

PERFORMANCE MEASUREMENT AND EVALUATION LECTURER UIN SUMATERA UTARA

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Abstract: The purpose of this study was to find out how to measure and evaluate the quality performance of educational institutions appropriately at the Islamic University of North Sumatera. The method in this study uses qualitative research methods with an empirical approach. In this study, the data sources used were secondary data, secondary data were data obtained from library materials, the literature in this study used strategic management studies obtained from books, articles and searches related to strategic management at UIN Sumatera Utara. The research results obtained from measurement and performance evaluation were carried out through the development of evaluation instruments, data processing and analysis carried out by the institution concerned, it was found that lecturer performance assessments had 3 objects from a financial perspective, namely lecturer honorarium, grants/external funds, and stimulant funds. The measurement results are then used as feedback in the form of effective and efficient actions, as well as to inform plan implementation and when the business needs to adjust its planning and management activities. Whereas performance evaluation is to motivate apparatus to improve their performance, counseling helps apparatus to prevent performance from being too slow so that before the performance evaluation is carried out the leaders have already carried out counseling to make improvements in the future. Performance evaluation is a motivational tool for apparatus to raise their work standards, apart from being a tool for motivating, performance evaluation is also for measuring work goals and empowering apparatus.

INTRODUCTION

Measurement and evaluation of performance in the context of education is a process of collecting data through empirical observation to collect information relevant to predetermined goals and then to determine the level of success and failure of an organization/educational institution and provide input to overcome existing problems. The benefits of evaluation are useful for improving plans, strategies, policies; for decision making; for program/activity control purposes; to improve inputs, processes, outputs, improve order/governance or procedural systems. Thus the measurement and evaluation of performance is important in the context of the internal quality assurance of the institution itself. Likewise, what happened to lecturers at UIN Sumatra Utara, the implementation of guaranteeing and improving the quality of education as a form of quality performance in educational institutions, is still facing various kinds of general problems, which include: (1) universities still do not have the same perception of various aspects and indicators of assessment of the National Education Standards as a reference for education quality ; (2) Implementation of quality assurance and improvement of education is still limited to monitoring the quality components in education units; (3) Quality mapping is still in the form of data collection on educational quality attainment that has not been integrated from various education providers; (4) Follow up on the results of data collection on the quality

of education that have not been utilized for the purpose of continuous quality improvement; and (5) The implementation of higher education Self-Evaluation assessments and their assessment instruments have not been fully understood as the needs of educational institutions.

Lecturer workload is a number of jobs assigned by higher education leaders to lecturers to carry out higher education tridharma tasks and or additional assignments within a certain period as measured in semester credit units/credits covering (1) education, (2) research and development, (3) community service, (4) supporting higher education tridharma. The lecturer's own workload ideally in carrying out the duties of higher education tridharma is at least 12 credits and a maximum of 16 credits in each semester according to their academic qualifications. Thus the performance of a lecturer's duties is the achievement of a lecturer's results in carrying out a number of tridharma tasks which are his obligations and responsibilities for one semester.

Referring to these problems raises other problems that occur at UIN Sumatra Utara, for example the data provided is invalid, the accreditation score does not show indicators of actual standard fulfillment, so it can be said that a quality culture at the educational unit level has not been built in accordance with the essence of quality itself. Whereas the implementation of the Education Quality Assurance System at the educational unit level is a strategic step in building this quality culture. Therefore in this study will examine how to properly measure and evaluate the performance of UIN North Sumatra lecturers.

RESEARCH METHODS

Approach study this use method study qualitative with approach empirical (Syahrums 2012). On research This data source used namely secondary data (Suryabrata 1998), secondary data is the data obtained from library materials (Sugyono 2015), The literature in this study used strategic management studies conducted at UIN North Sumatra educational institutions obtained from books, articles and searches on related strategic management.

In data collection, researchers classify which ones are needed and collected (Bugin 2017). The data is adjusted to the needs by means of library study techniques. The literature study of this research by collecting data through library research used is related studies and knowledge (Almanshur 2014) with titles such as Performance Measurement and Evaluation of the case study of the North Sumatra UIN Educational Institution.

RESEARCH RESULTS AND DISCUSSION

Measurements were carried out at the UIN Sumatera Utara Educational Institution using indicators or indicators Lecturer Performance as follows:

Table 1 Lecturer Performance Indicators

Strategic Objectives	Key Performance Indicator (KPI)
Financial	- Lecturer Honor - Grant funds - Stimulant funds
Consumers/customers: - Student satisfaction - Lecturer satisfaction	- Student satisfaction scores - Lecturer satisfaction score
Internal business processes: - Lecturer performance	- Lecturer attendance percentage - Percentage of availability of exam questions - Percentage of accumulated value

Learn and Growth: - Study - Community service - Scientific work - Education	- Lecturer research percentage - Percentage of community service - Percentage of scientific publications - Lecturer Education Percentage
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Source: *processed data*

Based on the literature documents/guidelines for evaluation of institutional lecturers, data is obtained in the form of lecturer performance weights as shown in table 3 below:

Table 2 Lecturer Performance Assessment

1	Teaching and learning process: a. Evaluation of Student Satisfaction b. Fulfilling the number of face-to-face meetings according to the schedule, including attending and finishing on time c. Make exam questions on time d. Answer and correct timely e. Testing work apprenticeships and thesis according to the schedule f. Make lecture diktat	10% 10% 5% 3% 2% 5%
2	Guidance and consultancy: a. Provide guidance on work apprenticeship/KKN & thesis b. Become an academic adviser (guardian lecturer)	10%
3	Level of Education & Functional Position: a. Academic Position b. Length of Academic Position c. Educational level	20%
4	Research and community service: a. Do research b. Scientific publications c. Doing community service	10% 10% 10%
5	Other tasks outside the main task: a. Served as a committee b. Attend seminars/training	2% 3%

Source: *processed data*

DISCUSSION

Measurement

1. Understanding Performance Measurement

Measurement performance is the process assessment progress achievement goals that have been set before, incl information about efficiency on the output produced; output quality, incl quality services provided; and results program activity. Measurement performance is also defined as method government for determine is they has produce quality product with entrance fees sense. Measurement performance intended for measure performance organization, incl measurement on Productivity, Effectiveness, Quality and Accuracy time (Jahari, 2018).

2. Techniques Performance Measurement

There is various type measurement performance, start from measurement performance in a manner simple up to those who use framework measurement performance such as Sig

Sigma, Balanced Scorecard, Malcolm Baldrige, and so on framework measurement performance other. Measurement performance used in AKIP system is measurement performance in a manner simple, that is with use a number of indicator selected performance in a manner selective describing success organization, goals/objectives, and programs/activities (Hanum, 2016).

In framework development management performance in their respective organizations, agencies government recommended for improve and develop technique measurement performance, incl if needed, using technique measurements that have been used in a manner wide like the Balanced Scorecard. Agency the government can too develop alone framework measurement performance with focus considered measurements important by management, such as measurement about efficiency, quality, productivity, safety, accuracy time, and focus measurement other.

3. Mechanism Performance Measurement

The performance measurement process includes the following (Tampubolon, 2017):

- a. Identification performance to be measured.
Performance covers Desired Goals/Targets achieved as well as Programs/Activities that must be done For reach Goals/Goals the.
- b. Choose tool measure that will used.
measuring tool this in form indicator possible performance measure success achievement desired goals/goals as well as program/activity success as effort for reach Goals/Goals.
- c. Set the desired target achieved.
This target should is quantification from indicator the desired performance achieved in associated period.
Third step this already must set since drafting planning. Next step is related steps with measurement.
- d. Set system performance data collection.
In stage this be prepared what about performance data obtained, incl required details For analyzed.
- e. Do performance data collection.
Stage This covers all collection of data regarding realization along other related information with performance obtained.
- f. Measure performance.
Measurement performance done with compare realization with plans that have set.
- g. Do evaluation and analysis on performance.
Evaluation and analysis done for get deep understanding on performance obtained.
- h. Conclude about performance.
Conclusion covers evaluation about success nor failure reach planned performance, incl necessary steps done for maintain or increase success nor for fix/eliminate failure.

4. Importance Performance Measurement

Measurement is aspect important from management performance, so success strategy implementation must be measured or no can improved. because it is necessary for set level objective strategic can used for measure performance and initiative strategic for reach objective the can identified. Target strategy and criteria used For set performance targets and deliver award to employees, teams, or organizational units. Definition Metric performance is metric used for measure mark business.

Measurement results the then used as bait come back form effective and efficient actions, as well for inform implementation plan and when business need adapt activity planning

and management. Naturally indicator quantitative or qualitative can describe degrees achievement goals and objectives organization/organization good on stage planning, implementation, and settlement. Measurement performance used for show performance company/organization everyday. According to matching in motheria, measurement is tool administration used for evaluate achievement goals, goals, and goals (goals, and goals) to increase quality decisions and responsibilities answer. Temporary it, according moherion, measure efficiency, this is the process of judging job. Characteristics in Performance Measurement (Mohrens, 1984).

Usual characteristics used by organizations world class when apply the balanced scorecard to evaluate system measurement performance they are:

- a. Cost No exceed benefits received by the organization.
- b. Often considered as metric key from the balanced scorecard, here is method for measure and evaluate performance business/organization in four dimensions: financial, customer, internal business processes, as well learning and growth.
- c. There must be at least one associated metrics direct with set goals.
- d. Keep your data stable simple and easy understood and reported.
- e. Measurement must Keep going continuously be repeated so that can compared.
- f. Widely used as part from the Balanced Scorecard
- g. Metric can used for set destination to be leads to improvement future performance.

5. Performance Measurement Parameters

Before measure performance employees, organization need know metric what to use for measure performance employee. With thus, the company own standard separately made as reject measuring for measure performance. Amount many employees can complicates the measurement process performance because involve many parameters. With thus, organization supported by the device soft evaluation performance employee for make measurement more easy and more fast. Following method measure performance employee based on metric performance (Sudijono, 2004):

a. Quality parameters

Important How measure productivity employees, quality performance every duties and responsibilities answer given to him. A number of aspect dimensions quality performance covers details about work team and goals employee. Manager can measure amount objective organization that has achieved a employee, or see how much good or bad he is do on the project moderate organization he do it.

b. Skills solve problem

Employee perform tall must own Skills solving problem in all situation. Solving problem is one the most important method for measure performance. Every employee must independent in solve problem in situation hard, so no depend on employees others, incl manager. Organization must ensure that employee trained for solve problem on the spot work. Employee must own trust self and skills solve problem before face complex situation.

c. Goals and target achievement

Evaluation performance employee with number specific and consider the context in which the value the given. Identification factor external can influence achievement objective employees, like change need customers, and can cause purpose which is not aligned.

d. Work team and leadership

Discuss how much good employee can work in team moment evaluate performance employee and how employee can show leadership or guidance to member team other. Employee with skills leadership can lead team with good and motivating member team

other For success together. Temporary That's a smart employee work the same team can see how much good they can communicate for finish problem. Employee with work the same team and skills good leadership can lifted as future manager.

e. Initiative and motivation

Employee with level good productivity capable take initiative and encouragement taking decision. With good initiative, employee can see action what to done without wait instructions from manager. When a employee not enough initiative or not can motivating himself alone for finish task, manager can explain how initiative and motivation influence performance in a manner whole.

f. A number of criteria evaluation possible performance used for evaluate or evaluate performance are (Marwansyah, 2010):

- 1) Size performance single is size its just performance use one scale appraisal. With thus, management and personnel business more focus on one criteria and no care with criteria other.
- 2) A number of size performance, for example use initiative criteria different for evaluate effectiveness. This used for reduce weakness indicator performance single
- 3) Integrated performance measurement because many size performance considered important for whole organization, then organization will measure size performance.

Evaluation

1. Understanding Evaluation

Before discussing evaluation, it is first necessary to understand what is called evaluation. Some of the meanings of evaluation include the following (Asmike, 2022):

- a. Evaluation is action consider or test something in framework determine value, quality ity, importance, level, or condition.
- b. Evaluation is work determine level interests, uses, or condition usually through assessment and study in a manner carefully.
- c. Evaluation is collection and analysis in a manner systematic on the required data in framework taking decision.
- d. Evaluation covers evaluation on the strengths and weaknesses of the implemented programs, incl policies, and products in framework increase effectiveness.

From these definitions, it can be concluded that evaluation is the process of giving a value regarding a condition. In the context of performance, evaluation is giving value regarding the performance that has been produced. The new performance measurement results provide a number obtained from a comparison between the realization and the target. Evaluation intends to convert this number into a value that describes how good or bad a performance is.

2. Evaluation Accuracy

Obedience evaluation is carried out to assess whether the results obtained through performance measurement accurately describe the expected performance. Because performance is described using performance indicators accompanied by targets, it is necessary to evaluate the accuracy of both the performance indicators and the targets. Evaluation of the appropriateness includes among others (Ananda, 2015):

- a. Target setting accuracy, whether the target is set too high, too low, with the right assumptions.
- b. The accuracy of the determination of performance indicators, whether the performance indicators are the best performance indicators in describing the performance being measured.

- c. Accuracy of calculations, whether using data that is precise and reliable.

3. Evaluation Harmony

Alignment evaluation is carried out to assess whether the resulting performance and the efforts made to achieve this performance are in harmony with one another. Evaluation about harmony include among others (Wukir, 2012):

- a. Harmony between programs/activities with goals/objectives, whether program/activity success/failure aligned with success achievement goals/targets;
- b. Harmony between goals/objectives, whether success/failure one goal/goal aligned with luck silan achievement other goals/targets;
- c. Harmony between programs/activities, whether success/failure of one program/activity aligned with success achievement of other programs/activities;
- d. Harmony between work units, whether success/failure of a single work unit aligned with success achievement of other work units;

4. Function Performance Evaluation

As for functions evaluation performance as following (Arifin, 2013):

- a. Give back to apparatus priceless about performance. When recruiting employee (valuable), apparatus must carry out assigned work to her in accordance with description task, procedure operation, and fulfill standard performance.
- b. Promotional and demotion tools. Almost in all system evaluation performance, results evaluation used for take decision give promotion to apparatus invaluable performanceful provision giving promotion. Promotion can form increase salary, bonuses or commission, increase rank or occupy position certain. Otherwise, if performance apparatus priceless No fulfil standard or bad, agency use result as base for give demotion form decline salary, rank or position apparatus priceless.
- c. Motivating tool priceless. Valuable performance that satisfies standard, very good, or superior, evaluation performance is tool for motivating performance apparatus. Evaluation results can used agency for motivating apparatus to defend superior performance and boost performance good or medium.
- d. Determination and measurement objective performance. System evaluation performance using principle management by objectives, evaluation performance started with determine objective or target work apparatus invaluable at the outset year.
- e. Counseling performance bad. Evaluation performance, no all apparatus capable fulfil standard performance or performance bad. It possible because he face problem personal or he no make an effort finish his job in a manner maximum. For apparatus like this evaluator will give counseling about reason low performance valued and strived for enhancement performance in yearfuture. Counsellor can done before evaluation performance if superior can know inaction apparatus.
- f. Empowerment apparatus. Evaluation performance is tool for empower apparatus to be able up ladder or level career. Evaluation performance determine is performance apparatus can used as size for increase career.

Based on function above, evaluate performance is tools used by agencies government or organization certain for evaluate sluggish performance of the apparatus. Evaluation performance for motivating officials for increase performance, award counseling help officers for prevent performance too slow so that before held evaluation the performance of the leaders already more formerly operate counseling for stage repair on time future. Evaluation performance is tool motivation for officers for raise standard work them,

besides as tool for motivating, evaluating performance also for measure objective work as well as empower officials.

5. Target Performance Evaluation

goals evaluation performance the apparatus stated by Agus Sunyoto in the book Apparatus Performance Quality (ed fifth) as following (Sunyoto, 1999):

- a. Make analysis performance from time ago in a manner continuous and periodic, either performance apparatus nor performance organization.
- b. Make evaluation need training from the officers through skills and knowledge audits so that can develop ability himself. on the basis evaluation need training that can organize training programs with right.
- c. Determine target from performance to be come and deliver not quite enough answer individuals and groups so that for next period clear what to done by employees, the quality and standards that must be achieved, the necessary facilities and infrastructure For increase performance employee.
- d. Find potency eligible employees obtain promotion, and if base results discussion between employees and leaders that for compile a proposal regarding system wise (*merit system*) and system promotion others, like reward (*reward system recommendation*).

Based on target above, evaluation performance is means for fix those who don't do his job with good inside organization. Many organizations try reach target something the best and trusted position in the field. Performance really depends from its executors, namely its employees so that they reach target that has set by the organization in the corporate planning. Attention should addressed to performance, an conception or outlook how we work for the best. This means that We must can lead the people in carry out activities and build they the same important and the same precious with activity organization. So, focus is to activity how business for always fix and improve performance in carry out activity everyday. For reach that need changed method work same and how see or review performance that alone (Thoha, 1991).With thereby responsible management and employees answer direct in implementation evaluation performance must also be evaluated in a manner periodic.

6. Objective Performance Evaluation

Evaluation performance is formal system used For evaluate performance employee in a manner periodically determined by the organization, as for objective from evaluation performance according to among others (Arikunto, 2005):

- a. Development
Can used for determine necessary employee training and helping evaluation training results. Andalso can help implementation counseling between superiors and subordinates so that can achieved efforts solving problems encountered employee.
- b. Rewards
Can used for the determination process increase salaries, incentives and promotions. Various organizations also use for lay off employee.
- c. Motivation
Can used for motivating employee, develop initiative, sense of responsibility so that they pushed for increase performance.
- d. SDM planning
Can beneficial for development expertise and skills as well as SDM planning.
- e. Compensation

Can give information used for determine what to given to performing employees tall or low and how principle gift fair compensation.

f. Communication

Evaluation is base for ongoing communication between superiors and subordinates concerns performance employee.

Based on opinion above, system evaluation performance as developed above is very helpful a management work good agency government nor private For repair performance less employees max, goal evaluation performance this for build spirit work of employees and maintain good performance and improve communication work.

CONCLUSION

Performance measurement and evaluation is carried out through the development of evaluation instruments. Data processing and analysis is carried out by the institution concerned. It is found that lecturer performance evaluation has 3 financial perspective objects, namely lecturer honorarium, grants/external funds, and stimulant funds. The measurement results are then used as feedback in the form of effective and efficient actions, as well as to inform plan implementation and when the business needs to adjust its planning and management activities. Whereas performance evaluation is to motivate apparatus to improve their performance, counseling helps apparatus to prevent performance from being too slow so that before the performance evaluation is carried out the leaders have already carried out counseling to make improvements in the future. Performance evaluation is a motivational tool for apparatus to raise their work standards, apart from being a tool for motivating, performance evaluation is also for measuring work goals and empowering apparatus.

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