

Performance Appraisal of Educational Personnel: A Case Study on MTs Negeri Dua in Jambi

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Abstract—Educational Personnel was one of the most important elements in improving the quality of education. This study aimed to determine the assessment process of educational personnel, to describe the obstructions during the assessment and to formulate the solutions to manage the obstructions in Madrasah Tsanawiyah Negeri 2 Kota Jambi. This research applies qualitative descriptive method, which data were collected through observation, interview, and documentation. It was found that the performance assessment process of educational personnel, particularly those with permanent status (civil servant) in Madrasah Tsanawiyah Negeri 2 Kota Jambi, was fairly when compared to Government Regulation and applicable law. The Employee Work Objectives made by the educational personnel contain periodic reports on performance results made either daily, weekly, monthly or annually. Therefore, the work behavior is assessed by the appraisal officials during the working time based on aspects of service orientation, integrity, commitment, discipline, cooperation, and leadership. The assessment of educational personnel in Madrasah from 2016 to 2017 has improved, specifically in the appraisal of Employee Work Objectives, discipline, service, and work commitment. However, obstacles were found in the implementation of the assessment as in the malfunction of fingerprint devices when the power outage happens and the subjectivity in assessing educational personnel. An official report to replace the fingerprint device has been submitted and an evaluation of the assessed officials was also conducted to avoid any subjectivity in performance appraisal of education personnel.

Keywords: *performance appraisal, educational personnel*

I. INTRODUCTION

Educational Personnel is one of the most important elements in improving the quality of education. Educational Personnel is members of the community who dedicate and appointed to support the implementation of education, which includes the management of the education unit. The assessment, also called Employee Performance Appraisal, includes the assessment of educational personnel. The assessment is related to the time or result of the work in a certain period [1].

The word 'performance' is originated from the *Job Performance* or *Actual Performance* (the work achievements achieved by someone). Therefore, the meaning of performance (work performance) is the quality and quantity of work results

achieved by educational staff in carrying out their duties following the responsibilities given to him [2]. Prawirosentono also defines performance as the work that can be achieved by a person or group of people in an organization according to the authority and responsibilities of each, purposed to achieve the goals of the organization concerned legally, not violating the law, moral values and ethics [3]. In other words, whatever work have to be done with full sincerity, because every work done by humans are always under the supervision and judgment of God. Good or bad results obtained depend on the effort.

Dick Grote [4] stated that performance appraisal is a formal management system to provide an evaluation of the quality of a person's performance in an organization. This assessment is usually prepared by the direct supervisor. This procedure usually requires supervisors to fill out standard assessment forms that evaluate individuals on different dimensions and then discuss the results of evaluations with employees.

Another opinion believes that a performance appraisal system is conducted periodically to review and evaluate individual performance. Performance appraisal is also a guideline that is expected to show the work performance of educators regularly [5].

This is supported by revealing that performance appraisal is a process of evaluating how well the Education Personnel do their work when compared to a set of standards, and then communicates the information to the Education Personnel [6].

Previous research in educational institutions shows that performance appraisal for every functional employee or Civil Servant is assessed by the head of subdivision or work unit with an assessment on aspects of Employee work objectives, Service Orientation, Integrity, Commitment, and Discipline [7]. The results of previous studies explain that performance appraisals can be used by teachers, principals, and supervisors to reflect on their tasks and functions to provide services to the community. The purpose of assessing the performance of school principals is to obtain data on the implementation of the principal tasks, functions, and responsibilities of school principals in carrying out managerial and supervisory functions at the school they lead [8].

Things that are not much different in other studies also show that performance appraisal serves to support the provision of policies, especially in supporting the determination of salary increases. The assessment is carried out by the unit leader of each educator and educative staff under his leadership. Valuations that contain subjective judgments in carrying out performance appraisals have weaknesses and result in inaccurate assessment results [7].

From the results of other studies, it was also found that honest assessment is very important to get the right performance appraisal results. Besides, the performance appraisal results are strongly influenced by giving weight to each criterion. Giving point or credit is quite influential because each teacher has a good value for a criterion but bad for the other criteria. Thus, an effective support system such as the use of an electronic appraisal method is required [9]. Other supporting things that can support the assessment of work performance are the availability of Wi-Fi, the socialization, and the existence of an application system manual. Therefore, employees who use excel worksheets submit the reports to the data input stage into the civil servant performance appraisal application system to make it more discipline.

To date, many studies are held about the success of educational institutions which of course on the role or contribution of an educational leader in employee performance appraisal. The grand tour of the writer at Madrasah Tsanawiyah Negeri 2 Jambi City found that this MTsN is one of the first secondary religious education institutions located in Jambi City. The school is one of the superior schools and can be a role model for other schools where the Madrasah Principal is sufficiently good and decisive in taking policies such as the example in the application of school rules for the discipline of teachers, education personnel, students and others.

Discipline in employee performance management which can be seen from employees who are on time when they come and go home from school, where every employee is obliged to come in the morning at 07:30 WIB and follow the school hours on time. Besides, employees at the school also show professionalism, which is seen by providing good services to teachers, students, and other interested parties in Madrasah. Additionally, they also handle the correspondence quickly and precisely, able to communicate well and politely. The Madrasah administration staff can master communication technology to maximize the performance of educational staff and Madrasah's performance in achieving educational objective. The level of performance management discipline and professionalism can affect the performance evaluation of the educational staff themselves. As the initial findings of researches, the Madrasah Tsanawiyah Negeri 2 Jambi City always conducts an annual performance appraisal by the Madrasah Head to the education staff. As acknowledged by the Madrasah Head that the performance appraisal at the school was carried out according to the Employee work objective set (early observation on 11 November 2017). Various realities that occur in the field to form enough maximum performance of the teaching staff and the

assessment process of the teaching staff in the Madrasah Tsanawiyah Negeri 2 Jambi City, then this must be maintained and need to be improved in the performance of employees in the Madrasah Tsanawiyah Negeri 2 Jambi City. This study highlight the performance of the teaching staff as an important part of the Madrasah and as a tool measuring the performance of the teaching workforce, that also could be trace through various indicators that support performance improvement that will be used as a basis for developing the performance of the teaching workforce. Efforts to improve the performance of educational staff will encourage in achieving the vision, mission, and goals of the organization.

II. METHODS

The use of a qualitative approach in this study is based on a certain reason. According to Sugiyono [10], the qualitative methods using to solve the problem which was unclear, complex, dynamic and meaningful so that the data on social situations cannot be captured by quantitative research methods with instruments such as tests, questionnaires, interviews. Also, researchers intend to understand social situations in depth, discovering patterns, hypotheses, and theories.

This research using qualitative descriptive approach with interactive methods (case studies), describing the problem or findings in the field following what is happening (as is), with the object of research is the Performance Assessment of Educational Personnel in Madrasah Tsanawiyah Negeri 2 Jambi City. Subjects in this study is everyone who suitable to provide information about the actual state of the object of research so that the resulting data is accurate. Key Informants are the Madrasah Head and the Head of Administration, while the additional Informants are the Administrative Staff, Deputy Head of Administration, Deputy Head of Library who of Madrasah Tsanawiyah Negeri 2 Jambi City. To facilitate data collection in research, the authors classify the data into two groups, a) Primary Data, is the main data obtained by the researcher himself; and b) Secondary data is data that is not attempted by the researchers themselves, for example from statistical bureaus, magazines, newspapers, information or other publications.

The sample data source was chosen purposively and multiple snowball sampling. The provision of sample data sources at the initial stage of entering the field is chosen by people who have the power and authority in the social situation or the object under study, to be able to open the door to where the researcher will collect data. The data sources that the author intends in this study include Principal, Head of Administration, library waka, administrative staff who are in the Madrasah Tsanawiyah Negeri 2 School of Jambi City.

III. RESULTS AND DISCUSSION

A. *Process of Educational Personnel Appraisal in Madrasah Tsanawiyah Negeri 2 Kota Jambi*

The assessment is based on technical guidelines stipulated by the government in the Government Regulation of the Republic of Indonesia Number 46 of 2011 concerning Performance Evaluation of Civil Servants' Work Performance,

in this case, the performance appraisal is carried out based on objective, stated, accountable, participatory, and transparent principles. Assessment is seen from the Employee work objective and the work behavior of Civil Servants. Comparing to other madrasah, in the context of the Madrasah Negeri 2 Kota Jambi, the employee work objective is made by educational staff contains work reports from daily, weekly, monthly, semester, and yearly.

1) *An appraisal based on employee work objective:* The Employee work objective contains the job assignment activities and targets that must be achieved within a tangible and measurable evaluation period. In Madrasah Tsanawiyah Negeri 2 Jambi City, the employee work objective is made by educational staff contains work reports from daily, weekly, monthly, semester, and yearly.

2) *An appraisal based on work behaviour:* This assessment is carried out through observations by appraisers of civil servants according to specified criteria. Work behavior includes aspects of service orientation, integrity, commitment, discipline, cooperation, and leadership aspects for structural officials. The work discipline at Madrasah Tsanawiyah Negeri 2 Jambi City is seen from the absence of the presence of education staff in schools by using fingerprint tools to automatically record the absent time of each education staff in the school.

In evaluating the performance of educational staff in Madrasah Tsanawiyah Negeri 2 Jambi City, it was carried out by uniting elements of the SKP value and the work behavior of the education workforce. The SKP element in the assessment is 60% (sixty percent), while work behavior is 40% (forty percent).

The ongoing process of evaluating the performance of educational staff every year in the Madrasah Tsanawiyah Negeri 2 Jambi City, is evidenced by the findings of researchers in the field and study of documents that researchers do.

The results of the performance appraisal process from 2016 and 2017 experienced a significant increase, it can be seen from the results of the Employee Performance Target (SKP) and the value of work behavior, especially discipline and commitment of education staff employees, which increased from the previous year.

B. Obstacles in the Process of Evaluating the Performance of Education Personnel in Madrasah Tsanawiyah Negeri 2 Jambi City

1) *Fingerprint malfunction due to power outages:* Based on the results of interviews with the head of the Madrasa, DI was in line with the results of the interview with the head of Administration FD. The obstacle faced was the fingerprint problem. Due to the fingerprint, function to automatically record the attendance time of all school staff, including education staff, if this tool is not functioning it will be quite detrimental to the school and hinder the disciplinary assessment process in the Madrasah.

2) *The subjectivity element in assessing:* As the results of an interview with one of the educational staff who served as Administrative staff at Madrasah Tsanawiyah Negeri 2 Jambi City, the subjectivity occurs because the appraisal officials feel uneasy, feel close, or even nepotistic. However, this is only a small part of the education staff in the Madrasah.

C. The solution to resolve the Obstacles in the Process of Evaluating the Performance of Education Personnel in Madrasah Tsanawiyah Negeri 2 Jambi City

1) *Making minutes of fingerprint-based attendance:* As explained by the head of Madrasah in line with the head of the school administration, it is seen that the solution to make the minutes of fingerprint-based attendance is taken to maintain the aspects of the value of the discipline of the workforce of education staff, while still providing tangible evidence or written evidence of the presence of the educational staff. Thus, performance appraisals can still be carried out according to applicable rules and are not making it up, and all employees are absent at that time. Making the official report if the fingerprint is not functioning is also evident from observations and studies of researchers' documents. By this, the school has an archive of official documents for evidence of attendance if the fingerprint staff cannot be used (Observation and study of documents dated 3 April 2018).

2) *Conduct evaluation and advice to the appraisal official:* To overcome the element of subjectivity in evaluating the performance of education staff, the thing that can be done to overcome this situation is by evaluating the activities of the school which are held after the assessment activities. This evaluation is to discuss the extent to which the success of the implementation of the performance appraisal activities of the education staff and to provide feedback from the valued staff and appraisal officials namely the head of administration and the school principal itself. However, an error or incompatibility of the assessment as an element of assessment subjectivity will be criticized by the education staff so that the next performance is not evaluated again. Besides, if there are problems regarding SKP and work behavior will be discussed to be addressed and improved in the next period by the educational personnel.

IV. CONCLUSION

The conclusion could be summarized as the results of the study: Firstly, the process of evaluating the performance of educational personnel in Madrasah Tsanawiyah Negeri 2 Jambi City is the first assessment process based on the Employee Performance Objective which contains reports on the performance of educational personnel starting from daily, weekly, monthly, and annual reports. The two processes for evaluating the performance of educational staff include aspects of service orientation, integrity, commitment, discipline, cooperation, and leadership aspects. This behavior assessment is conducted by observing the performance of the educational staff. The educational appraisal process is carried

out by the head of administration as the appraisal official and the head of the Madrasah as the supervisor of the appraisal official. The Employee work objective assessment is counted and performance behaviors are counted 60% and 40% respectively. The assessment is carried out within a year at the end of December or no later than the end of January. Secondly, barriers experienced in the process of assessing education staff in Madrasah Tsanawiyah Negeri 2 Jambi City are the failure of fingerprinting as an assessment tool for the performance discipline due to power failure, a slow online system for reporting the performance of educational personnel, and the subjectivity in assessing personnel education by the officials so affect the assessment to be inaccurate. Lastly, Solution to overcome obstacles in evaluating the performance of educational personnel in Madrasah Tsanawiyah Negeri 2 Jambi City is to prepare a manual or paper-based attendance system for educational personnel, to be more actively report the performance and provide advice to online system managers, to conduct evaluation and suggestions for appraisal officials to prevent errors and subjectivity occurs in the appraisal processes.

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