

Received : November 29, 2021
Accepted : December 10, 2021
Published : February 08, 2022

Conference on Community Engagement Project
<https://journal.uib.ac.id/index.php/concept>

PERFORMANCE APPRAISAL SYSTEM DESIGN IN PT. KARYA SUNLI

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Abstract

Performance appraisal is a systematic evaluation process of employee performance that is useful for understanding a person's ability for career growth and further skill development. Performance appraisal is a tool that is used strategically to increase the effectiveness of the organization in managing its human resources. This employee performance appraisal format is expected to be able to go hand in hand with or concurrently with the evaluation, review of company performance. The design of this performance assessment format uses the Graphic Rating Scale method. The rating scale use Likert scale, which contains an assessment using several assessment indicators, namely work skills, quality, responsibility, teamwork, attitudes and communication skills.

Keywords: *performance appraisal, graphic rating scale, employee performance.*

Introduction.

PT. Karya Sun Li is a family business founded by Mr. Sardani on March 13, 2001, which is located in the Tanjung Uncang area, precisely on Jl. Brigadier General Katamso Km 06 Tanjung Uncang, Batam. Its daily activities focuses on tire retreading, namely reconditioning old tires into new tires that are suitable for use and durable. The monthly turnover of this business reaches Rp 45 million per month by employing as many as 14 employees with various different tasks. PT. Karya SunLi does not conduct a formal performance appraisal system to assess the performance of its employees and this is an obstacle for the company in improving the performance of its employees because there is no well-documented data regarding the level of expertise, work abilities and work attitudes of employees. Company leaders only assess when there will be a salary increase, not documented in a performance appraisal sheet that is useful in improving employee performance. The company's management has also not been able to analyze the strengths and weaknesses of employees in their daily work (Ibrahim and Daniel 2019). In the implementation of this practical work, it is expected to produce an employee performance appraisal system that meets the standards in human resource practices in the company (Selvarasu and Sastry 2014). And it is hoped that later it can be implemented properly by the company so that it can improve employee performance. Al-Jedaia and Mehrez (2020) performance appraisal has

many uses, but perhaps the most important is that it provides critical feedback to employees so that they can improve their performance. Without feedback for the employee, it may be difficult for the boss to figure out what to do differently. It also provides critical feedback to superiors with whom they can help employees improve their performance and often also provides superiors with ideas on how they can become better bosses (Rasool et al. 2015; Gulzar 2017; Ismail et al. 2019). Training needs should be identified during performance discussions. Performance Appraisal has some purposes as follows:

1. To maintain records to determine compensation packages, wage structures, salary increases.
2. To identify the strengths and weaknesses of employees to place the right people in the right jobs.
3. Maintain and assess the potential that exists within a person for further growth and development.
4. To provide feedback to employees regarding their performance and related status.
5. Provide feedback to employees regarding their performance and related status.
6. To influence the work habits of employees.
7. Review and maintain promotions and other training programs.

Methods

To complete the data needed in the design of this practical work output, the author collects as much information as possible that can be used for its design and implementation. Direct observation to the location of business partners is carried out to find out firsthand the work carried out by employees. So with this observation is expected to determine the appropriate assessment criteria for employees. After getting a direct description of the work at PT. Sun Li's work was followed by a brief interview with the business owner. This interview was conducted to get a clearer picture of the implementation of employee performance appraisals so far.

The schedules will be arranged according to the time in working from stage to stage. There are three stages that must be carried out in this project:

1. Preparation Stage
This stage was carried out in early September 2020 by starting to look for and surveying practical work locations, then submitting a practical work proposal.
2. Implementation Stage
This stage begins in October 2021 and ends in the second week of November 2021. This stage begins by discussing the design of practical work with supervisors and business partners to design project outputs and implementation evaluate them and supervise the implementation of practical work projects.
3. Assessment and reporting stage, starting after the completion of the practical work implementation stages. It is estimated that this stage will be carried out at the end of December 2021

Output

Create a performance appraisal format using the Graphic Rating Scale method. The rating scale used is a 5-Likert scale, with the following main criteria:

1. Achievement, namely the achievement of employee performance in carrying out their duties and responsibilities. Achievement here can also be defined as the achievements of an employee related to his work.
2. Ability can be defined as the ability or work skills possessed by an employee in supporting the implementation of their duties.
 - Basic Literacy Skills: Basic skills that everyone should have, such as reading, writing, arithmetic and listening. This includes:
 - Technical Skills: Technical skills gained through learning in technical fields such as operating computers and other digital tools.
 - Interpersonal Skill: Everyone's expertise in communicating with each other such as listening to someone, giving opinions and working in a team.
 - Problem Solving: A person's expertise in solving problems using his login.
3. Attitude, Attitude is a level that shows the behavior and habits of an employee in interacting with employees, customers and superiors in relation to their work. Attitude can be measured by discipline and responsibilities on the job.

Result and Discussion

In designing a form for evaluating employee performance, first the assessment criteria are made that become the basis for assessing an employee. Some of these criteria are:

In designing the employee performance appraisal form, first the assessment criteria are made which is the basis for evaluating an employee. The criteria are:

1. Job skills. This is the main criterion in assessing the performance of an employee. The higher the value of work skills, the better the job will be.
2. Quality of work. A job can be said to be of high quality if it is able to achieve or exceed the work standards that have been set by providing appropriate results.
3. Responsibility. Employees are always required to be responsible for the work assigned to them. By being responsible for the work it will produce maximum work results.
4. Teamwork. The criteria for being able to work well with fellow employees are very necessary. By creating a good working atmosphere it will increase the productivity of employees and also the company.
5. Attitude and Work Discipline. The attitude of workers will also determine the success of the work. The more positive and optimistic in dealing with work will improve individual and company performance. With discipline in work, an employee will comply with the regulations set by the company.
6. Communication Skills. Communication skills are a criterion for an employee to be able to work well, because smooth communication will increase the work productivity of an employee.

Table 2
Employee Performance Appraisal Form

PT. Karya Sun Li - Batam

Name

Position

No.	FACTORS	EXCELLENT (9-10 POIN)	GOOD (7-8 POIN)	FAIR (5-6 POIN)	POOR (3-4 POIN)	VERY POOR (1-2 POIN)	SCORE
1	Job Skill	Have an excellent knowledge and skills	Have good knowledge and skills	Have fair knowledge and skills	Have little knowledge and skills	Have no knowledge and skills	
2	Work Quality	Have an excellent quality of work	Have a good quality of work	Have a fair quality of work	Have poor quality of work	Have a very poor quality of work	
3	Responsibilities	Have an excellent responsibility	Have a good responsibility	Have a fair responsibility	Have a poor responsibility	Have no responsibility	
4	Teamwork	Have an excellent teamwork	Have a good teamworks	Have a fair teamworks	Have a poor teamworks	Have a very poor teamworks	
5	Discipline	Have an excellent work discipline	Have a good work discipline	Have a fair work discipline	Have a poor work discipline	Have a very poor discipline	
6	Communication Skill	Have an excellent communication skill	Have a good communication skill	Have fair communication skill	Have a poor communication skill	Have a very poor communication skill	
						TOTAL	

Notes:

Note :

50 – 60 : Excellent

40 – 49 : Above Average

30 – 39 : Average

20 - 29 : Below Average

< 20 : Poor

Appraised by :

Checked by :

Approve by :

Based on the calculation in the table above, it can be seen the final value of the employee. For those who have high scores, they can be used as references to be promoted and those with low scores will be included in the training program. This format designed to assess employees can explain each employee's work within the criteria set by the company to evaluate the employee's work so far. The results of the performance appraisal which are accompanied by a number for each employee's work achievement will be added up to get the final score of

the employee whose performance is assessed. The results will be evaluated and discussed with the employees concerned. Employees who get high scores will be given awards related to their work performance to be able to increase the work motivation of each employee. And unsatisfactory assessment results will be given appropriate training to improve employee performance.

Conclusions

The following conclusions can be drawn during this practical work:

1. It is very important for organizations to regularly and regularly assess employee performance. This assessment will be useful in increasing the work motivation of each employee
2. In a fair and open performance appraisal, employees and the company will know the strengths and weaknesses of each employee being assessed so that it can be a tool in improving performance.
3. The discussion process with employees needs to be carried out during performance appraisals and is expected to provide positive feedback for improving employee performance.
4. In many organizations, there is rarely any attempt to have a constructive discussion with employees about whether the expected outcomes, as set out, can be met. However, today's employees want to know not only how employees fit into the goals of the organization they work for, but also what aspects of self-improvement are required in their performance.
5. Organizations cannot grow if the individuals working in the organization are not encouraged and supported through genuine performance appraisals. Performance differences can be managed through concerted efforts in training and development, career management and succession.

Recommendation for further program for business, namely:

1. Implement this employee performance appraisal program consistently and continuously in order to get the benefits of improving employee performance which in turn will be able to encourage organizational progress.
2. Always communicate every process and employee assessment so that employees and owners always help each other in improving the effectiveness and efficiency of the company's operations.

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