

The Role Of Performance Appraisal In Human Resource Development In Educational Organizations: A Literature Review

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ABSTRACT

The purpose of this research is to examine how educational institutions use performance evaluation as a tool for human resource development. The study takes a qualitative tack by way of a literature review. The information was culled from a wide range of reliable resources, such as scholarly publications and articles on educational human resource management and performance evaluation. The study's findings highlight the importance of performance evaluation in enhancing the caliber of human resources, especially teachers and school personnel. Teachers' competency, motivation, and professionalism may all be bolstered via the use of performance appraisal, which serves as both an assessment tool and a tool for professional development. Managerial decisions, including those regarding training programs, individual performance enhancement, and competence development, are also based on this. The research also shows that overall educational results and the quality of learning may be improved with the use of a system that is objective, methodical, and continuous for evaluating performance. So, for educational leaders to promote optimum human resource development, performance evaluation must be handled successfully.

Keyword : *Performance Appraisal, Human Resources, Education, Teacher Performance, Literature Review*

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1. INTRODUCTION

Educational institutions, like other types of organizations, are highly dependent on their human resources. While the availability of physical resources such as buildings and infrastructure is important, the quality of human resources—particularly instructors and administrators—is the key determinant of institutional success. In this context, effective human resource management (HRM) becomes a fundamental element for achieving organizational goals. Human resource management refers to the process of planning, organizing, directing, and controlling various activities related to workforce management in order to achieve organizational objectives effectively and efficiently (Siagian, 2013).

Performance evaluation is a crucial component of human resource management in educational institutions. It serves as a systematic method for assessing individual and team performance in relation to predetermined objectives. Through performance evaluation, organizations are able to measure how well employees perform their duties and identify areas for improvement to support organizational success. As stated by Handoko (2000), the primary objective of performance appraisal is to determine the level of employee achievement in carrying out their job responsibilities.

Managerial decisions—such as those related to competency development, rewards, promotions, and performance improvement—are also largely based on performance evaluation results.

In educational organizations, the evaluation of both administrative staff and teaching personnel is particularly important, as it directly influences the quality of instruction and learning outcomes. Supporting this view, Samsudin (2010) argues that performance evaluation enhances efficiency by providing measurable indicators of employee performance. Furthermore, performance evaluation contributes to the improvement of teachers' competencies. Regular and objective evaluation is therefore essential to support teachers' professional development. Wukir (2013) emphasizes that human resource management in educational institutions should facilitate teachers in reaching their full potential, ultimately benefiting students through improved educational quality.

A number of previous studies have highlighted the significant role of performance evaluation in improving the quality of human resources in education. Research by Lailil et al. (2024) indicates that performance evaluation can function as a tool for human resource development through job analysis and constructive feedback. Similarly, a study by Arwiah et al. (2025) found that performance evaluation can serve as a transformational leadership instrument in enhancing teacher professionalism and strengthening educational quality. Other studies also support these findings. Erwandi, Sauri, and Hanafiah (2022) suggest that effective teacher performance appraisal management can improve educators' competence and professionalism in the classroom. In addition, Purwanti et al. (2024) found that performance evaluation significantly influences teachers' ability to improve classroom instruction.

Moreover, performance evaluation plays an important role in increasing teachers' motivation and enthusiasm toward their work. Karo-Karo and Simare-Mare (2023) found that performance evaluation contributes to higher levels of teacher enthusiasm. Likewise, Supardi, Kartika, and Yoseptry (2022) state that systematic performance appraisal management conducted by school principals can enhance both the quality of learning and teachers' work motivation. However, in practice, performance evaluation in educational institutions still faces several challenges, including a lack of objectivity, limited evaluation instruments, and the underutilization of appraisal results for human resource development. Therefore, further in-depth research is needed to examine the role of performance evaluation in improving human resource performance within educational organizations.

2. LITERATURE REVIEW

This study employs a qualitative approach using a literature review methodology. The primary objective of this research is to examine performance evaluation as a human resource management tool, with a particular focus on educational institutions. The study explores concepts, theories, and previous research related to performance evaluation and human resource development through an in-depth review of relevant literature.

Performance evaluation is considered one of the core functions of human resource management, as it measures how effectively employees perform their duties. It is defined as a systematic procedure for assessing employee efficiency and effectiveness in the workplace (Handoko, 2000). Furthermore, Siagian (2013) states that performance appraisal serves as a basis for managerial decision-making, including human resource development, reward administration, and efforts to improve team performance.

In educational institutions, performance appraisal serves a dual purpose: evaluating the performance of teachers and administrative staff, as well as supporting their professional development. Wukir (2013) emphasizes that human resource management in educational settings requires a well-structured and continuous performance evaluation system to enhance teacher professionalism. In addition, Notoatmodjo (2003) highlights that various appraisal methods and continuous development programs can be implemented to improve individual performance and overall human resource quality.

The data for this study were collected from various sources, including books and scientific publications. Key references on human resource management and educational resource management include works by Manullang (2001), Samsudin (2010), Siagian (2013), Handoko (2000), Wukir (2013), and Heryati and Muhsin (2014). In addition, this study incorporates findings from relevant journal articles discussing teacher performance evaluation and its impact on improving educational quality.

Data collection in this study was conducted through documentation techniques. Specifically, the researcher gathered various literature sources related to performance evaluation in human resource management. These sources include books, academic journals, and prior studies that address similar topics. The selected literature was then reviewed and analyzed based on its relevance to the research focus.

The data analysis process consists of several stages, including data collection, data reduction, data presentation, and conclusion drawing. During the data collection stage, the researcher identified and compiled relevant literature sources. In the data reduction stage, the focus was narrowed to information specifically related to performance evaluation in educational institutions and human resource management. The data were then organized and presented systematically to facilitate understanding. Finally, conclusions were drawn based on the findings obtained from the literature review.

3. RESULTS AND DISCUSSION

The objective of this study is to examine performance evaluation in relation to human resource management, with a particular focus on higher education institutions. Based on the findings from the literature review, performance evaluation is identified as a crucial tool for improving the quality of teaching and educational personnel. It is not only used as an assessment instrument but also serves as a means to develop competencies, enhance employee motivation, and improve overall educational quality. In practice, several factors are considered in evaluating the effectiveness of teachers in carrying out their roles and responsibilities. Performance appraisal is a systematic review process used to assess how well individuals perform their job duties (Handoko, 2000). Furthermore, Siagian (2013) states that performance evaluation can serve as a foundation for managerial decision-making, particularly in relation to human resource development. The literature review also indicates that performance evaluation of educators should focus on several key areas in order to effectively support the improvement of human resource quality in educational institutions.

A. The Role of Performance Evaluation in Enhancing Teacher Competence

Performance evaluation plays an important role in measuring teachers' ability to carry out learning activities. It can be used to assess educators' capacity to plan, implement, and evaluate classroom instruction. A study conducted by Erwandi, Sauri, and Hanafiah (2022) found that effective management of teacher performance appraisal can enhance educators' competence and professionalism. Through systematic evaluation, teachers are able to identify areas in which they excel as well as aspects that require improvement.

Furthermore, performance evaluation conducted during instructional supervision can be used to assess pedagogical, professional, social, and personal competencies. This is supported by a study by Abdullah, Rahmawati, and Damhuri (2020), which highlights that such evaluations provide valuable feedback for improving teaching quality. In line with this, Wukir (2013) emphasizes that a well-designed and continuously implemented performance evaluation system is a key component of human resource management in educational institutions, as it encourages teachers to continuously develop their professional capabilities.

B. The Influence of Performance Evaluation on Teacher Performance

Performance evaluation significantly affects teachers' efficiency and effectiveness in the classroom. Clear and objective appraisal systems can motivate teachers to improve both their performance and the quality of learning. A study by Purwanti et al. (2024) found that teacher performance evaluation has a substantial impact on instructional effectiveness. Teachers are more likely to strive for improved student achievement when their performance is regularly assessed.

In addition, performance appraisal has been shown to enhance teachers' morale. Research by Karo-Karo and Simare-Mare (2023) indicates that teachers are more motivated to exceed expectations when they perceive that their work is fairly evaluated and appreciated. This finding is consistent with Samsudin (2010), who argues that performance appraisal—defined as a systematic review of work outcomes—is an effective method for improving employee performance.

C. Performance Evaluation as a Basis for Human Resource Development

Beyond its function as an evaluation tool, performance appraisal also serves as a foundation for human resource development. The results of performance evaluation enable organizations to identify

competency gaps and design appropriate training and development programs. A study by Lailil et al. (2024) shows that performance appraisal can function as a human resource development tool through job evaluation processes and the provision of constructive feedback. This allows individuals to better understand the areas in which they need improvement.

According to Notoatmodjo (2003), human resource development involves enhancing individuals' capabilities by providing opportunities for learning and growth, as well as continuously evaluating their performance. Through this process, organizations can optimize the potential of their human resources. Furthermore, Heryati and Muhsin (2014) argue that human resource management cannot be considered effective if it fails to support teachers in reaching their full potential and improving student learning outcomes.

D. Performance Appraisal Management in Improving Educational Quality

The management of performance appraisal plays a significant role in improving the quality of education within educational institutions. Institutional leadership, particularly school principals, holds a crucial role in overseeing systematic and reliable methods for evaluating teacher effectiveness. A study by Supardi, Kartika, and Yoseptry (2022) found that systematic supervision of performance evaluation by school leaders can lead to improved student achievement as well as increased intrinsic motivation among teachers. Through well-planned performance evaluation, teachers can develop a clearer understanding of expected performance standards.

Furthermore, research by Arwiah et al. (2025) indicates that performance appraisal can also function as an instrument of transformational leadership in managing educational personnel. Through performance evaluation, educational leaders are able to encourage the enhancement of teacher professionalism and foster a more productive working environment. Overall, the findings of the literature review demonstrate that performance appraisal plays a highly significant role in improving the quality of human resources in educational organizations. Performance evaluation conducted in an objective, systematic, and continuous manner can enhance teacher competence, increase motivation among educators, and support the overall improvement of educational quality.

A review of relevant publications and research studies further highlights the importance of performance evaluation in human resource management, particularly within educational institutions. Performance evaluation not only measures how well individuals perform their duties but also supports educators and staff in improving the quality and competence of their work. Performance evaluation is a systematic procedure used in human resource management to compare employee performance outcomes with predetermined organizational standards. Handoko (2000) defines performance appraisal as a structured method for assessing employees' ability to fulfill job requirements. Through this process, organizations can ensure work effectiveness and identify areas that require improvement.

Based on the literature reviewed, performance evaluation serves several key functions in educational institutions. First, it provides an effective means of assessing teacher performance. A study by Abdullah, Rahmawati, and Damhuri (2020) shows that instructional supervision activities can be used to evaluate teachers' pedagogical, professional, social, and personal competencies. The results of such evaluations reflect how effectively educators carry out the teaching and learning process.

Second, performance evaluation serves as an effective approach to enhancing teachers' motivation and enthusiasm. Research conducted by Karo-Karo and Simare-Mare (2023) demonstrates that evaluating teachers based on their performance can increase their enthusiasm for teaching. Providing constructive feedback encourages teachers to strive for excellence in their work. In addition, performance appraisal can serve as a foundation for human resource development in educational institutions. According to Lailil et al. (2024), performance evaluation combined with constructive feedback contributes significantly to human resource development. Continuous feedback enables individuals to recognize their weaknesses and improve their work performance over time.

The role of administrators in supervising teacher performance evaluation mechanisms is also highly important in educational management practices. Supardi, Kartika, and Yoseptry (2022) found that educational quality can be improved when administrators systematically oversee teacher performance evaluations. Through well-planned appraisal systems, teachers receive the support and guidance necessary to enhance their professionalism. Moreover, a study by Purwanti et al. (2024)

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indicates that performance evaluation significantly improves teachers' instructional abilities. Consistent feedback from administrators encourages educators to refine their teaching practices and improve student achievement.

According to Siagian (2013), performance evaluation is a vital tool in human resource management, as it provides the basis for decisions related to training, career development, and promotion. Therefore, it is essential for organizations to establish performance evaluation systems that are objective, transparent, and sustainable. The findings of this study suggest that performance evaluation is a critical instrument for educational institutions in identifying and developing high-quality teachers and staff. A well-designed performance appraisal system contributes to higher teacher competence, increased intrinsic motivation, and ultimately, improved educational outcomes for students.

Discussion

A review of relevant publications and research studies clearly highlights the importance of performance evaluation in human resource management, particularly within educational institutions. In addition to measuring how well individuals perform their job responsibilities, performance evaluation also helps teachers and other educational staff enhance their skills and improve overall work quality. In the context of human resource management, performance appraisal refers to the process of evaluating employee performance in relation to established organizational standards. Handoko (2000) defines performance appraisal as a systematic procedure used to measure employees' ability to meet job requirements. Through this process, organizations are able to ensure work effectiveness and identify areas for further development.

Based on the literature review, performance evaluation serves several key purposes in educational institutions. First, it functions as an effective tool for assessing teacher performance. A study by Abdullah, Rahmawati, and Damhuri (2020) shows that performance evaluation conducted through instructional supervision can be used to measure pedagogical, professional, social, and personal competencies. The results of such evaluations reflect how effectively teachers facilitate the learning process.

Second, performance evaluation plays a crucial role in enhancing teachers' motivation and work enthusiasm. Research by Karo-Karo and Simare-Mare (2023) indicates that performance evaluation increases teachers' enthusiasm toward their work. Teachers are more likely to strive for excellence when they receive honest and constructive feedback regarding their performance. Furthermore, performance evaluation can serve as a foundation for human resource development in educational institutions. A study conducted by Lailil et al. (2024) demonstrates that performance evaluation contributes to human resource development through job assessment and the provision of constructive feedback. Continuous feedback enables individuals to identify areas that require improvement and gradually enhance the quality of their work.

In terms of educational management practices, administrators play a vital role in overseeing teacher performance evaluation systems. Supardi, Kartika, and Yoseptry (2022) found that school principals can improve educational quality by systematically supervising teacher performance evaluations. Through well-planned appraisal processes, teachers receive the guidance and feedback necessary to enhance their professionalism.

Moreover, a study by Purwanti et al. (2024) indicates that performance evaluation significantly improves teachers' instructional abilities. Consistent feedback from administrators encourages educators to refine their teaching practices and improve student achievement. According to Siagian (2013), performance appraisal serves as a basis for organizational decision-making, including training, career development, and promotion, making it an essential tool in human resource management. Therefore, for performance appraisal systems to be truly beneficial for both organizations and individuals, they must be implemented in an objective, transparent, and sustainable manner.

4. CONCLUSION

Based on the findings of the literature review conducted in this study, it can be concluded that performance appraisal is a crucial component of human resource management, particularly within educational organizations. Performance evaluation not only functions as a tool for assessing the work outcomes of teaching and administrative staff, but also serves as a means of enhancing competence, work motivation, and overall individual performance in carrying out professional responsibilities.

The findings further indicate that an objective, systematic, and continuous performance evaluation system provides significant benefits for the professional development of teaching staff. Through performance appraisal, educational institutions are able to gain a comprehensive understanding of how effectively teachers perform their instructional duties, as well as identify areas that require improvement. In addition, performance evaluation serves as a foundation for human resource development. The results of performance appraisal can be utilized to design professional development programs for teachers and other educational staff, including training, mentoring, and competency enhancement initiatives. Therefore, performance appraisal extends beyond merely measuring employee performance, as it also contributes to the long-term development of organizational human capital.

The effective management of performance appraisal systems is a key responsibility of educational leaders, particularly school principals, within the field of educational management. A well-planned, transparent, and systematic performance evaluation environment can foster the improvement of teacher professionalism and classroom outcomes. Efforts to enhance the quality of human resources in education can be strategically achieved through the implementation of a robust performance appraisal system. Therefore, educational institutions are encouraged to establish performance evaluation systems that are objective, fair, and sustainable in order to support the overall improvement of educational quality.

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