The Implementation of Appraisal Information System to Enhance Education Personnel Performance: Evidence from Universitas Negeri Malang

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Abstract: This study aims at explaining the relationship between work performance appraisal information systems, work performance appraisals and the performance of education personnel. This research was included in the category of explanatory research with a quantitative approach using survey methods to obtain a detailed understanding of the phenomenon. This research was conducted at Universitas Negeri Malang which is one of the leading state universities in East Java, and has implemented an information system for work performance appraisal for the last five years. Thus, it will be interesting to know whether the information system has a sustainable impact or not on improving employee performance. The sample of this study was 328 education personnel who are state civil servants at the head office of Universitas Negeri Malang. The results showed that the information system and work performance appraisal had a positive impact on the performance of education personnel. Furthermore, both information systems and performance appraisal simultaneously also have a positive influence on the performance of education personnel.

Keywords: Appraisal information systems, employee performance, work performance

INTRODUCTION

Humans are the most critical resource for an organizational progress in achieving the objectives of its strategic plan, whether public or private. However, effectively achieving organizational objectives involves systematic management. Optimizing the potential of human resources (HR) in public organizations is critical for the delivery of high-quality public services that satisfy the parties served. The overarching goal of human resource management is to ensure that the organizational objectives and desires can be realized through its people (Armstrong & Taylor, 2014). Improving the quality of public services provided to government organizations is largely determined by accountable organizations and their employees in the state civil apparatus (ASN). ASN must be professional, have integrity, and uphold the values of professionalism in providing services in order to provide excellent service.

The advancement of information technology stimulates the organizational ethos to maximize its use in managing and presenting information for the purpose of accomplishing goals. To ensure that the information system developed and implemented supports the organization's goals, it must be ensured that the system is implemented in accordance with the organization's requirements. Organizations with outstanding information systems prioritize the benefits of applications that satisfy their users, thereby improving both individual production strength and

organizational performance (Benmoussa et al., 2018). The availability of adequate infrastructure, adequate support services, and qualified human resources all contribute to the success of information system implementation in the public sector (Pushpakumaraa et al., 2014). With the support of employees who perform well and contribute positively to the organization, the organization will be able to grow rapidly and remain highly competitive. To evaluate employee performance, an evaluation commonly referred to as a work performance appraisal is required. Performance appraisal as a tool for determining what needs to be done in the future to meet new challenges and achieve organizational goals (Armstrong in Daoanis, 2012). Work performance appraisal is also defined as a process that assesses how well an employee performs in comparison to the primary task, and then communicates the results to the employee (Mathis et al., 2017).

Performance appraisal is critical for determining the extent to which employees have carried out their job duties and responsibilities in order to provide constructive feedback. Performance appraisal is critical, as employees are the organization's primary asset. This study is necessary because several studies have established a direct connection between leaders' use of information systems to assist in decision-making and increased organizational performance (Ada & Ghaffarzadeh, 2015; Aydiner et al., 2019). Performance appraisal is a critical component of human resource management (Venclova et al., 2013). Enhancing the individual performance of effective educators can have a beneficial effect on the performance of the organization, in this case universities. Issues with system and service quality, as well as the absence of a well-defined and planned mechanism for implementing information systems, can mitigate the benefits of successful information systems (Pushpakumaraa et al., 2014).

Work performance appraisal becomes critical when government regulations include work performance as a requirement for civil servant promotion (PNS). If taken seriously and professionally, it can serve as an indirect incentive for employees to improve their performance in order to obtain good achievements that will help them advance in their careers. The ideal performance appraisal occurs when employees understand that their work performance is not only focused on achieving individual goals, but also on assisting the organization in achieving its strategic goals, specifically by connecting individual performance goals to organizational goals as a whole (Daoanis, 2012). Employee performance appraisals based on established standards have a positive effect on the performance of administrative staff at Hawassa University in Ethiopia, according to research (Girma et al., 2016). The study's findings (Mukti et al., 2019) also indicate a positive and significant effect of performance appraisal implementation on employee job satisfaction in ASN in the Disdukcapil Banyuwangi. Meanwhile, Nurhayati (2017) demonstrates that implementing an online-based work performance appraisal system improves ASN performance at the East Semarang District Office.

The purpose of this study is to ascertain the impact of the university's assessment information system on employee performance (UM). As a PTN BLU (Public Service Agency), UM is one of the government's public service spearheads, making consistent efforts to provide excellent service to both internal and external stakeholders. Government organizations must develop appropriate strategies to improve the quality of ASN, including through education and training, on-the-job

learning, and independent efforts. To develop an ASN strategy that is effective, employee performance can be used as a baseline. State University of Malang is one of 15 state universities included in Cluster 1, the Ministry of Education and Culture of the Republic of Indonesia's ranking of PTN clustering in Indonesia. UM has integrated information technology into nearly every aspect of its operations, including the online-based Work performance appraisal Information System, which was launched in 2017. There has been no research to date that examines the impact of the applied assessment system specifically. The positive impact of information system use can be seen in the level of user satisfaction and the consistency with which the system is used (Hou, 2012).

The work performance appraisal information system is a software application that is used to evaluate an employee's performance toward specified criteria (Iskandar et al., 2018). The implementation of a long-running information system does not guarantee that it will be unobstructed. The primary difficulty in evaluating public employee performance is the presence of subjectivity and the tendency to narrow the assessment variables (Rosenbloom et al., 2015). Currently, there are some issues with assessing work performance and educational personnel performance at UM. Many employees continue to enter daily work accomplishments that do not match the facts; this needs to be investigated further due to a lack of human resource expertise or the application's limited features. Numerous employees tend to complete their accomplishments prior to the completion deadline. Evaluations of educational personnel's performance, particularly qualitative evaluations, have a tendency to be average in their implementation. It is necessary to investigate more thoroughly whether the employee performance appraisal process paid attention to output and its weight, such that the assessment's final result accurately reflects the progress of individual work in real time. Although education personnel on average perform well at work, there are relatively few education personnel with exceptional accomplishments, according to data from Universitas Negeri Malang staffing.

The success of an information system can be determined by a variety of factors, including the application's ease of use, reliability, conformance to user expectations, interesting features, developer connectivity, user involvement, and management support (Petter et al., 2013). From the various issues, a hypothesis is formed that information systems have an effect on job performance appraisal and employee performance appraisal on the performance of education staff at UM, either partially or simultaneously. Thus, it will be an interesting subject to investigate the extent to which the use of an employee performance appraisal information system affects the productivity and performance of educational personnel in universities. It must also be demonstrated that the existence of a job appraisal information system developed and implemented over the last five years has had a positive effect on the performance of education personnel at Universitas Negeri Malang.

METHODS

This research was classified as quantitative research using a survey method due to the approach. Survey research was conducted to collect data from respondents who

could represent a sizable population using questionnaires as the instrument (Jones et al., 2013). The purpose of this survey was to determine the extent to which the job performance appraisal information system and job performance appraisal affect the performance of education personnel at Universitas Negeri Malang's head office. The population of this study comprised of all education personnel at UM Offices, which was distributed across two bureaus, two institutions, and five (five) Technical Implementation Units, each of which had a different number of education personnel. The sampling technique used was Proportionate Random Sampling, which entails random sampling of a balanced number of each work unit at Universitas Negeri Malang's head office in accordance with the population size of each work unit.

The instrument used in this study was a questionnaire with 50 statement items ranging from 1 to 5 on the Likert scale. The variables used were two independent variables (X_1 and X_2) and one dependent variable (Y). These variables were described as indicators, which are further subdivided into sub-indicators to create questionnaire items. The instrument's validity (validity) was determined using the Pearson's product moment correlation formula, with a correlation coefficient greater than 0.30 indicating that the instrument is valid. While the Cronbach Alpha formula was used to determine the instrument's reliability, the instrument was declared reliable if the Cronbach Alpha value was greater than 0.60 or at a high level of reliability. In this study, testing the instrument's validity and reliability was divided into two stages: an initial trial with data collected from 30% of respondents; if all instruments were valid and reliable, data collection continued; and second phase of validity and reliability tests were conducted once 100% of respondents' data had been collected.

Multiple linear regression analysis with the SPSS 23 application is a data analysis technique that was used and is appropriate for this study because it incorporates two independent variables, namely the work performance appraisal information system (X_1) and job performance appraisal (X_2), as well as a single dependent variable, Employee Performance (Y). The regression equation formula is as follows: $Y = + b_1X_1 + b_2X_2 + e$, where Y is the Education Personnel Performance variable, is a constant, 1 and 2 are the independent variable's regression coefficients, 1 is the work performance appraisal Information System variable, and 2 is the Work performance appraisal variable.

Before performing regression analysis, classical assumption testing was used to ensure that the regression model could produce efficient results, such as linear regression coefficients, and that the estimated data results are not biased (consistent) when the sample size is changed to large or small. The classical assumption tests used in this study included the normality, multicollinearity, heteroscedasticity, and linearity tests. The offices of Universitas Negeri Malang are located at Jalan Semarang No. 5 Lowokwaru District, Malang, East Java Province.

RESULTS & DISCUSSION

The total number of samples based on the questionnaires collected in this study were 328 respondents consisting of civil servant education personnel from various

work units i n two Bureaus, two Institutions, and three Technical Implementation Units at Universitas Negeri Malang.
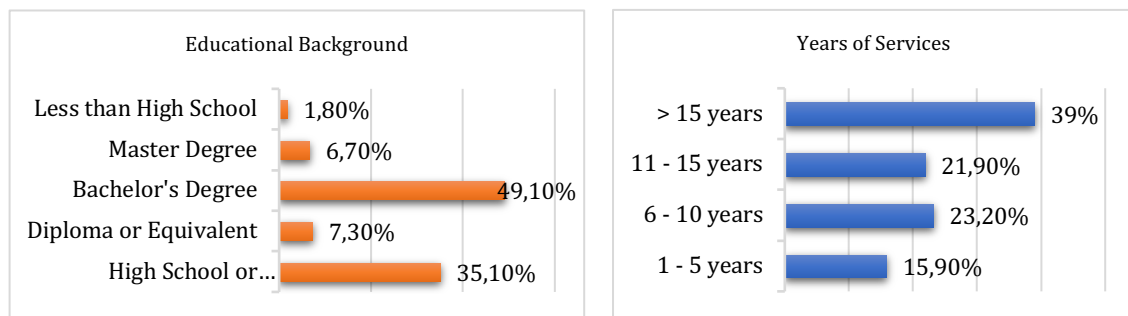
Figure 1. Characteristic of respondents

Figure 1 illustrates the general characteristics of respondents by educational attainment and years of ASN service. According to the level of education of the respondents (6 people), it is assumed that ASN participating as respondents in this study understand the content and purpose of the statement items on the questionnaire they complete. Meanwhile, respondents who are involved are required to work for a minimum of one year. According to the respondent data, the majority of respondents have worked for more than five years, which indicates that the respondents in this study were highly experienced in the workplace and were aware of the changes that occurred before and after the use of the work performance appraisal information system.

The results of descriptive statistical tests on research variables collected from 328 respondents in Table 1 indicate that, on average, respondents rated the success rate of the work performance appraisal information system and assessment system implemented at Universitas Negeri Malang as good, while rating education personnel performance as very good. All research variables have standard deviations that are significantly less than the average, indicating that the average value for each variable can be used to represent the overall data.

Table 1. Descriptive Statistics

Variable	N	Min	Max	Mean	Std. Deviation
Work Performance Assessment Information System (X_1)	328	2	5	4.20	0.67
Work Performance Assessment (X_2)	328	1	5	3.98	0.78
Staff performance (Y)	328	1	5	4.28	0.67
Valid N (listwise)	328				

Source: Processed data, 2021 (SPSS Output)

Regression Analysis Results

Table 2 provides information about the results of the multiple linear regression analysis from SPSS 23 is presented, adding the results of the t-table and F-table calculations through Microsoft Excel.

Table 2. Regression Analysis results

Variable	Coefficient	Beta	T	Sig.	Information
Constant	41.753		11.599	0.000	
Work Performance Assessment Information System (X_1)	0.549	0.441	5.707	0.000	Significant
Work Performance Assessment (X_2)	0.156	0.161	2.083	0.038	Significant
t$_{table}$: 1.967			**F$_{count}$**	: 82.071	
R : 0.579			**Sig F**	: 0.000	
RSquare : 0.336			**F$_{table}$**	: 3.024	

Source: Processed data, 2021 (SPSS Output)

Table 2 indicates that the X_1 coefficient is 0.549 and the X_2 coefficient is 0.156, resulting in the following regression equation model: $Y = 0.549X_1 + 0.156X_2 + e$. Additionally, the analysis results indicate that there is a strong relationship between the independent and dependent variables, as evidenced by the magnitude of the correlation coefficient, which reaches 0.579 or 57.9 percent. While the coefficient of determination of 0.336 or 33.6 percent indicates that the two independent variables, Information system for work performance assessment (X_1) and employee performance assessment (X_2), have a 33.6 percent influence on the dependent variable, employee performance (Y). The magnitude of the coefficient of determination indicates that 66.4 percent of educational personnel's performance is influenced by variables other than the information system for assessing and evaluating work performance.

The Influence of Assessment Information Systems on Educational Personnel Performance

The UM Work Performance Assessment information system was developed in accordance with Presidential Proclamation No. 46 of 2011 on the Evaluation of Civil Servant's Work Performance. The use of information systems in the performance appraisal system at UM aims to create a more effective, fair, objective, transparent, accountable, measurable, and participatory assessment model that motivates employees to excel at their jobs and contributes to the achievement of organizational goals. The potential effect of information systems on the quality of life of public sector employees is positive (Rahimi et al., 2015). The study.s findings indicate that Universitas Negeri Malang's work performance appraisal information system has a positive and significant effect on education personnel performance. This means that efforts to improve the success factors of information systems, such as ease of use, conformance with the assessment system, reliability and accuracy of information systems, and handling appropriate and rapid solutions to application problems, can result in an increase in employee performance. Along with technological advancements, the performance appraisal information system's features must be developed and the system's compliance with current appraisal regulations to ensure that users of the performance appraisal information system are satisfied with the application's performance. Along with adequate infrastructure support, efforts to improve the success of information system implementation require the involvement of qualified education personnel who are willing and able to embrace technology as a part of their work culture.

The use of a work performance appraisal information system enables education personnel to view their performance achievements transparently, which can indirect ly encourage a more positive work attitude, allowing them to meet at least the predetermined targets. The beneficial effect of implementing an information system on work performance appraisal on education personnel performance at Universitas Negeri Malang corroborates several previous studies on the application of information systems in various fields, which concluded that implementing computer-based information systems had a beneficial effect on employee performance (Alawamleh, 2017; Arisuniarti, 2016; Astianurdin et al., 2017; Prakarsa, 2016). A management information system application can be considered useful or successful if it has been demonstrated to have a positive effect on employee performance and organizational performance. Additionally, Guzman et al. (2018) demonstrates that successful information system implementation has a positive effect on job satisfaction and employee work commitment. The analysis above substantiates the author's hypothesis that the impact of information systems on work performance appraisal has a positive effect on the performance of education personnel.

The Effect of Work Performance Appraisal on the Performance of Education Personnel
As a state agency, ASN is required to operate professionally, ethically, fairly, and responsibly in order to provide the best service possible to the public. In a university setting, the public consists of internal parties such as students, educators, and education staff. External parties include alumni, students' parents, work colleagues, the broader community, and other related government and private institutions. ASN in tertiary institutions, particularly education staff, are accountable for the delivery of public services in universities. The government's promotion provisions for civil servants, including education staff at PTN, require that each element of the work performance assessment be at least satisfactory for the preceding two years, making work performance assessment a critical component of continuing employee careers. Employee performance appraisal is the first step toward ASN development, which may include education and training, job placement, and promotion. The assessment system used must be used as a tool for planning future actions to address new challenges in achieving organizational goals (Daoanis, 2012). The results of the work performance assessment can be used to evaluate employee performance and assist superiors in taking appropriate coaching steps with the affected employees to help them improve their performance.

UM applies elements of employee performance appraisal such as SKP and work behavior in accordance with PP no. 46 of 2011 concerning Work Performance Assessment; however, the assessment aspect has not been fully adjusted to the assessment aspect and value predicate contained in PP no. 30 of 2019 concerning PNS Performance Assessment. As a government institution, the existing assessment system should be immediately adjusted to comply with the most recent government regulations, ensuring that the system is more current and the impact is increasingly felt to boost education staff morale. The purpose of implementing performance appraisal for education personnel at UM is to determine the extent to which employee performance is measured by the amount of performance achieved and the

behavior, attitudes, or actions of employees while performing their duties as state servants. Work performance assessment is also used as a benchmark for awarding rewards (remuneration), transferring, promoting, and coaching education staff at UM. A performance evaluation must be followed up on, among other things, as a basis for designing promotions, salary increases, as well as employee training and development (Daoanis, 2012).

A quantitative evaluation (SKP) is more precise than a qualitative evaluation (Work Behavior). However, in order to improve the quality of the work performance assessment system, including both the SKP and Work Behavior components, it must be ensured that the assessment used can accurately measure the quality and quantity of work, the level of work discipline, and the education personnel's competencies. Additionally, assessment should be able to objectively measure employees' ability to foster working relationships with coworkers and leaders, as well as their ability to solve problems. To ensure the assessment process runs smoothly, it is necessary to facilitate effective communication between superiors and subordinates in order to maintain positive relationships. Communication is critical to an organization's success in achieving its objectives (Mulawarman & Rosilawati, 2014). This is undeniable because effective communication between organizational actors enables problems relating to organizational life to be more easily communicated from one party to another, facilitating the adoption of the appropriate solution in the event of obstacles.

By developing and improving the quality of a more professional and quality assessment system, it is also possible to improve employee performance in the higher education environment. The findings of this study corroborate previous research conducted at an Ethiopian university (Girma et al., 2016) and at an Indonesian hospital (Winarni et al., 2016), which demonstrated that increasing job performance appraisal could result in increased employee performance. Performance appraisal is one aspect that can motivate employees to increase the quantity and quality of their work and assist management in evaluating employee performance so that appropriate action can be taken as soon as possible if something goes wrong. Assessment of work performance can motivate employees to be more innovative and enthusiastic about improving education personnel performance, which can have a positive effect on public services and higher education performance. Additionally, the results of the work performance assessment can be used to aid in the development of ASN.

Simultaneous Influence of the Work performance Appraisal Information System and Assessment on Employee Performance
Performance appraisal has been implemented at Universitas Negeri Malang through the use of information technology for several years and is gradually being developed to make it easier for employees, appraisers, and leaders to monitor employee performance at Universitas Negeri Malang more effectively and efficiently. Filling in employee performance achievements, which all education personnel do on a daily basis, enables early detection of impediments to achieving individual work targets that may have an impact on unit and organizational performance. This must be accompanied by periodic socialization to ensure that education personnel have the necessary understanding and awareness to enter their performance achievements

accurately and regularly into existing assessment applications. The routine of filling out work reports that occurs on a systematic basis at Universitas Negeri Malang as a mean s of evaluating education personnel performance is consistent with the opinion (Bernardin et al., 2013) that views performance as the accomplishment of work implementation that is measured on a periodic basis.

The study's findings indicate that when combined, the assessment and performance appraisal information systems have a positive and significant effect on the performance of education personnel at Universitas Negeri Malang's head office. The assessment system, implemented in the form of an information system, aims to simplify the process of evaluating work performance by making it more transparent and accountable. Transparent assessment instills in individuals a sense of confidence in the assessment system's objectivity. The use of a high-quality information system and assessment components that are capable of quantifying achievement in detail during the assessment process can increase the education personnel's commitment to achieving their work goals. The findings of this study corroborate those of Nurhayati (2017), who discovered that implementing an employee performance information system had a positive and significant effect on employee performance. With the information system for evaluating employee performance, education personnel only need to enter actual performance achievements in the target column, while the system calculates final achievements automatically. Apart from promoting transparency, the use of this information system streamlines the process of education personnel submitting work reports.

Given that the success of the information system can have a positive effect on the performance of education personnel, the work performance assessment information system should be redeveloped to allow for complete digitization of all assessment elements. This is a component of the ME's effort to ensure autonomous, accountable, and transparent institutional performance in order to ensure continuous quality improvement. The findings of this study substantiate previous research by Mukti et al. (2019) that e-performance implementation has a positive and significant effect on employee work performance. The employee performance appraisal system, which is implemented through the use of technological advancements, specifically in the form of a reliable work performance appraisal information system, demonstrates a strong commitment to the principles of objective, measurable, accountable, participatory, and transparent performance appraisal of civil servants as stated in Article 4 of PP No. 30 of 2019. The implementation of an effective performance appraisal system can boost employee morale, stimulate an increase in employee sense of responsibility, and increase employee creativity, all of which can have a positive effect on employee and organizational performance. This has been demonstrated by (Rosenbloom et al., 2015) that performance appraisal systems can motivate government employees if they believe the standards are fair, superior work is valued, and employees trust the rater's objectivity.

The evaluation of work performance via the work performance appraisal information system, particularly the SKP element, is objective because it is based on a comparison of targets and actual work. Work targets have been established and agreed upon in advance to facilitate the calculation of employee SKP accomplishments. However, the objectivity of the Work Behavior assessment

element cannot be determined because it is conducted by the direct supervisor, who, if they do not pay close attention to employees' daily behavior, will inevitably be subjective. Assessments of work behavior conducted by the direct supervisor at the end of the current year are subject to bias due to a variety of factors, including limited human memory, leadership changes, and others. A qualitative assessment is susceptible to bias, which is generally caused by the rater's subjectivity, the tendency to judge in the middle and the assessor's last impression (Sedarmayanti, 2017). Computerization of the elements of a comprehensive work performance assessment in an information system can help reduce the assessment's subjectivity, as work behavior assessments can also be conducted on a periodic basis to determine SKP achievement.

The application of a comprehensive work performance appraisal information system can assist management in developing policies related to efforts to improve the quality, timeliness, and cost-effectiveness of work results, as well as in determining the appropriate steps for ASN development. Efficient use of information systems can be accomplished by enhancing the system's quality, thereby optimizing system performance (Benmoussa et al., 2018). Along with simplifying employees' reporting of performance achievements, a reliable and informative work performance appraisal information system enables leaders to monitor employee performance and facilitate decision-making for employee development. Successful implementation of an assessment information system and a sound performance appraisal has been shown to have a positive effect on employee performance and on the organization's overall success.

CONCLUSION

In general, the success of the work performance appraisal information system contributes to the improvement of educational personnel performance. SKP and Work Behavior are two elements included in the current work performance assessment, both of which have a positive effect on the performance of education personnel. A well-managed performance appraisal system that ensures an objective, measurable, accountable, participatory, and transparent assessment can motivate education personnel to work better and achieve more. Improving the quality of the information system for work performance appraisal and the components of the assessment will also have an effect on the performance of education personnel at Universitas Negeri Malang. Education personnel that perform well at work can assist the organization in achieving the university's vision, mission, and goals. Further research should be conducted with a larger population and sample size, incorporating independent variables such as remuneration, discipline, competence, motivation, work environment, and leadership style.

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