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Determinants of Staff Performance at the Kerinci Regency Education Office: The Role of the Self-Assessment System, Training Methods, and Training Materials

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Abstract

Employee performance plays an important role in supporting the effectiveness of public organizations, particularly in delivering quality educational services. This study aims to analyze the effect of the Self-Assessment System, Training Methods, and Training Materials on employee performance at the Kerinci Regency Education Office, both partially and simultaneously. This study employed a quantitative approach involving 60 employees selected through saturated sampling. Data were collected using questionnaires and analyzed through multiple linear regression, t-tests, and F-tests. The results show that the Self-Assessment System has a positive and significant effect on employee performance, contributing 15.62%. Training Methods also have a positive and significant effect, contributing 6.88%, while Training Materials have a significant effect with a contribution of 3.88%. Simultaneously, the Self-Assessment System, Training Methods, and Training Materials significantly affect employee performance, with a combined contribution of 31.3%, while the remaining 68.7% is influenced by other factors outside the research model. These findings emphasize the importance of strengthening self-assessment practices and improving training methods and materials to enhance employee performance at the Kerinci Regency Education Office.

Keywords: Self-Assessment System, Training Methods, Training Materials, Employee Performance, Human Resource Management

INTRODUCTION

Human resources are one of the key factors in a company's ability to achieve its goals and objectives. This is because human resources are one of the determining factors in

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whether or not a company succeeds in achieving its goals. One aspect that must be taken into account when managing human resources is the job placement of employees. According to Mathis and Jackson (2006) Job placement involves assigning an individual to the right job role; how well an employee is suited to their role will influence both the quantity and quality of their work. Companies are in great need of competent and high-calibre human resources, particularly in this era of globalisation. All business organisations must be prepared to adapt and strengthen themselves in order to remain competitive and thus be able to meet all future challenges. Human resources, in this context, refer to employees who always play an active and dominant role in every organisational activity, as people are the planners, implementers and decision-makers who ensure that objectives are achieved.

The Kerinci Regency Education Office is one of the regional government bodies responsible for carrying out governmental duties in the field of education. This office plays a key role in planning, implementing, coordinating and evaluating educational programmes covering early childhood education, primary education, secondary education and non-formal education within the Kerinci Regency. As an institution directly involved with the education sector in the region, the Kerinci District Education Office faces a range of challenges, both internal and external. These include improving the quality of teaching and non-teaching staff, ensuring equitable access to education across its extensive geographical area, and addressing the limited educational facilities and infrastructure in several sub-districts. Furthermore, developments in national policy—such as the implementation of the 'Merdeka' curriculum, the digitalisation of education, and the enhancement of teachers' competencies through various training programmes—are also key priorities that must be effectively managed by the Education Department. In addressing these challenges, the Kerinci Regency Education Department continues to strive to implement various innovations and improve organisational performance. This includes the implementation of a more transparent staff performance evaluation system, the enhancement of competencies through training, and the improvement of a data-driven education management system. These measures are expected to strengthen regional education governance and support improvements in the quality of public services in the field of education.

Employee performance refers to the quality and quantity of work achieved by an individual in carrying out their duties in accordance with their assigned responsibilities (Mangkunegara, 2017). Good staff performance will facilitate the effective and efficient achievement of organisational objectives. In the context of government agencies, particularly the Education Department, staff performance plays a strategic role in supporting the successful implementation of development programmes in the field of education. At the Kerinci Regency Education Office, various issues are currently affecting the

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quality of staff performance, such as the self-assessment system not yet functioning optimally because some staff do not yet understand the assessment indicators objectively; training sessions that are still dominated by lecture-based methods, making them less effective at improving competencies; and training materials that are not yet fully relevant to work requirements, particularly regarding the digitisation of administrative processes. Furthermore, limited technological resources, an uneven distribution of workload and sub-optimal internal coordination are also challenges that contribute to sub-optimal overall staff performance.

One way to improve staff performance is to implement a self-assessment system. According to Robbins and Judge (2019), Self-assessment is a process that helps individuals understand their strengths and weaknesses in carrying out their work. This system enables employees to reflect on their performance, identify areas for improvement, and boost their motivation to achieve better results. Handoko (2018) adds that self-assessment can foster a sense of responsibility and honesty at work, as employees are directly involved in the process of evaluating their own performance.

In addition to self-assessment systems, training is also a key factor in improving employees' skills and performance. Rivai and Sagala (2018) state that training is a systematic process designed to enhance employees' knowledge, skills and attitudes so that they are able to carry out their work effectively. The success of a training programme is greatly influenced by the training methods used. According to Simamora (2018), the right training methods can improve the effectiveness of learning and the application of knowledge in the workplace. Participatory methods, such as on-the-job training or simulation, are often more effective as they provide participants with direct experience

In the context of the Kerinci Regency Education Office, the performance of staff duties and responsibilities depends heavily on individual competence and the development system in place. However, differences in performance levels among staff members are still evident, indicating the need to evaluate internal organisational factors, the effectiveness of training methods, and the suitability of the training materials provided. Based on this description, this study aims to analyse the influence of the self-assessment system, training methods and training materials on the performance of staff at the Kerinci Regency Education Office. It is hoped that the results of this study will contribute theoretically to the development of human resource management and provide practical recommendations for improving the performance of local government officials.

The aim of this study is to identify and analyse the influence of self-assessment, training methods and training materials on staff at the Kerinci Regency Education Office,

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both individually and collectively, and to measure the extent of the influence of each of these variables on staff.

THEORETICAL REVIEW

1. Self-Assessment

According to Mathis & Jackson (2016), self-assessment is a performance evaluation mechanism that provides employees with the opportunity to assess their work performance objectively on the basis of pre-defined performance indicators. Werther & Davis (2013) describe the self-assessment system as one of the key components of the performance appraisal process used by organisations. They explain that self-assessment provides employees with the opportunity to evaluate their own contributions and work outcomes, including assessing behaviours that support the achievement of organisational objectives. In this process, employees compare their actual performance against established work standards or targets. Werther & Davis emphasise that self-assessment has strategic value as it encourages employees to be actively involved in performance evaluation, rather than simply accepting an assessment from their line manager.

2. Training Methods (X2)

According to Dessler (2015), training methods are a series of approaches or techniques used by organisations to enhance employees' abilities, skills, knowledge and behaviour in line with job requirements. Simamora (2014) states that training methods are systematic approaches used to transfer knowledge and skills to employees so that they are better equipped to carry out their duties. He emphasises that training methods must be tailored to the type of skills to be developed.

3. Training Materials (X3)

According to Raymond A. Noe (2010), training material comprises all forms of information, knowledge, skills, guidelines and examples that are systematically organised to help participants achieve training objectives. Training material is not limited to theory, but also includes work procedures, simulations, case studies, illustrations and practical instructions. Gary Dessler (2015) defines training material as content delivered to participants to enhance their work performance through the presentation of concepts, principles, techniques and practical instructions. According to Andrew F. Sikula (2009), training material comprises all components of information that are systematically planned

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to improve participants' skills, knowledge and attitudes in order to meet the demands of the job.

4. Performance

According to Hasibuan (2017), performance is the result of work achieved by an individual in carrying out their duties, based on their competence, effort and opportunities. Based on the above, performance is the result achieved by an individual in carrying out their duties, based on their competence, experience and dedication, as well as the time taken, in accordance with pre-established standards and criteria. Employee performance is the result of a specific, planned work process carried out at a specific time and place by the employee and the organisation concerned, according to Mangkuprawira (2011). According to Simamora (2015), in order for an organisation to function effectively and in line with its objectives, it must have high-performing employees who carry out their duties in a reliable manner.

METHOD

Research Design

This study falls within the scope of human resource management research and examines the influence of independent and dependent variables. The independent variables in this study are the self-assessment system, training methods and training materials, whilst the dependent variable is staff performance. This is a quantitative study. The subject of this study is the Kerinci Regency Education Office.

Setting and Study Population

Before conducting the research, the population to be studied as the subjects of the research must first be determined. According to Sugiyono (2018), a population is the scope of generalisation comprising objects or subjects with specific qualities and characteristics determined by the researcher for study, from which conclusions are subsequently drawn. The population in this study consists of 60 employees of the Kerinci Regency Education Office.

According to Sugiyono (2018), a sample is a subset of a population that reflects its characteristics. Given various constraints—including funding, manpower and time—as well as the size of the population, this study was conducted using a saturated sampling technique. The saturated sampling technique involves selecting a sample that represents the entire population under study. It is usually employed when the population is considered small or

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comprises fewer than 100 individuals. As the population consisted of 60 employees, the entire population was sampled.

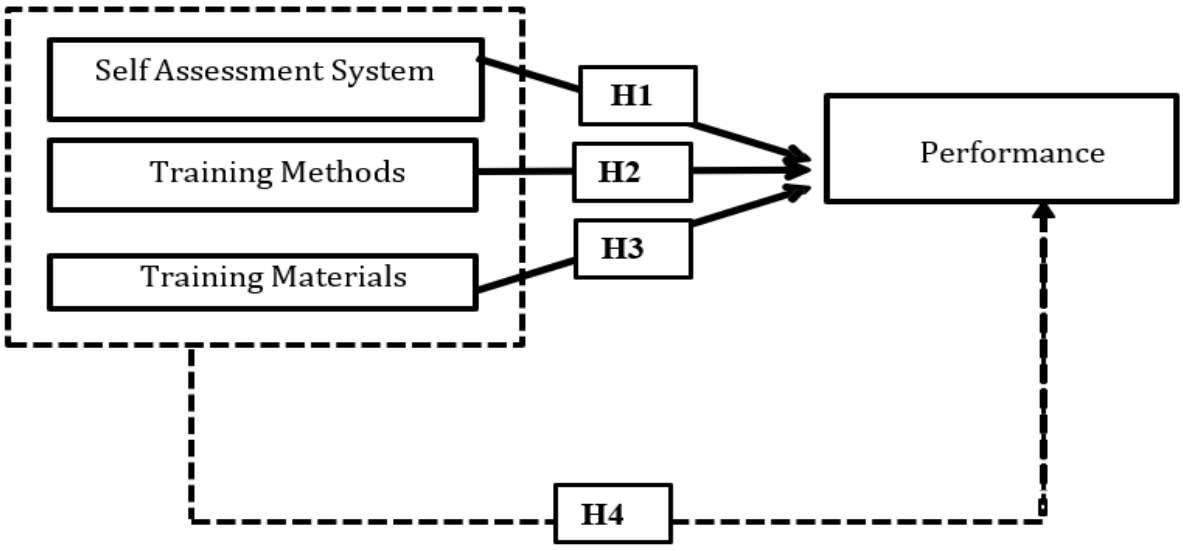
Data Collection

The methods employed involved two approaches:

1. Library Research, which involved visiting libraries to examine relevant literature and previous research related to the research problem under investigation, to serve as the theoretical basis for the discussion.
2. Field Research, which involves data collection carried out by visiting the research subjects directly to obtain data through the distribution of questionnaires.

Data Analysis

The data analysis technique employed in this study utilised multiple linear regression analysis to determine the effect of the independent variables X1, X2 and X3 on the dependent variable Y. Furthermore, the t-test was used to test the partial effect of each independent variable on the dependent variable, whilst the F-test was used to test the simultaneous effect of all independent variables on the dependent variable. Decisions were made based on a comparison of the calculated t-values and F-values with the table values and a significance level of 0.05, where a significance value < 0.05 indicates a significant effect, whilst a significance value > 0.05 indicates that the effect is not significant.



Picture 1. Conceptual Framework

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RESULTS

Multiple Linear Regression Analysis

Table 1. Summary of Multiple Linear Regression Analysis

Model		Coefficients		Coefficients	t	sig
		B	Std. Error	Beta		
1	(Constant)	19.688	8.795		2.239	.029
	Self Assessmen system	.454	.141	.359	3.223	.002
	Training Methods	.191	.057	.372	3.342	.001
	Training Content	.187	.075	.277	2.477	.016
a. Dependent Variable: Performance						

Based on the results of the regression analysis carried out using SPSS 25, the following equation was obtained:

$$Y= \alpha+b1X1+b2X2+b3X3$$

$$Y= 19.688 + 0,454\ X1 + 0,191\ X2 + 0,187\ X3$$

The constant value is 19.688, which means that if the values for the Self-Assessment System, Training Methods and Training Materials are 0 or remain unchanged, the Employee Performance score will be 19.688. This result can be interpreted to mean that if X1, X2 and X3 are not implemented, Employee Performance will decline.

The coefficient value (X1) for the self-assessment system is 0.454. This means that as the self-assessment system improves, employee performance (Y) increases by 0.454. This result can be interpreted to mean that the better the self-assessment system for employees at the Kerinci Regency Education Office, the greater the likelihood that employee performance will also improve.

The Training Method (X2) has a coefficient value of 0.191. In other words, the Training Method increases Employee Performance (Y) by 0.191. This suggests that if the Training Method implemented is effective or of good quality, it will improve Employee Performance at the Kerinci Regency Education Office.

Training Materials (X3) have a coefficient of 0.187. In other words, Training Materials increase Employee Performance (Y) by 0.187. This suggests that Training Materials which meet standards and are understandable to staff, along with other

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supporting factors, will improve Employee Performance at the Kerinci Regency Education Office.

DISCUSSION

The Impact of the Self-Assessment System on Staff Performance

Hypothesis testing in this study revealed that the self-assessment system has a significant effect on staff performance at the Kerinci Regency Education Office. This is evidenced by the calculated t-value being greater than the critical t-value (3.223 > 2.000324) and a p-value of 0.002 < 0.05; therefore, H1 is accepted and H0 is rejected, meaning that there is a significant effect of the self-assessment system on employee performance at the Kerinci Regency Education Office. Furthermore, the magnitude of the effect of the self-assessment system on employee performance at the Kerinci Regency Education Office is 15.62 per cent. The results of this study are consistent with research conducted by Tini Dita Sari & Eva Herianti entitled 'The Effect of the Self-Assessment System on Tax Office Employee Performance'.

The Effect of Training Methods on Employee Performance

Hypothesis testing in this study revealed that workload does not have a significant effect on the performance of staff at the Kerinci Regency Education Office. This is demonstrated by the fact that the calculated t-value is greater than the critical t-value (3.342 > 2.000324) and the significance level is 0.001 < 0.05; therefore, H2 is accepted and H0 is rejected. Furthermore, the magnitude of the effect of training material on the performance of staff at the Kerinci Regency Education Office is 6.88 per cent. The results of this study are consistent with research conducted by Nurul Khastelia Hartomo and Bachruddin Saleh Luturlean, entitled 'The Effect of Training on the Performance of Employees at the Head Office of PT. Pos Indonesia (Persero) in Bandung.

The Impact of Training Materials on Staff Performance

Hypothesis testing in this study, which found that training materials have a significant effect on staff performance at the Kerinci Regency Education Office, was substantiated by the fact that the calculated t-value was greater than the critical t-value (2.477 > 2.000324) and the significance level was 0.016 < 0.05; therefore, H3 is accepted and H0 is rejected. Furthermore, the magnitude of the effect of training materials on employee performance at the Kerinci Regency Education Office is 3.88 per cent. The results of this study are consistent with research conducted by Halimah, Darka, & Saputra on the effect of

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training methods and training materials on employees' work ability and performance (a study of employees at PT Perkebunan Nusantara X Pesantren Baru Sugar Factory, Kediri).

The Effect of the Self-Assessment System, Training Methods and Training Materials on Staff Performance

Hypothesis testing for this study yielded a calculated F-value greater than the table F-value (10.803 > 2.76) and a significance level of 0.000 < 0.05; therefore, H_0 is rejected and H_1 is accepted. Furthermore, the combined effect of the self-assessment system, training methods and training materials was found to be 35.1 per cent. These results are consistent with the Alternative Hypothesis (Ha), which states that there is a significant simultaneous effect of the self-assessment system, training methods and training materials on the performance of employees at the Kerinci Regency Education Office. The better or more improved the self-assessment system, training methods and training materials perceived by the staff of the Kerinci Regency Education Office, the more the performance of employees will also improve.

CONCLUSION

Based on the research findings, it can be concluded that, individually, the Self-Assessment System, Training Methods and Training Materials have a positive and significant effect on staff performance at the Kerinci Regency Education Office. The Self-Assessment System has an effect of 15.62%, with a calculated t-value of 3.223 > the critical t-value of 2.000324 and a p-value of 0.002 < 0.05. The Training Method influences 6.88%, with a calculated t-value of 3.342 > the critical t-value of 2.000324 and a significance level of 0.001 < 0.05. Meanwhile, Training Content had an effect of 3.88%, with a calculated t-value of 2.477 > the table t-value of 2.000324 and a significance level of 0.016 < 0.05.

Simultaneously, the Self-Assessment System, Training Methods and Training Materials have a significant effect on staff performance at the Kerinci Regency Education Office, as evidenced by a calculated F-value of 8.505 > the table F-value of 2.77 and a significance value of 0.000 < 0.05. The combined effect of these three variables on staff performance is 31.3 per cent, whilst the remaining 68.7 per cent is influenced by other factors outside the scope of the variables studied. Consequently, improving the implementation of the Self-Assessment System and the quality of training methods and materials can be key factors in supporting improved staff performance.

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Recommendations

Based on the research findings, it is recommended that the Kerinci Regency Education Office enhance the implementation of the Self-Assessment System in a structured and sustainable manner as a means of evaluating staff performance, and optimise training methods and materials to better align with staff needs, competencies and duties. Training should be conducted in a practical, innovative and work-capability-oriented manner so that it can have a more optimal impact on performance. Furthermore, it is recommended that future researchers include other variables that may influence staff performance, such as work motivation, competencies, discipline, leadership and the working environment, given that other factors beyond the scope of this study may explain variations in staff performance.

Limitations and suggestions for further study

This study has several limitations that should be considered when interpreting the findings. First, the study was conducted only among employees of the Kerinci Regency Education Office, which limits the generalizability of the results to other government institutions or organizational settings. Second, the study focused on the Self-Assessment System, Training Methods, and Training Materials as determinants of employee performance, while other organizational and individual factors were not included in the research model. Furthermore, the use of self-reported questionnaires may introduce subjective perceptions and response bias. Future studies are therefore recommended to involve broader samples from different government institutions, incorporate additional variables such as motivation, competence, leadership, organizational culture, and work environment, and apply alternative or mixed research methods. Longitudinal studies are also recommended to provide a more comprehensive understanding of how self-assessment and training practices influence employee performance over time.

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