

PERFORMANCE ANALYSIS OF EMPLOYEES OF THE DIRECTORATE GENERAL OF TEACHERS AND EDUCATIONAL PERSONNEL MINISTRY OF EDUCATION, CULTURE, RESEARCH AND TECHNOLOGY

Dicky Martono¹, Veithzal Rivai Zainal², Azis Hakim³

Master of Public Administration Study Program at Krisnadwipayana University^{1,2,3}

Email: dicky.martono@gmail.com¹, dr_azishakim@yahoo.com²,

Veithzal47@gmail.com³

Abstract

This research aims to describe the performance of employees of the Directorate General of Teachers and Education Personnel of the Ministry of Education, Culture, Research and Technology. The research method used is descriptive qualitative research with observations and in-depth interviews. The results of the research are: Overall it is appropriate, but there is still work overlap that occurs. However, they have carried out their duties under their main duties and functions as well as their respective authorities in carrying out their work so that it is clear what is being done. There are supporting factors including leadership as a work partner. Provide encouragement and direction. Giving awards. Create a comfortable workplace. Be a role model for employees. Leadership must be truly accountable because the leadership's responsibility is very important and determines the high and low levels of employee work results, as well as employee performance and morale. The inhibiting factors include a lack of increased discipline and a lack of management of organizational culture development. The strategy for improving employee performance at the Directorate General of Teachers and Education Personnel of the Ministry of Education, Culture, Research, and Technology is by planning an organizational program, namely the process of planning, organizing, leading, and controlling the efforts of organizational members as well as utilizing all organizational resources to achieve organizational goals. has been determined by the leadership.

Keywords: Employee performance, Performance Goals and Targets

Introduction

An organization is a complex unit that tries to allocate human resources fully to achieve a goal. If an organization can achieve its stated goals, it can be said that the organization is effective (Nugraha, 2020). Along with its development, all organizations are required to be able to compete to provide maximum service, including government organizations (Rahman, 2020).

Performance is basically what employees do or do not do (Jamaludin, 2017). Employee performance influences how much they contribute to the organization. Each job has specific job criteria, or job dimensions that identify the most important elements of a job. Organizations or agencies need to know various employee weaknesses and strengths as a basis for correcting weaknesses and strengthening strengths to increase employee productivity and development so that employee performance in each agency must be optimized to achieve the agency's goals. For this reason, it is necessary to carry out periodic performance assessments that are oriented toward the past or future. Another reason why resource issues are considered worthy of special attention is that the success

Performance Analysis of Employees of the Directorate General of Teachers and Educational Personnel Ministry of Education, Culture, Research and Technology

of an organization is greatly influenced by the individual performance of its employees. Labor acts as a potential source for carrying out organizational activities. The potential of every human resource in the organization must be utilized optimally so that it can provide optimal output. This requires organizations and companies to always try to improve employee performance to achieve organizational goals.

For this reason, organizations must consider employee involvement in the organization. The employee's comfort level with the job and the organization should be considered by the organization. The higher the level of employee involvement, the higher the level of performance produced by the employee. Employees will be more enthusiastic about their work if they are directly involved in organizational activities, employees will feel more recognized in the organization and the level of employee comfort with their work will be higher. So that organizations and employees will experience the same benefits. Organizations will increase their productivity, while employees will be comfortable and more passionate about their work. As for employees who are competent in their field within the organization, the organization will always try to provide support to these employees in various ways.

Whether or not organizational goals are achieved depends greatly on the successful implementation of the responsibilities given to the work implementer. Employee success can be seen in terms of work performance, workability, and discipline. If these three elements are implemented well, the results obtained will certainly be better too. Based on observations made by the author, it appears that the performance of employees of the Directorate General of Teachers and Education Personnel of the Ministry of Education, Culture, Research and Technology still shows low performance. This symptom can be seen from the phenomena, namely that there are still some employees who slack off on their work, and there are still employees who do not carry out their responsibilities seriously. This can be seen from the fact that there are still employees who neglect their work, resulting in a backlog of work. There are still employees who lack initiative in carrying out their work. This can be seen from the fact that there are still employees who wait for orders before carrying out their work. There are still employees who lack cooperation with other employees. This can be seen from the lack of caring attitude between each other.

Previous research relevant to this research includes the Troops-to-Teachers program that provides grants to states to help military personnel become K-12 teachers (Khrabrova & Chappell, 2014) (Kamarck et al., 2018) (Isherwood, 1996). The program aims to alleviate teacher shortages in schools in need and key subjects such as math, science, and special education (Espinoza et al., 2018). However, it is not yet clear whether the program achieves its goals because the Department of Defense does not have complete data on the schools and subjects in which program participants teach.

The knowledge gaps that can be identified from this study are a lack of emphasis on improving discipline and a lack of management of organizational culture development (Rohajawati et al., 2016) (Zanko & Dawson, 2012). In addition, previous research (Connally & Tooley, 2016) (Marzano & Toth, 2013) (Efendi & Sholeh, 2023) suggests

Performance Analysis of Employees of the Directorate General of Teachers and Educational Personnel Ministry of Education, Culture, Research and Technology

that meaningful evaluation, feedback, and support for teachers' professional growth are often lacking. This shows that there is a need to pay more attention to these factors to improve the performance of employees at the Directorate General of Teachers and Education Personnel of the Ministry of Education, Culture, Research, and Technology.

The purpose of this study is to describe the performance of employees of the Directorate General of Teachers and Education Personnel of the Ministry of Education, Culture, Research, and Technology. The research method used is descriptive qualitative research with in-depth observation and interviews. The results showed that overall employee performance was appropriate, but there was still overlap in work that occurred. Supporting factors include leadership as a partner, awarding, creating a comfortable work environment, and being a role model for employees. Meanwhile, inhibiting factors include a lack of discipline improvement and a lack of management of organizational culture development.

Method

In this research, qualitative research methods are used with a descriptive approach, research that describes conditions and findings in the field under existing reality. This research was conducted at the Directorate General of Teachers and Education Personnel, Ministry of Education, Culture, Research and Technology. The type of data collected is secondary data obtained indirectly, in the form of written materials/documents related to the research focus in the form of books, regulations, documents, or important texts, and primary data obtained directly from the source, without intermediaries. The data source is the results of interviews with informants. Informants were selected using: Purposive sampling and Accidental sampling, namely employees within the Directorate General of Teachers and Education Personnel of the Ministry of Education, Culture, Research and Technology who were selected who could provide information related to the research. Data collection techniques include Interviews, Direct Observation, Documentation Study, and Literature Study. This research uses another instrument in the form of an interview guide.

Result and Discussion

In general, work results can be interpreted as employees of the Directorate General of Teachers and Education Personnel of the Ministry of Education, Culture, Research and Technology who can provide good results at work. Indicators that can be seen from the results of the work are:

- 1) Effectiveness
 - a) The quality of work performed by employees
 - b) Quantity of employee work.
- 2) Initiative in work skills
 - a) Employee initiative
 - b) Collaboration carried out by employees
- 3) Work discipline

Performance Analysis of Employees of the Directorate General of Teachers and Educational Personnel Ministry of Education, Culture, Research and Technology

- a) Comply with regulations.
- b) Employee work commitment
- 4) Position duties responsibilities
 - a) Employees can make decisions.
 - b) Dare to take and bear the risks faced

From the results of the interview, it can be concluded that the overall performance description of employees of the Directorate General of Teachers and Education Personnel of the Ministry of Education, Culture, Research, and Technology is appropriate, but there is still work overlap that occurs. However, they have carried out their duties under their main duties and functions as well as their respective authorities in carrying out their work so that it is clear what is being done.

here are several factors that influence improving employee performance at the Directorate General of Teachers and Education Personnel of the Ministry of Education, Culture, Research and Technology. that is:

1. Personal/individual factors include elements of knowledge, skills, abilities, self-confidence, motivation, and commitment possessed by each employee.
2. Leadership factors include aspects of the quality of managers and team leaders in providing encouragement, enthusiasm, direction, and work support to employees.
3. Team factors, including the quality of support and enthusiasm provided by teammates, trust in fellow team members, the cohesiveness and closeness of team members d. System factors include work systems, work facilities provided by the leadership of the organization, organizational processes (organization), and work culture in the organization (organization).

To improve strategies for improving employee performance at the Directorate General of Teachers and Education Personnel of the Ministry of Education, Culture, Research and Technology, namely:

- 1) Planning an organizational program. At the Directorate General of Teachers and Education Personnel of the Ministry of Education, Culture, Research and Technology, the process of planning, organizing, leading, and controlling the efforts of organizational members as well as utilizing all organizational resources to achieve organizational goals has been determined by the leadership. In addition, in managing the performance of employees of the Directorate General of Teachers and Education Personnel, the Ministry of Education, Culture, Research and Technology applies education and training.
- 2) Deliberate on organizational policies. Every time they decide or make a policy related to an organization, the leadership of the Directorate General of Teachers and Education Personnel of the Ministry of Education, Culture, Research and Technology always consults first with their staff.
- 3) Cultivate discipline. The level of discipline at the Directorate General of Teachers and Education Personnel of the Ministry of Education, Culture, Research and Technology is very good. With good arrangements of security officers, employees and appropriate placement, management, and cultivation at the Directorate General

Performance Analysis of Employees of the Directorate General of Teachers and Educational Personnel Ministry of Education, Culture, Research and Technology

of Teachers and Education Personnel of the Ministry of Education, Culture, Research, and Technology is very good. Leadership's example is the beginning of instilling an attitude of discipline and order in the organization.

- 4) Guiding and providing direction. At the Directorate General of Teachers and Education Personnel, Ministry of Education, Culture, Research, and Technology, the development of a conducive, disciplined, and professional work climate culture, coupled with direction from the leadership, has increased the quality of employees' work.

Conclusion

- a. The overall performance of employees of the Directorate General of Teachers and Education Personnel at the Ministry of Education, Culture, Research and Technology is appropriate, but there is still work overlap that occurs. However, they have carried out their duties under their main duties and functions as well as their respective authorities in carrying out their work so that it is clear what is being done.
- b. There are supporting factors, including the leadership as a work partner being able to try to involve all parties in all work. Providing encouragement and direction seeks to create a healthy and pleasant work climate to make it easier for employees to carry out their duties. Give awards to employees who excel by developing a culture of appreciation and rewards for the performance of employees who excel. Employees will feel appreciated when they are greeted or given praise for their work. Creating a comfortable workplace, smoothness, and order in carrying out their respective duties, all employees at the Directorate General of Teachers and Education Personnel of the Ministry of Education, Culture, Research, and Technology are given a special place so they can manage and manage their workplace. Be a role model for employees. Leadership must be truly accountable because the leadership's responsibility is very important and determines the high and low levels of employee work results, as well as employee performance and morale. Meanwhile, the inhibiting factors are the lack of increased discipline and the lack of management of organizational culture development.
- c. The strategy for improving employee performance at the Directorate General of Teachers and Education Personnel of the Ministry of Education, Culture, Research, and Technology is by planning an organizational program, namely the process of planning, organizing, leading, and controlling the efforts of organizational members as well as utilizing all organizational resources to achieve organizational goals. has been determined by the leadership. Deliberate on organizational policies, namely, every time you decide or make policies related to the organization, the leadership of the Directorate General of Teachers and Education Personnel of the Ministry of Education, Culture, Research, and Technology always consults first with their staff. cultivate discipline, guide, and provide direction.

REFERENCES

- Connally, K., & Tooley, M. (2016). Beyond Ratings: Re-Envisioning State Teacher Evaluation Systems as Tools for Professional Growth. *New America*.
- Efendi, N., & Sholeh, M. I. (2023). Manajemen Pendidikan Dalam Meningkatkan Mutu Pembelajaran. *Academicus: Journal of Teaching and Learning*, 2(2), 68–85.
- Espinoza, D., Saunders, R., Kini, T., & Darling-Hammond, L. (2018). Taking the Long View: State Efforts to Solve Teacher Shortages by Strengthening the Profession. *Learning Policy Institute*.
- Isherwood, J. M. (1996). “Troops to Teachers” alternative credentialing program. University of Southern California.
- Jamaludin, A. (2017). Kinerja pada dasarnya adalah apa yang dilakukan atau tidak dilakukan karyawan. *JABE (Journal of Applied Business and Economics)*, 3(3), 161–169.
- Kamarck, K. N., McKinsey, E. G., & DC, L. O. F. C. W. (2018). *DOD’s Troops to Teachers Program (TTT)*.
- Khrabrova, I., & Chappell, S. (2014). *Troops to Teachers Grant Study 4: Technical Report*.
- Marzano, R. J., & Toth, M. (2013). *Teacher evaluation that makes a difference: A new model for teacher growth and student achievement*. ASCD.
- Nugraha, M. E. S. (2020). Pengaruh Kinerja Pegawai Terhadap Efektivitas Organisasi Pada Kantor Kecamatan Dusun Selatan Kabupaten barito selatan: The Effect of Employee Performance on Organizational Effectiveness in the Kecamatan Dusun Selatan Office of Selatan Barito District. *Restorica: Jurnal Ilmiah Ilmu Administrasi Negara Dan Ilmu Komunikasi*, 6(2), 82–90.
- Rahman, D. (2020). Kinerja Pegawai (Analisis Komparatif Berdasarkan Gender) di Kantor Kementerian Agama Kabupaten Bone. *Manajemen Pendidikan*, 14(2).
- Rohajawati, S., Sensuse, D. I., Sucahyo, Y. G., & Arymurthy, A. M. (2016). Mental health knowledge management: critical success factors and strategy of implementation. *Journal of Knowledge Management*, 20(5), 980–1003.
- Zanko, M., & Dawson, P. (2012). Occupational health and safety management in organizations: A review. *International Journal of Management Reviews*, 14(3), 328–344.