

Implementation of Performance Management at State Junior High School 4 Tanjungpinang

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Abstract. The implementation of performance management is a key factor that affects the level of success, so it is important to identify performance management indicators at SMP Negeri 4 Tanjungpinang. This study aims to identify various factors related to the performance of SMP Negeri 4 Tanjungpinang staff from the principal to the teachers, such as curriculum, competencies, strategies, constraints faced, assessment systems, and performance measurement. This research methodology uses a qualitative approach with interviews as a data collection tool. The data collected from these interviews were analyzed using content analysis techniques. The analysis results of this study provide valuable information for SMP Negeri 4 Tanjungpinang to improve the quality of performance. The population of this study were 58 organizational structures with a sample of 1 principal of SMP Negeri 4 Tanjungpinang.

Keywords: Performance Management, Performance, Public Sector

INTRDUCTION

The public sector is a sector comprising various organizations funded by the government, responsible for providing public services to the community. The public sector refers to the field that deals with the administration procedures of the state (Bharata & Priyono, 2019). This includes the government, government agencies, and other public institutions. The public sector plays a crucial role in delivering quality public services and meeting the needs of the community.

On the other hand, the non-public sector consists of entities that are not part of the government. Operating in the commercial or non-profit sector, such as private companies and multinational corporations. The implementation of performance management in organizations, both in the public and non-public sectors, is necessary to optimize effectiveness in achieving initial targets.

Schools are part of the public sector with a mission to optimize education and learning for students. Education is a key factor in producing high-quality human resources. The government must continue its efforts because, in fact, it has not yet achieved the main target of improving the quality of education. Therefore, the implementation of performance management in the public sector, including schools, is necessary to enhance performance.

Performance management is a tool used by organizations, teams, and individuals to

achieve effective targets by understanding and managing performance within a framework of goals, standards, and agreed-upon requirements (., 2017). Improved performance is influenced by various factors. The focus of this research is on the implementation of performance management, which requires various performance elements in all school organizational structures that are part of the source and result of the conducted research.

Based on the above background, the researcher conducted field research on 'Implementation of Performance Management at State Junior High School 4 Tanjungpinang. Junior High School (SMP) is a crucial stage in education for shaping the quality and personality of students. However, many Junior High Schools (SMP) still do not optimally apply performance management. Nevertheless, the entire organizational structure should contribute to the implementation of performance management. Therefore, this study will discuss 'Implementation of Performance Management at State Junior High School 4 Tanjungpinang.

This research aims to identify various factors related to the performance of staff at State Junior High School 4 Tanjungpinang, from the school principal to the teachers, such as curriculum, competence, strategies, challenges faced, assessment systems, and performance measurements. The purpose of this research is to describe the performance management of staff at State Junior High School 4 Tanjungpinang, from the school principal to the teachers. School management refers to a collaborative, systematic, methodical, and comprehensive process to achieve national education targets.

LITERATURE REVIEW

Performance Management

Performance management is a tool used by organizations, teams, and individuals to achieve effective targets by understanding and managing performance within a framework of goals, standards, and agreed-upon requirements (., 2017). Performance management involves activities that ensure goals are achieved effectively and efficiently (Tsauri, 2014).

It is one of the most crucial activities that companies undertake to monitor employee performance. Companies need to evaluate employee performance periodically to understand their current and future capabilities (Samwel, 2018)

From these three definitions, it can be concluded that performance management is a process aimed at encouraging, improving, and developing better performance by understanding and managing it within the framework of goals, standards, and agreed-upon requirements. The following are some indicators that will be discussed:

a. Performance

Performance is the result of an organization's work, in accordance with its respective authority and responsibilities, capable of achieving organizational goals legally, without violating the law, and in accordance with moral and ethical standards (Kartika Alimuddin, 2021). Performance is a series of achievements and refers to the actions of realization and implementation of necessary work (Helwig et al., n.d.). Performance is one of the factors in achieving success (Almulaiki, 2023). From these opinions, it can be concluded that performance is the result of individual or group work within an organization to achieve success. It encompasses a series of actions aimed at realizing and implementing the necessary work so that organizational goals can be achieved legally, without violating the law, and in accordance with moral and ethical standards.

b. PDCA

A swift resolution to the significant downtime issue is required to minimize customer dissatisfaction regarding the use of the load lugger. To identify potential root causes and take appropriate corrective actions, it is crucial to apply the PDCA cycle (Plan, Do, Check, and Action) at every level of activity and provide a detailed explanation of the relationships between other technical activities (Fuchino et al., 2007).

PDCA is a development method aimed at enhancing a process (Maruta, 2012) with a focus on continuous improvement (Sokovic et al., 2010) prioritizing the resolution of occurring problems. PDCA also serves as a philosophy of continuous improvement that can be integrated into the organizational culture (Silva et al., 2017), considering possible deviations with the main goal of making processes more efficient (Isniah et al., 2020).

Intensive vehicle monitoring is a concept that has been implemented (Adiasa et al., 2021).

The success evaluation of PDCA implementation in this study is conducted by measuring the reduction in downtime, in line with the research by Suriyanto et al. (2017). The results will be converted into values of availability, Mean Time Between Failure (MTBF), and Mean Time To Repair (MTTR). There is a difference in the approach to PDCA implementation, where Suriyanto et al. (2017) used 7 steps, while this study focuses on 4 stages: plan, do, check, and action. It is hoped that the application of these 4 stages can identify issues with the load lugger and improve overall availability through the results of the corrective actions.

RESEARCH METHODS

The research methodology will employ a qualitative approach with interviews as the data collection tool. The research population consists of 58 organizational structures of State Junior High School 4 Tanjungpinang, with a sample of one school principal who has served for several recent years and provided feedback related to the "Implementation of Performance Management at State Junior High School 4 Tanjungpinang."

This research will focus on the "Implementation of Performance Management at State Junior High School 4 Tanjungpinang." The primary aim is to evaluate the performance of the organizational structures at State Junior High School 4 Tanjungpinang and assess the implementation. Interview questions will center on the curriculum in place, required competencies, strategies used to enhance student and teacher performance, challenges faced, performance assessment systems, performance measurement, training programs provided, and the principal's leadership in managing teachers.

Data collected from these interviews will be qualitatively analyzed using content analysis techniques. The obtained data will be organized and categorized based on the main themes emerging from the interviews. Subsequently, the data will be analyzed based on patterns or trends arising from these themes to identify the "Implementation of Performance Management at State Junior High School 4 Tanjungpinang."

The results of this research analysis provide valuable information for State Junior High School 4 Tanjungpinang to enhance performance quality. It is hoped that the research findings contribute to the development of knowledge regarding required competencies, strategies employed to improve student and teacher performance, challenges faced, performance assessment systems, performance measurement, training programs provided, and the implementation of the principal's leadership in managing teachers. These findings can serve as a reference for further research in this field.

RESULTS AND DISCUSSION

Planning

Based on the interview results regarding the performance planning process at SMP 4 Tanjungpinang, it appears to be in alignment with the curriculum currently implemented, namely the independent curriculum, where each teacher is responsible for preparing a lesson plan to achieve the learning objectives for the upcoming semester. The process of plan formulation will then undergo an evaluation phase conducted by the school principal as a form of quality supervision and development within the school environment.

1. Implementation

Based on the information obtained from respondents, the implementation phase at SMP 4 Tanjungpinang seems to be in line with the targets set during the planning stage. The execution of these targets is carried out well and meets expectations. However, there are still some challenges in the implementation, as some teachers at SMP 4 Tanjungpinang face difficulties in executing the plans as intended. These obstacles prove to be a hindrance in achieving the school's goals and have the potential to affect the quality of education provided to students.

2. Check

Based on the interview results conducted at SMP 4 Tanjungpinang, the checking or evaluation stage has proven to be very effective. Monthly evaluations serve as one form of assessment used to evaluate the results of the implementation of the lesson plans. The school principal is also actively involved in regularly inspecting and monitoring the performance of teachers in delivering lessons.

3. Action

According to the interview results from SMP 4 Tanjungpinang, in the follow-up process after evaluation, training sessions are conducted to enhance teacher performance. Additionally, school principals often call problematic teachers for coaching sessions to assist in resolving issues faced by the teachers.

CLOSING

Conclusion

From the analysis and discussion above, it can be concluded that the "Implementation of Performance Management at State Junior High School 4 Tanjungpinang" has been carried out effectively and efficiently. This is evident in the curriculum, competencies, training programs, and performance appraisal systems that have been implemented very effectively. By considering the "Implementation of Performance Management at State Junior High School 4 Tanjungpinang," it is expected that SMP Negeri 4 Tanjungpinang will continue to progress and maintain its accreditation.

Reccomendations

State Junior High School 4 Tanjungpinang needs to continually enhance training programs so that teachers can effectively utilize IT. Additionally, State Junior High School 4 Tanjungpinang should evaluate the performance of its staff to ensure ongoing effectiveness.

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