

Received: January 30, 2024
Accepted: February 20, 2024
Published: April, 2024

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

Design Of An Employee Performance Assessment System At Pt. Tritan Metalindo Successful

Evi Silvana Muchsinati¹, Monica Ella²

Universitas Internasional Batam

Email of correspondence: evi@uib.ac.id¹, 2041029.monica@uib.edu²

Abstract

The aim of this activity is to help the company implement a performance appraisal system for all PT employees. Tritan Metalindo Success. Performance appraisals help companies make decisions with accurate and objective assessment results and help companies make decisions regarding career development for employees or even dismissal. Apart from that, it increases employee motivation to work better and meet the performance standards that have been set to achieve company goals. The method used is to provide output in the form of performance assessment indicators and work assessment forms that the company will use. The results of the activities were changes in the performance of the company's employees which increased due to increased productivity and profits at PT. Tritan Metalindo Success. Then one of the problems that occurred in the company was that the company's turnover rate decreased to only 7%, where there was an increase in the quality of employee work in the company.

Keywords: *Assessment Indicators, Performance Assessment*

Introduction

Human resources are an important element in an organization because high performance from human resources can enable the organization to achieve its stated goals. In an organization, performance is the level at which employees effectively and efficiently do their work. Employee performance is work achievement, which is a comparison between work results that can be seen in real terms and the work standards set by the company (Febriani & Muslih 2022). Therefore, performance appraisal becomes a tool for assessing company development, evaluating work and motivating other employees to meet work standards. Performance Assessment is a process in an organization to achieve the goals it has set, this performance assessment can be a determination of operational effectiveness in the organization (Suhanda *et al.*, 2023)

PT. Tritan Metalindo Sukses is a general supplier company that focuses on sales and assists in building construction, shipyards, industry, and others. Products offered include iron, wire mesh, pipes, lip channel etc. This company has 12 employees working and has the aim of becoming a general supplier company that

provides quality and competitive products. In a company, problems often occur with job desc employees who are not suited to their work or are not motivated because there is no assessment and evaluation at work. So, it can cause levels turn over in the company to increase, the result of this problem can cause a decrease in the productivity and quality of work of employees in the company and the company will have disproportionate expenses for costs. This is the same as PT. Tritan Metalindo Sukses experienced an increase in turnover rate reaching 11%, which can be said to be high. The problem in this company is that it still does not have company performance assessment procedures, especially in terms of performance standards. Therefore, performance assessment in a company has meaning as a process or assessment system regarding the implementation of work abilities in a company based on standards (Yeremina, 2022). Performance appraisals also help companies to make decisions with accurate and objective assessment results and help companies make decisions regarding career development for employees or even dismissal. Through this, it can also increase employee motivation to work better and meet the performance standards that have been set.

Methods

In carrying out this activity, interviews were conducted with the owner of the company PT. Tritan Metalindo Success to find out the problems experienced or that occurred at this company. Apart from that, we also look for opportunities and solutions that can be implemented and carried out for the company so that it can reduce or avoid problems that occur and increase the company's effectiveness. The first step taken was to start planning interventions that could be carried out to solve problems at PT. Tritan Metalindo Success. There is no proper and correct implementation of the work appraisal system because it is still done manually. Then the implementation team begins to collect information and company data needed for the process of implementing the performance assessment. After the information related to the performance assessment has been collected, the implementers begin to compile it. Once the planning is ready, the next step is to compile the data. Data used as a reference for managers or leaders to prepare assessment materials, performance standards are created based on the position or position of each employee so that it is practical to describe assessments according to the responsibilities of each division. Performance assessments are conducted, then determine whether there is feedback about the process throughout the year. This implementation stage is accompanied by monthly reviews, the process of providing feedback is carried out by providing direction from the leadership to its members. There needs to be two-way communication, providing direction and input so that planning can be achieved.

Location of activities at PT. Tritan Metalindo Sukses which is precisely located on Jl Yos Sudarso Blok B No 1. Kel. Bengkong Laut, District. Bengkong, Batam City, Riau Islands. The time and duration of the activity is four months starting from September 4, 2023, to December 4, 2023.

Result and Discussion

In implementing the output design at PT. Tritan Metalindo Sukses can help increase the company's effectiveness and efficiency in achieving common goals. For the output design process, which is carried out offline, in stages, starting with designing the research, determining the research topic, research time, collecting the necessary data, and analysing the results of the research carried out. PT. Tritan Metalindo Successfully started the steps by implementing, namely:

1. Performance Assessment Indicators
2. Performance Evaluation Form

From the results of the activity, the author knows that one of the things that is needed in a company is the implementation of performance appraisals for each employee, the aim of which is to evaluate. So, employees will be motivated to become more productive workers in improving company performance. As well as the company can provide *feedback* or input to employees in improving their work appearance to increase productivity for the company.

The output achieved at PT. Tritan Metalindo Success, namely:

1) Setting Performance Standards

Before carrying out the implementation process, the author helped the company in compiling and setting performance standards. Because this is important in increasing the level of employee performance for the company, it provides a framework for employees regarding how the company will expect feedback on their performance results.

Employee performance standards that have been discussed with the owner and become the results for PT. Tritan Metalindo Success, namely:

1. Employees must achieve a minimum customer satisfaction level of 80%, this process will be assessed throughout the year.
2. The error rate in the process of delivering goods to customers does not exceed 5%
3. Employees must complete monthly reports before the 5th of each month, and these results will be given to the company owner.

2) Performance Appraisal Methods Used

The author held discussions with the owner about using the BARS method. The advantage of using the BARS method is that it has a high level of objectivity and can compare employee performance against examples of behaviour that have been determined. Apart from that, the owner also agrees


because this method is easy to use with the existence of a rating scale regarding employee performance assessments based on ratings.

3) Creating Performance Assessment Indicators

After establishing performance standards for PT. Tritan Metalindo Sukses, the next stage is to create indicators for performance assessment that will be implemented by the company. The author has carried out an analysis of appropriate measurement values based on problems from the results of interviews and analysis with company owners. The performance assessment results determined after discussion are Discipline, Responsibility, Teamwork, Problem Solving, Honesty, Initiative, Innovative and Compliance.

4) Create a Performance Evaluation Form

From the indicators and methods that have been agreed upon, the author creates a draft performance assessment form that matches the criteria required by the company, which contains the date and assessment period, name, position, attendance assessment and performance criteria assessment standards. This Performance Appraisal Form is submitted to the owner in hardcopy or softcopy (excel) form, and the owner has agreed to use this performance appraisal form which will be carried out twice a year. The performance assessment process will be carried out every June and December for all PT employees. Tritan Metalindo Success.


PT. TRITAN METALINDO SUKSES

Formulir Penilaian Kinerja

PT. Tritan Metalindo Sukses	Form Penilaian Kinerja	Tanggal Penilaian :	Penilaian :	Periode
Nama				
Jabatan				

Bagian 1. Penilaian Presensi

No	Standard Kinerja	Nilai	Presentase	Nilai Konversi
1	Jumlah Kinerja			
2	Hadir Tepat Waktu			
3	Masa Kerja			
Total Nilai Presentasi				

*Note : Ceklis salah satu rating dalam kolom penilaian

Bagian 2. Penilaian Presensi

No	Indikator	Rating	Anchor	Penilaian
1	Disiplin	5	Konsisten untuk hadir selalu tepat waktu dengan tingkat absensi 0%	
		4	Selalu hadir tepat waktu, dengan tingkat absensi <5%	
		3	Selalu hadir tetapi terkadang terlambat dan absen di beberapa kondisi yang dapat dibenarkan toleransi	
		2	Tingkat absensi >10% dan terkadang terlambat	
		1	Sering terlambat dan absen tanpa alasan yang jelas	
2	Tanggung Jawab	5	Selalu mengerjakan tugas yang diberikan, mengumpulkan tepat waktu serta mengerjakan	
		4	Mengerjakan tugas yang diberikan dengan tepat waktu meskipun sesekali terjadi kesalahan	
		3	Mengerjakan tugas yang diberikan terkadang terlambat dan masih belum maksimal sesuai dengan instruksi yang diberikan, namun masih dalam batas yang wajar	
		2	Mengerjakan tugas yang diberikan namun sering terlambat dan banyak kesalahan	
		1	Sering tidak mengerjakan tugas yang diberikan	

No	Indikator	Rating	Anchor	Penilaian
3	Teamwork	5	Dapat berkoordinasi dan berkomunikasi dengan berbagai pihak, menghargai pendapat serta masukan orang lain	
		4	Mengetahui tugas orang lain yang berhubungan dengan tugasnya serta bersedia mempertimbangkan usulan dari orang lain	
		3	Mengetahui garis besar tugas orang lain yang berhubungan dengan tugasnya dan sesekali harus diyakinkan untuk dapat menyesuaikan pendapatnya	
		2	Jarang menerima keputusan bersama apabila bertentangan dengan pendapatnya serta tidak mengetahui secara pasti tugas orang lain yang berhubungan dengannya	
		1	Sama sekali tidak mampu berkoordinasi dan berkomunikasi dengan berbagai pihak dan tidak mampu menghargai pendapat orang lain	

No	Indikator	Rating	Anchor	Penilaian
4	Problem Solving	5	Mampu merumuskan alternatif solusi yang relevan untuk menyelesaikan masalah	
		4	Menciptakan solusi temporer atas masalah yang terjadi	
		3	Mampu membuat keputusan tanpa pertimbangan reaksi dari bawahan	
		2	Mementingkan kepentingan pribadi pada saat membuat keputusan	
		1	Menolak membuat keputusan saat dibutuhkan	

No	Indikator	Rating	Anchor	Penilaian
5	Kejujuran	5	Selalu melaporkan hasil kerjanya kepada atasannya menurut keadaan yang sebenarnya	
		4	Sesekali tidak melaporkan hasil kerjanya kepada atasan berdasarkan keadaan yang sebenarnya	
		3	Hasil kerja yang dilaporkan pada atasannya tidak sesuai dengan keadaan yang sebenarnya namun masih pada batas toleransi	
		2	Terkadang hasil kerja yang dilaporkan pada atasannya lebih baik dari keadaan yang sebenarnya	
		1	Sering melaporkan hasil kerjanya tidak sesuai dengan keadaan yang sebenarnya	

No	Indikator	Rating	Anchor	Penilaian
6	Inisiatif	5	Dalam keadaan yang mendesak, tanpa menunggu petunjuk atau perintah dari atasan mampu mengambil keputusan atau melakukan tindakan yang diperlukan dalam pelaksanaan tugas	
		4	Dapat mempertimbangkan terlebih dahulu keputusan yang akan diambil atau tindakan yang dilakukan dalam melaksanakan tugas	
		3	Memunggu perintah dari atasan untuk mengambil keputusan yang akan dilakukan	
		2	Panik ketika dituntut untuk mengambil keputusan ditengah keadaan yang mendesak	
		1	Apatis	

No	Indikator	Rating	Anchor	Penilaian
7	Inovatif	5	Melakukan hal baru di tingkat organisasi yang membuat perusahaan memiliki kinerja menjadi lebih baik	
		4	Melakukan hal baru di tingkat departemen sehingga dapat meningkatkan performa departemen	
		3	Melakukan hal baru di tingkat divisi sehingga meningkatkan performa divisi	
		2	Melakukan hal baru untuk meningkatkan performa kerja	
		1	Tidak melakukan hal baru	

No	Indikator	Rating	Anchor	Penilaian
8	Kepatuhan	5	Selalu menaati aturan-aturan serta prosedur kerja yang diberikan atasan	
		4	Sesekali tidak menaati aturan-aturan dan prosedur kerja yang diberikan atasan	
		3	Tidak menaati aturan dan prosedur kerja namun masih dalam batas yang wajar	
		2	Kadang-kadang melakukan pelanggaran atas aturan-aturan dan prosedur kerja dari atasan	
		1	Sering melanggar aturan-aturan dan prosedur kerja yang diberikan atasan	

Picture 1. Performance Evaluation Form to PT. Tritan Metalindo Success, source: Author (2023)



Picture 2. Providing Draft Performance Evaluation Form, Source: Author (2023)

5) Individual Development Plan

After all employees have filled out the work assessment form, the assessment results will be summarized. Then there are several efforts made to develop everyone in PT. Tritan Metalindo Sukses whose performance assessment results only received adequate to very poor scores, namely:

- a) PT employees. Tritan Metalindo Sukses is required to attend seminars or *training* offline or online related to each section, one of which is the operational section for attending seminars or training, namely *training inventory*, *operational management risk* etc. The aim is to make employees more qualified, build motivation for employees and increase work productivity within the company. This is implemented at least in a year by attending two seminars for each division.
- b) Do *assessment* like *disc personality test* is a personality test tool that is widely used to measure how individuals respond to rules, the environment, as well as problems and challenges. Apart from that, you can also do checks *personality* towards each employee which is carried out regularly so that we can evaluate whether the employee is appropriately placed in the appropriate department. These two things will be implemented twice a year, after filling in the performance assessment form, this test will be carried out for the evaluation process *personality* and the performance of each PT employee. Tritan Metalindo Success.

6) Create Results Reports

After the performance assessment form has been filled in from all PT employees. Tritan Metalindo was successful, so the author gave directions to the

owner to make a results report. This results report contains the results of assessments, evaluations, and development plans for employees, then the report will be submitted and then discussed with each employee. Submission of this report aims to determine strengths and weaknesses and increase the performance requirements of each employee in increasing productivity within the company. The results report will be saved as PT data. Tritan Metalindo Sukses for comparison of performance assessments for the next period as well as company data that can be used as a final evaluation for the entire company.

The following is a recap of the results of the performance assessment of PT employees. Tritan Metalindo Success.

Rekap Hasil Penilaian Kinerja PT Tritan Metalindo Sukses

PT. TRITAN METALINDO SUKSES

Periode: 1
Tanggal Penilaian: 20-Nov-23

Divisi	Nama	Nilai	Kinerja	Rencana Pengembangan
Accounting	Karyawan 1	29	Baik	
	Karyawan 2	24	Cukup	Manajerial/Accounting Training
Purchasing	Karyawan 3	28	Baik	
	Karyawan 4	29	Baik	
Admin	Karyawan 5	23	Cukup	Administrative Management Training
	Karyawan 6	36	Sangat Baik	
Operasional	Karyawan 7	28	Baik	
	Karyawan 8	24	Cukup	Operasional/Management Training
Penjaga Toko	Karyawan 9	20	Kurang	Sales Training
	Karyawan 10	29	Baik	
Supir	Karyawan 11	20	Kurang	Supir Driving Training
	Karyawan 12	28	Baik	

Rekomendasi: untuk karyawan yang penilaiannya cukup dan kurang perlu ditingkatkan

Batam 21 Nov 2023
Penilai / Atasan

KETERANGAN NILAI	
40-36	Sangat Baik
35-28	Baik
27-21	Cukup
20-15	Kurang
14-8	Sangat Kurang


 (Linda Herina)

Picture 3. Recap of PT Employee Performance Assessment Results. Tritan Metalindo Success, Source; Author (2023)

Conclusions

- 1) The level of success of the programs.

Implementation of performance assessment in PT. Tritan Metalindo Sukses aims to achieve common company goals and realize the performance of employees involved in the company, increased productivity, and prosperity in the company.

- 2) The impact and benefit program.

The success of this program can be seen from the increased employee performance within the company, due to increased productivity and profits at PT. Tritan Metalindo Success. Then one of the problems that occurred in the company was that previously the turnover rate reached 11%, after the implementation of

work assessment it began to decline until it only reached 7% where there was an increase in the quality of employee work in the company. The implementation process has brought changes to the company to become more professional and effective in assessing each employee. Through the assessment planning implemented, the company succeeded in making each employee's job description clearer and more structured in accordance with the performance standards implemented by the company. As a result, the company does not incur recruitment costs for new employees but can be used as training costs to improve employees' skills.

The output that the author designed and implemented for PT. Tritan Metalindo Success during the activity was as follows:

1. Field Survey to see the problem and what solutions will be implemented.
 2. Helps establish appropriate performance standards and performance appraisal methods.
 3. Create performance assessment indicators and performance assessment report formulas for the company.
 4. Help with the steps that must be implemented from the assessment process to the evaluation stage.
 5. Recommendation for further program.
- 3) Recommendation for further program.

The author gave constructive suggestions to PT. Tritan Metalindo Success, as follows:

- 1) Efforts need to be made so that the activities that have been implemented in this project, as well as those planned, can be implemented consistently and sustainably, namely that the company carries out scheduled performance assessments every 6 months.
- 2) This performance assessment makes the owner of PT. Tritan Metalindo Sukses continues to provide outreach regarding the indicators that will be assessed so that employees better understand how they should work in their respective divisions. As well as improving and improving the assessment form for the future.
- 3) It is hoped that all employees of PT. Tritan Metalindo have been successful in increasing work motivation through regular performance assessments so that company goals can be achieved.

4) Acknowledgement

In making this report, the author gained a lot of experience and new insights and of course was not free from obstacles and difficulties. The author received assistance in the form of support and input from various parties. On this occasion, the author would like to thank all parties who have helped in preparing the report.

References

- Eni. (2022). Metode Penelitian. *Angewandte Chemie International Edition*, 6(11), 951–952., 3(Mi), 5–24. <https://medium.com/@arifwicaksanaa/pengertian-use-case-a7e576e1b6bf>
- Febriani, E., & Muslih, M. (2022). Analisis Penilaian Kinerja Karyawan Dengan Metode Simple Additive Weighting Di PT Paiho Indonesia. *Jurnal Sains Komputer & Informatika (J-SAKTI)*, 6(1), 359.
- Saputra, D., Sucipto, A., Al Kahfi Masputra, M., & Rizky ASiregar, H. (2022). Implementasi Metode Bars (Behaviorally Anchored Rating Scale) Pada Sistem Penilaian Kinerja Pegawai (Studi Kasus : Pt. Laksana Aneka Sarana). *Jl. ZA. Pagar Alam*, 3(1), 2774–5384.
- Suhanda, Y., Winarno, H., & Alfiandi, A. (2023). Penerapan Metode Fuzzy Pada Sistem Penilaian Kinerja Karyawan Toko Mas Citra. *JRIS : Jurnal Rekayasa Informasi Swadharma*, 3(1), 69–75. <https://doi.org/10.56486/jris.vol3no1.297>
- Thalib, M. A. (2022). Pelatihan Teknik Pengumpulan Data Dalam Metode Kualitatif Untuk Riset Akuntansi Budaya. *Seandanan: Jurnal Pengabdian Pada Masyarakat*, 2(1), 44–50. <https://doi.org/10.23960/seandanan.v2i1.29>
- Yeremina, B. (2022). Teori Penilaian Pengukuran Kinerja Karyawan. *Jurnal PUSDANSI*, 2(4), 1–9.