



SCHOOL PRINCIPAL MANAGEMENT IN MAINTAINING EMPLOYEE WORK ACHIEVEMENT (STUDY: SD PLUS AL-GHIFARI BANDUNG CITY)

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Abstrack:

Empirical facts show that the work performance appraisal process to maximize performance tends to get stuck in a formality process. It is felt that the DP3-PNS (Job Implementation Assessment Data) has lost its meaning and substantive meaning, not directly related to what PNS has done. Therefore the government is trying to create a new way of assessing the work performance of civil servants, namely by using the Work Performance Assessment method approach. In this case, the President of the Republic of Indonesia has issued Government Regulation of the Republic of Indonesia Number 46 of 2011 concerning the Assessment of Civil Servant Work Performance. The purpose of this study was to describe the achievements of SD Plus Al-ghifari Kota Bandung employees. The method used in this research is a descriptive qualitative method using observation and interviews to collect the data. The results of this study indicate that the Rating scale, Critical Incident and Field Review applied at SD Plus Alghifari Kota Bandung produce a more valid and structured assessment because the assessment data using the rating scale is stored on a drive in the network which can be accessed anywhere with use the internet network. Then for critical incidents it is carried out in stages and over a certain period of time and the manager monitors and records all specific events or events that will be assessed and observed as a determinant of the success of the indicators on the job. And finally, the field review is carried out by means of assessors or leaders going directly to the field to assess employee performance.

Keywords: *Work Performance, Management, Human Resource, Education*

INTRODUCTION

Empirical facts show that the work performance appraisal process to maximize performance tends to get stuck in a formality process. It is felt that the DP3-PNS List (Job Implementation Assessment Data) has lost its meaning and substantive meaning, not directly related to what PNS has done. DP3-PNS substantively cannot be used as an assessment and measurement of how much success, failure, productivity and contribution of PNS to the organization. The DP3-PNS assessment is more oriented towards personality and behavior assessment but has not focused on performance, increasing results, productivity (end result) and developing potential utilization.

Therefore the government is trying to create a new way of assessing the work performance of civil servants, namely by using the Work Performance Assessment method approach. In this case, the President of the Republic of Indonesia has issued Government Regulation of the Republic of Indonesia Number 46 of 2011 concerning Assessment of Civil Servant Work Performance which is effective from January 1, 2014. The Civil Servant Performance Assessment consists of two elements, namely Employee Work Objectives (SKP) and Behavior Work with an assessment weight of each SKP element of 60% for SKP elements and Work Behavior of 40% for Work Behavior. The

results of the performance evaluation of civil servants are used as a basis for consideration. Education is the right of every Indonesian citizen who has the right to obtain quality education services in accordance with abilities and interests regardless of the differences that a person has. In the process of providing education, integrated quality management is very important in improving education services. Integrated quality management organizes education by making continuous improvements, both in graduate products, administration or services, human resources (HR) who provide services, learning service processes and the environment (Sobahi, 2010).

Education is the most important investment for a nation, especially for a developing nation. Development can only be carried out by humans who are prepared for it through education.

Education is also an effort made to develop capabilities and shape the character and civilization and dignity of the nation. One of the ways is through education in schools, both organized by the government and the community. In realizing these goals, experts in schools are needed. In improving the quality of education, the implementation of administration is very influential in improving the quality of education, because without good administrative management, the goals of education that has been set will not run properly according to what has been previously set. Because according to Drs. M. Ngalim Purwanto education administration is the entire process of directing and integrating everything personal, spiritual, and material related to the achievement of educational goals.

In the implementation of good educational administration, it cannot be separated from good employee performance. Because in the implementation of administration in an institution it can be said to be good, all of which are influenced by good employee performance as well. Because according to Irham Fahmi in his book entitled "theory and practice performance management" explains that Employee Performance is the result of work done by a person or group of people in an organization both the organization is profit oriented and non profit oriented produced over a period of time. More explicitly, Amstron and Baron said that employee performance is the result of work that has a strong relationship with the organization's strategic goals and customer satisfaction. (Fahmi, 2012).

Employee performance can be said to be good if employees have carried out their duties both in terms of work quality, work quantity, timeliness in doing work, attendance, and the ability to work together in carrying out work well. Quality of work, quantity of work, punctuality at work, attendance and ability to cooperate in work in question is the performance carried out by a person or group of administrative employees while carrying out their work and responsibilities as an administrative employee (Nawawi, 2006) Sehingga prestasi pegawai akan jauh lebih baik.

Employee performance is needed by various kinds of institutions, one of which is a school institution. Employees who have high work performance will be profitable for school institutions. Conversely, if work performance is low, it will have a negative impact on the continuity of the school institution. Achievement can be achieved is certainly not an easy matter. This requires a serious handling.

According to Siswanto, what is meant by work performance is the performance achieved by a worker by a worker in carrying out the tasks and work given to him. In general, the work of a worker is influenced, among other things, by the skill, skill, experience and sincerity of the worker concerned (Sastrowiryo, 2002).

Hasibuan argues that a person's work performance is shown by his seriousness in completing the tasks assigned to him based on skills, experience, sincerity and time. Work performance is the result of the implementation of a job, both physical/material and non-physical/non-material in carrying out their duties based on the job description, the results need to be assessed after a certain grace period (Nawawi, 2006).

Work performance is also known as performance or performance. In principle, there is another term that better describes "achievement", namely the word "achievement". But because the word comes from the word "to achieve" which means "to achieve", then in Indonesian it is often interpreted as "achievement" or "what is achieved". (Sejati, 2015)

Bernardin and Russel provide a definition of achievement as a record of the results obtained from certain job functions or certain activities over a certain period of time. 34 Job performance is the result of a person's efforts which is determined by the ability of his personal characteristics and the perception of his role in the job.

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According to Mangkunegara, work performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Peter and Yeni Salim, work performance is the result of work obtained from carrying out tasks assigned to someone (Fahmi, 2012).

According to Edy Sutrisno, employee performance is the result of work that has been achieved by someone from their work behavior in carrying out work activities. Work performance is the level of success achieved by a person or group of people in carrying out the tasks assigned to them, as well as an increase in the quality and quantity of work results from time to time in achieving organizational/institutional goals.

Dessler argues that employee performance is an information that is used as a basis for making decisions about promotions and salaries. According to Sondang work performance is an approach in evaluating the work of employees where there are various factors: (Siagian, 2004). What is assessed is that in addition to having certain abilities, humans are also not immune from various weaknesses and shortcomings. The assessment is carried out on a certain set of realistic benchmarks, directly related to a person's duties and objectively determined and applied criteria.

According to Andrew F. Work performance appraisal cycle is a systematic evaluation of the work that has been done by employees and shown for development. Meanwhile Dale Yoder argues that performance appraisal is a formal procedure carried out within the organization to evaluate employees and the contributions and interests of employees. Performance appraisal as a process carried out by an organization in evaluating one's job performance.

Each employee performance appraisal must really have clear goals, what you want to achieve. The objectives to be achieved with this assessment can vary, including to: (Rahwayantika, 2013)

1. Identify which employees need education and training.
2. Determine salary increases or employee wages.
3. Determine the possibility of transferring employees to new assignments.
4. Establish new policies within the framework of the organization
5. Identify employees who will be promoted to higher positions and so on.

Work performance is the result of carrying out a job, both physical/material and non-physical/non-material in carrying out their duties based on the job description, the results need to be assessed after a certain time limit. 6 Bernardin and Russel provide a definition of achievement as a record of the results obtained. from certain job functions or certain activities during a certain period of time. Job performance is the result of a person's efforts which is determined by the ability of his personal characteristics and the perception of his role in the job. (Sutrisno, 2009)

From some of the definitions above, it can be concluded that employee performance is the level of success of a person in completing the tasks and responsibilities given to him. In measuring work performance, several indicators are used, namely work quality, work quantity, employee consistency, cooperation, and employee attitudes.

Departing from this, the researcher wishes to examine the work performance of SD Plus Al-Ghifari employees in Bandung. This study discusses Employee Achievement which consists of the formulation of the problem formed from Monday & Noe's theory, namely (1) How is the Rating Scales method at SD Plus Al-Ghifari Bandung City? (2) How are the critical incidents at SD Plus Al-Ghifari Bandung? (3) What is the field

survey method at SD Plus Al-Ghifari Bandung City?.

RESEARCH METHODS

In this study, the authors used a type of qualitative descriptive research using a field research approach, namely research that attempts to describe, interpret, describe or explain objects, events or incidents that took place at the time of the research as they were. This descriptive research is expected to provide an overview of employee performance at SD Plus Al-Ghifari Bandung. This research is located at SD Plus Al-Ghifari, Bandung City, which is located in Cisaranten Kulon Village, Kec. Arcamanik Bandung City, West Java.

RESULT AND DISCUSSION

Work Performance Assessment Method applied at SD Plus Al-Ghifari Bandung City

Rating Scales

By using this method the results of employee performance appraisal are recorded on one scale. The scale is divided into seven or five categories because the concepts to be assessed are qualitative, so the categories used are qualitative. The factors assessed can be grouped into two groups, namely those related to work and those related to worker characteristics.

The assessment aspects contained in the rating scale include reliability, initiative, consistency, presence, attitude, cooperation, etc. Then a rating scale was made from these value criteria, the rating scale used was very varied, but at SD Plus Al-Ghifari City of Bandung it was customary to use a scale of 1-5 and 1-10. After the aspects and assessment criteria have been made, they will be made in the form of a Google form to make access easier. In making the Google form using the linear scale technique and this technique is already available in it. Using this google form media because of the ease of access and flexibility (Cressida, 2013)

1. Critical Incidents

With this method, the appraisal makes judgments at critical moments only, namely the time when the employee's behavior can make its part very successful or even vice versa. The Ritical Incident Method is carried out in stages and over a certain period of time and the manager monitors and records all specific events or events that will be assessed and observed as a determinant of the success of the indicators on the job.

In this method to be effective, critical and objective thinking is needed in seeing all points of view and assessing what statements exist from good to bad in the work being done (Prabowo, Bastian, & dkk, 2015). Then the results of the statement will be linked to real work performance and to make it even more effective it can be combined with the ranking technique method, namely ranking each job carried out by employees who are assessed as a whole from the performance aspects that have been determined by the manager and classifying these performance aspects into those the best and the worst so that shifts and training can be carried out on things that need to be developed in these employees for the betterment of the madrasah and the employees themselves. The assessment aspects in this method include delays in preparing report cards, making students win competitions, providing community service (becoming a Koran teacher, head of rt/rw) and other forms of achievement/failure.

2. Field Review Methods

The assessment method is carried out by the school principal as an assessor going directly to the field to assess employee performance. This can be done, first: simultaneously with supervision activities. In supervising, the principal can evaluate the work of employees. Meanwhile, in the second way, the appraisers deliberately and plannedly visit the employee's workplace to evaluate the work performance in question (Adi & Purnama, 2016).

While at school, namely the principal came to the library and asked to take certain books, now the speed and accuracy in finding the book will be used as an

assessment, because it contains aspects of understanding in the task given to him (Awaluddin, 2023).

Employee Performance at SD Plus Al-Ghifari Bandung City

Talking about employee achievements based on the results of interviews with the principal said that: achievement is the level of success achieved by a person or group of people in carrying out the tasks assigned to them (Fernandes, 2012).

Measuring employee performance is not easy, therefore the authors determine indicators that will be used as benchmarks to describe employee performance.

Work quality

Judging from the understanding of the scope of work, job descriptions, responsibilities and authorities. The results of interviews with the principal explained that the quality of work of employees at SD Plus Al-Ghifari Bandung City. It's good, but there is still something that needs to be evaluated to be even better. (Awaluddin, 2023)

Similar to the school principal, the head of administration also said that the quality of employee work was optimal, but satisfaction was relative. This opinion differs from the author's observations when conducting field observations, where the investigator found that there were employees who did not really understand the scope of their work correctly..

Working quantity

Shown through results and speed in carrying out work. Based on the results of an interview with one of the teachers, he said that the employee's work was quite optimal, as evidenced when I asked the library employee to look for one of the books and the library employee was able to find the book even though it took a little time to find it.. (Juwairiyah, 2023)

In line with what was conveyed by the head of the library stated that library employees were quite alert when asked to recapitulate activities in the library. (Mulyawati, 2023)

Based on the results of the observations that the authors carried out, it turns out that there are similarities of opinion, because the authors found that the performance of employees in carrying out their duties was quite good, but there were some employees who often postponed their work..

Employee Consistency

Efforts to always develop capabilities and self-actualization, understand and follow instructions given, have initiative, honesty, intelligence and prudence in work. Based on interviews with the school principal, it was said that there were several employees who lacked initiative at work, were not thorough and often told stories that could be a waste of time.

This is in line with what the authors found in the field where some employees did not understand instructions from superiors, but there were employees who had the initiative to develop their abilities by continuing their education to a higher level. (Fernandes, 2012).

Cooperation

The ability to cooperate between colleagues is shown to improve the quality of work. From the results of interviews with subject teachers, he revealed that cooperation between employees is quite optimal, this can be proven by one of the employees at SD Plus Al-Ghifari Bandung City who is able to communicate needs and goals with good communication so that it allows the formation of collaboration between employees. (Nurbayani, 2023)

Based on the author's observations, it can be said that cooperation between employees has not been maximally established but is at a sufficient level, because there are still things the writer saw during research who helped each other tidy up the library room.

Employee attitude

Aspects of employee attitudes include behavior towards organizations or institutions, superiors and co-workers. The results of interviews with students said that the attitude of employees in serving was quite friendly, polite and often greeted other employees.

I encountered this opinion while in the field, the first time I visited the school

the response was quite positive, colleagues also greeted and greeted each other when meeting other colleagues. In carrying out staffing activities, it is also interspersed with joking but not excessive.

Presence

The existence of employees in the workplace to work according to the time or working hours that have been determined.

Based on the results of interviews with the head of administration at SD Plus Al-Ghifari Bandung City. explains that employee attendance is maximized, arrives on time, and goes home according to the schedule. (Junaedi, 2023)

The same thing was also expressed by the representative of the curriculum field, he said that employee attendance was very disciplined, it was a matter of time and went home after working hours ended. The activities carried out by administrative staff have been running optimally. Based on the results of the observations made by the author, it is true that the presence of employees is on time both when they come and when they go home.

So, from some of the explanations above, it can be concluded that the performance of employees at SD Plus Al-Ghifari Bandung City is quite good and positive, starting from the seriousness in the field of work, carrying out the duties and authority given to the maximum, the relationship between employees that is able to be well established and positive, the consistency of employees at work which is quite good and the habits of employees who always fulfill attendance and respect the rules of the allotted time.

CONCLUSION

The rating scale, critical incident and field review implemented at SD Plus Al-Ghifari Bandung City resulted in a more valid and structured assessment because the assessment data using the rating scale is stored on a network drive which can be accessed anywhere using an internet network. Then for critical incidents it is carried out in stages and over a certain period of time and the manager monitors and records all specific events or events that will be assessed and observed as a determinant of the success of the indicators on the job. And finally, the field review is carried out by means of assessors or leaders going directly to the field to assess employee performance.

Employee performance at SD Plus Alghifari Bandung City can be said to be optimal, this is supported by good teamwork skills, timely completion of work, and good facilities and infrastructure to support the process of carrying out work. This is also supported by seriousness in the field of work, carrying out the duties and authority given to the maximum, good and positive relations between employees, consistency of employees in working which is quite good and the habits of employees who always fulfill attendance and respect the rules of the time given .

Factors that support and hinder employee achievement at SD Plus Al-Ghifari Bandung City. Supporting factors are environmental factors, while those that inhibit employee performance are ability factors, motivational factors and compensation factors. So that the performance of employees at SD Plus Alghifari Bandung City is quite optimal.

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