

# 3<sup>rd</sup> ICGSS INTERNATIONAL CONFERENCE of Graduate School on Sustainability

## Contemporary Studies on Sustainable Development

September 22-23, 2018

Graduate School Building, University of Merdeka Malang  
Terusan Raya Dieng 59 Malang, East Java, Indonesia

### 1 NO POVERTY

The exploration of sustainable development issues is still very open, especially at the regional level. These issues inspired Unmer Graduate Program in a sustainable manner to develop research and teaching. The conference is based on the belief that there are a large number of contemporary studies that are interdisciplinary and in the form of regional case studies in different countries. We need a range of inputs that will be the foundation for the specific study of environmental engineering, sustainable cities, and natural resource management.

The special themes we prepare are based on several issues in economics, and the field of architecture in order to explore the possibilities of interdisciplinary characters. Authors are invited to submit their papers with the following subthemes (but not limited to);

### 3 CALL FOR PAPER

**Subthemes of Natural Sciences**

- Architecture for Sustainable Cities and Communities.
- Architecture for Resilient Infrastructure and Sustainable Industrialization.
- Architecture for Affordable and Clean Energy
- Environmental Engineering for Clean Water and Sanitation.

**Subthemes of Economic**

- Decent Work and Economic Growth for Economic Sustainability at Global Competition from Development of Tourism, Entrepreneurship, Small and Medium Enterprises;
- Industry Innovation and Infrastructure Supported by Development of Accounting; Banking; Capital Market; Tourism Production and Consumption; Business Management; Marketing; HRM;
- Innovation for Decent Work; SME; Creative Industry; Entrepreneurship.
- Sustainability in Accounting;
- Corporate Governance & Corporate Social Responsibility.

### KEYNOTE SPEAKERS



Prof. Madya Dr. Mohd. Zin Bin Kandar  
Universiti Teknologi Malaysia  
Johor Bahru, Malaysia



Professor Lorne Cummings  
Macquarie University,  
Australia



Professor Hasan Fauzi  
Sebelas Maret University  
Surakarta, Indonesia



Professor Respati Wikantiyoso  
Universitas of Merdeka Malang  
Indonesia



Professor Nunuy Nur Afiah  
The Indonesian Institute of  
Accountants-Accounting Lecturer  
Compartment (IAI-KApd)

### INVITED SPEAKERS

### IMPORTANT DATES

Deadline for Full Paper Submission : September 2<sup>nd</sup>, 2018  
Notification of Paper Acceptance : September 10<sup>th</sup>, 2018  
Deadline for Registration : September 17<sup>th</sup>, 2018

### CONFERENCE FEE

**Presenter**

- Indonesian Presenter : IDR. 500.000,-
- International Presenter : USD 100

**Participant**

- Indonesian Participant : IDR. 200.000,-
- International Participant : USD 15



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## THE IMPLEMENTATION OF PERFORMANCE ASSESSMENT MODEL ON PENSION FUND BY MODIFIED BALDRIGE ASSESSMENT AS AN ATTEMPT TOWARDS GOOD PENSION FUND GOVERNANCE

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### ABSTRACT

This study aims to formulate and implement performance assessment model on Pension Fund by making some modifications on *Baldrige Assessment Method* that is adjusted to the condition of Pension Fund A in order to realize *Good Pension Fund Governance*. This study was designed using *case study analysis*. The site of the study was done on Pension Fund A. Furthermore, the informants in this study include the elements of employers, the element of supervisory board, the element of Pension Fund administrators, the element of Pension Fund participants both active and passive, as well as the financial services authority as the regulator. The result of this study was a formula of *Modified Baldrige Assessment*, which includes the parameters: *leadership, strategic planning, stakeholders focus, measurement, analysis, and knowledge management, workforce focus, standard operational procedure focus, result, just and fair distribution of wealth and power*. Performance assessment reveals that the performance of Pension Fund A is excellent. However, there are elements of hegemony and domination by employers, administrators, and the regulator.

**Keywords:** Modified Baldrige Assessment, Good Pension Fund Governance.

### 1. INTRODUCTION

The development of pension fund industry especially in Indonesia nowadays is very encouraging. This is evident from the asset development as well as investment activities undertaken by pension funds. In regard to investment, there has been a shift of pension fund investment from investment dominated by short-term investment instruments to long-term investment instruments (*World Bank*, 2015; OECD, 2015). During 2015, the portion of long-term investment of pension funds reached 80.96% of the total investment (OJK, 2015: 16). Nevertheless, the role of pension fund as one of the industries stabilizing capital markets has not been able to be undertaken maximally. This is because the number of assets is still small compared to the capitalization of stock exchange in Indonesia. Thus, considerable opportunities are still open to develop pension fund industries in the future, so that pension fund industries can have more significant roles.

In performance assessment, especially in pension fund industries, the problem is quite complex both in general management, financial administration



