FOR PERFORMANCE PRACTICE: TRANSFORMATIONAL TOOL DURING UT-BHP
[23 June 2007, 1400-1500, Rafflesia]

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The transformation into state-owned legal body (BHMN/BHP) makes quite a significant impact on UT management, since the autonomy is wider and consequently it brings bigger responsibilities and challenges. One of these challenges is adjusting compensation system which previously referred to Civil Servants System and currently has several weaknesses, such as externally less competitive salary level, very close gap between highest and lowest salary and minimal concern about performance-based pay. It leads to the need of designing new compensation system during UT-BHP transitional period (2008-2017). Competency based Pay (CbP) which is rewarding the way people work, not just recognizing what they can be deliver fits the academic world. In a learning organization, colleges and universities certainly qualify, the focus on competence and the importance of individual growth is tied explicitly to the organization's mission and value also consistent with the growing interest in life long learning. The acceptance of individual development and skill acquisition as the criteria for rewarding staff employees should be a natural in higher education. The compensation system which will be applied soon is Pay for Performance. Pay for Performance with its run-well performance appraisal system is considered more suitable to be implemented in developing institution and expected to become the transformational tool to develop pay for competence system. The idea of relating pay directly to performance is highly attractive but there is a great deal of evidence that pay for performance is not easy to implement. The concept of pay for performance system is a system that rewards the employees on the assumptions that individual employees and work teams differ in how much they contribute to the organization the management process. The implementation system also need to be made based on UT-BHP financial condition in developing institutions and the suitability with UT-BHP human resources development strategy.

Keywords: Competency based Pay, Pay for Performance.

ROMANIAN HIGHER EDUCATION: MODELLING EVOLUTION TENDENCIES
[24 June 2007, 0900-1000, Rafflesia]

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After communist regime downfall (in 1989, December) the Romania Educational System was continuous changed. In 1995 was adopted Law of Education, and each university develops respecting the law, and personal management strategies taking into account the national

educational necessities. Starting from the data regarding the number of students from higher education from 1992 to 2005 the aim of the present research is to develop and analyze a mathematical model useful in prediction of students' number for a given year (in our case is 2008). The higher education was analyzed after geographical clusterization of the forty-two Romanian counties. Eight clusters included into analysis: Central, Capital, West, South, South West, South East, North West, and North East (called developing regions). In order to analyze the trends of Romanian higher education a mathematical model has been developed. The model integrates the following parameters: (1) the mean annual variation ratio (as absolute and relative values), (2) the increasing mean annual ratio (as absolute and relative values), (3) the number of students estimation for 1989 (as absolute value), (4) the numbers of students prediction for 2008, (5) the correlation coefficient, (6) the linear trend, (7) the number of students estimation for 1989 and (8) for 2008 obtained by the model. The mathematical model has been integrated into an online program and is available at:

http://vl.academicdirect.ro/applied_statistics/management&policy/education/romania/e_regi ons/.

The above-described parameters were computed for each item, cluster, and globally. The obtained results regarding the evolutions and predictions are analyzed and discussed. The plan of future development is highlighted.

Keywords: Higher Education, Mathematical Model, Romania Regions

ALAT UKUR KEPIMPINAN TRANSFORMASI: PEMBENTUKAN SEMULA
[24 June 2007, 0900-1000, Grand Ballroom]

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Kertas kerja ini merupakan sebahagian kajian rintis dari penyelidikan PhD yang sedang diusahakan berkaitan dengan tingkahlaku kepimpinan transformasi di sekolah-sekolah Harapan Negara. Kertas kerja ini bertujuan untuk melapor beberapa model kepimpinan transformasi (Bass & Avolio, 1995) yang sesuai digunakan dalam konteks sampel kajian. Prosedur analisis faktor dan alpha Cronbach digunakan bagi mendapatkan sejumlah gugusan konstruk dan kebolehpercayaan alat ukur tersebut. Kajian telah dijalankan terhadap sekumpulan 164 orang guru sekolah kebangsaan luar bandar untuk menjalankan prosedur analisis faktor dan kebolehpercayaan alat ukur.