

Implementation Of Performance Assessment To Determine Employee Performance

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Abstract

This study has a purpose to determine the implementation of performance appraisal to assess employee performance conducted at PT. XYZ Sampling is done by using the census technique, namely taking samples from the total population. The research instrument used a questionnaire. Then test the validity and reliability to test the data requirements. The weighting of the questionnaire uses a Likert scale. The data analysis technique used a correlation test and t-test (hypothesis test). From the research results, the implementation of work performance to assess employee performance is carried out based on the work performance form with an assessment based on a rating scale. Employee performance has been included in the "good" category. This is known from the majority of employees who have assessment results with scores that fall into the good category. Employee performance has also produced good results. It was concluded that there is a strong and positive relationship between work performance and employee performance. It is known from the acquisition of the value of $r = 0.722$. A positive and strong relationship means that if the work performance variable increases, it will be followed by an increase in employee performance. Vice versa, if there is a decrease in the work performance variable, it will be followed by a decrease in the performance variable.

Keywords: Work Performance, Performance

I. INTRODUCTION

Human resources are one of the most important factors to achieve activities in organizational goals. Along with the times and the turn of time, the number of qualified human resources and ability to meet the demands of work is increasingly needed. Therefore, human resources need to be developed. Empowerment of human resources owned by the organization is directed so that its human resources can work well to achieve company goals. To achieve this goal, it is necessary to develop both in terms of external employees as well as in terms of internal employees, which is related to employee performance. Employee work performance needs to be nurtured and maintained properly because if employee performance decreases, it will result in not only slowing down the implementation of tasks but also having bad consequences for the organization, which is a larger scope will reduce organizational performance.

Employees are the spearhead of the organization, if they cannot work according to the target, then the leadership will continue to be busy with small things that should not be regulated by the leadership. Leadership time will run out required to regulate the work of employees who do not have the power of creativity and work performance is not good. Therefore, herein lies the importance of reciprocity and balance between the roles of leaders and employees in achieving organizational goals. According to Handoko (2003:135) that performance evaluation serves to evaluate and assess employee performance. This activity can improve personnel decisions and provide feedback to employees about their performance. Thus, performance appraisal is a systematic process to evaluate the strengths and weaknesses of each employee and find solutions to improve performance. Through the evaluation of HR performance, it is expected that every employee in an organization realizes the importance of the tasks and work assigned to be their responsibility because performance appraisal is an assessment of their ability to carry out work following the specified

time, quality, and right on target. Furthermore, it is stated that the performance evaluation system has advantages in employee development. The advantage of this system is that there is a firm measure that can be used to consider a person's promotion and position because promotions and positions are only based on skills that are proven by proven achievements using certain measures. The performance evaluation system can help employees to enhance their skills and increase their work performance because they know that higher skills and good performance will get proper rewards.

Understanding Performance

The term "Performance" is often identified with the term "Work Achievement". *Both are taken from the same English word, namely performance.* It is also supported by Hasibuan (2003: 187) who defines performance as an achievement. Performance according to Stoner (in Swashta, 2002:10), is the quantity and quality of work completed by individuals and groups. This means that performance consists of three components, namely quality, quantity and effectiveness. Where between these three components can not be separated from one another. It can be concluded that performance is the actions, achievements, and skills shown by a person in doing work in an organization/organization so that the quality can be assessed according to the responsibilities given to him.

Work Performance Assessment

Work performance appraisal according to Siagian (2007:225) says that what is meant by an evaluation system or performance appraisal is: "An approach in evaluating the performance of employees." Meanwhile, Hasibuan (2003:87) defines performance appraisal or work performance as: "Activities of managers to evaluate employee performance behavior and determine further policies". Work performance appraisal is a systematic evaluation activity of employees by their superiors who understand the work carried out by the position. Performance appraisal is a useful tool not only to evaluate the work of employees, but also to develop and motivate employees. Another opinion says that performance appraisal is a process through which organizations evaluate and assess employee performance, this activity can improve personnel decisions and provide feedback to employees about their work performance. (Handoko, 2003:135).

Thus, from the various understandings of performance appraisal above, it can be said that employee performance appraisal is a systematic assessment based on employee performance that has been carried out as a source of future policies in the matter of Human Resources. Through performance appraisal, it is expected that every employee in an organization realizes how important the tasks and jobs assigned are the responsibility of an employee because the performance appraisal is an assessment of his ability to carry out work following the specified time, quality, and right on target. Concerning the size of the performance appraisal, for this research analysis, operational performance is measured by indicators as stated in the performance appraisal theory from Siagian above. The selection of these indicators is based on the consideration that the matters referred to are more relevant and can be found in empirical reality at the company.

Performance Measurement

Performance measurement can be done using the relevant assessment system. The assessment must be easy to use according to what will be measured, and reflect the things that really determine performance. Performance measurement also means comparing the predetermined size with the performance that occurs. Performance measurement is subjective or objective. Objective means that the performance measurement is acceptable, which is measured by other parties other than the one conducting the assessment and is quantitative in nature. Meanwhile, subjective measurements mean measurements based on personal opinions that make judgments and are difficult to be verified by others.

Measurement Data Analysis

After setting measurement standards, then start collecting the necessary data. Data can be collected by conducting interviews, direct surveys, or researching job records, and so on. These data are collected and analyzed whether there is a difference between performance standards and actual performance.

Performance Appraisal Method

Many methods in the assessment of the performance can be used, but broadly divided into two types, namely *past-oriented appraisal methods* (performance assessment oriented to the past) and *future-oriented appraisal methods* (performance assessment oriented to the future), (Werther and Davis, in Handoko, 2001:105).

- a. *Past-based methods* are performance appraisals of a person's performance from the work he *has* done. The advantage is that it is clear and easy to measure, especially quantitatively. The drawback is that the performance being measured is immutable, so sometimes it misrepresents how much potential a person has.
- b. *Future-based methods* are performance appraisals by assessing how many potential employees have and can determine the expected performance in the future. *This method also sometimes still uses the past method.* Performance records are also still used as a reference to determine the expected performance. The downside of this method is its accuracy because no one can be 100% sure how someone will perform in the future.

Each of the above methods has its strengths and weaknesses, so it is not good for an organization to rely on only one type of method for evaluating its performance.

II. METHOD

According to Arikunto (2006:82), the research method is the pattern or nature of research, which is divided into (1) case research approach, namely research that focuses on certain cases, (2) comparative causal research, is research that shows the relationship between causality and comparison between one case with another case, (3) correlation research, is research consisting of two or more variables and the correlation level is sought, (4) historical research, is cultural research that examines history or documentation, and (5) philosophical research, is research that is revealing the meaning behind reality. If viewed from the division of research approaches above, this research belongs to the first type, namely case research, because it seeks to find answers to problems regarding employee performance appraisal.

Data collection technique

The data obtained were collected in several ways, namely:

1. Questionnaire Distribution

The author prepares a list of statements related to the problems in the research. The questionnaire given contains written statements in the form of closed statements. The questionnaire used is in the form of a cross where the respondent chooses the available answers by placing a cross on the answer that is considered the most appropriate.

2. Observation

The author makes direct observations, especially in the activities of seeing the type of employee work and seeing the real work performance of employees.

Sampling Method

Sugiyono (2006:72), said that the population is a generalization area consisting of: objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then drawn conclusions. The population in this study were all permanent employees at PT. XYZ, totaling 50 people. The number of samples is set at 50 people with the technique of determining the *census* sample of *saturated* sample, namely determining the number of samples from all members of the population (Sugiyono, 2006:73).

"Pearson Product Moment" Correlation

Data obtained from the measurement of each variable will be obtained by using the Pearson product-moment correlation formula. This correlation formula is used to test the hypothesis, namely the relationship between compensation and employee performance. Besides that, to find out the average and deviation value of the three variables, the authors took this statistical calculation carried out with the help of the SPSS program. The formula for the Pearson correlation (Supranto, 2000:153) used is as follows:

$$r = \frac{n \sum xy \cdot \sum x \cdot \sum y}{\sqrt{n \cdot \sum x^2} (\sum x)^2 \sqrt{n \cdot \sum y^2} (\sum y)^2}$$

Where:

r = correlation coefficient

n = number of questions

x = work performance

y = performance

The correlation coefficient value from Pearson is between -1.00 to +1.00 the correlation coefficient value obtained, can be interpreted regarding the strength and weakness of the relationship between compensation and increasing employee performance.

Hypothesis Test

From the results of the correlation coefficient, hypothesis testing is carried out with the following steps:

1. Hypothesis formulation

$H_0 := 0$ (there is no positive relationship between the variables X with Y)

$H_a \neq 0$ (there is a positive relationship between variables X and Y)

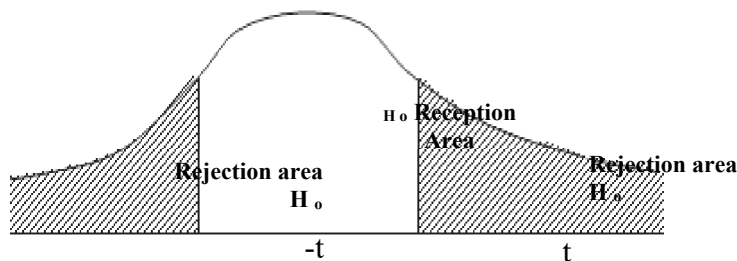
2. Determine the real level value (α)

$t_{\alpha/2} \rightarrow df = nk$ (k = number of all variables) \rightarrow (table t)

3. Calculating the value of the statistical test (r test)

$$t_0 = \frac{r \sqrt{n - k}}{\sqrt{1 - r^2}}$$

4. Test Criteria



5. Draw a conclusion

If $t_0 > t_{\alpha/2}$ or $t_0 < -t_{\alpha/2}$, then H_0 is rejected.

If $-t_{\alpha/2} \leq t_0 \leq t_{\alpha/2}$, then H_0 is not rejected

III. DISCUSSION RESULT

Data Analysis Results

1. Pearson Correlation Test (*Product Moment*)

A correlation test is used to determine the relationship between the independent variable and the dependent variable. The results of the correlation test calculation will be compared to the Correlation Coefficient Interpretation Table to see the nature of the existing relationship, whether it is strong or not. Or in SPSS, to see if there is a significant relationship or not to see the value of Sig. (*probability*) obtained. If the value of Sig. > 0.05 then the relationship is not significant, whereas if the value of Sig. < 0.05 then the relationship is significant (Ghozali, 2001:46). Below is the output of the correlation calculation using SPSS from the results of the questionnaire answers.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.722 ^a	.521	.511	.36901

a. Predictors

From the results of the correlation test above, the interpretation is as follows.

- a. From the results of the table above, the value of $r = 0.722$ is obtained. This means that there is a strong correlation (relationship) between Work Performance and Employee Performance. It is known from the Table of Interpretation of the value of the correlation coefficient as listed in the previous chapter, where the correlation coefficient of 0.722 is between the interval 0.60 – 0.79 with a positive sign, which indicates a positive and strong relationship. With an alpha of 0.05, which means a 95% confidence level and an error rate of 5%.
- b. A positive and strong relationship means that if work performance increases, it will be followed by an increase in performance. Vice versa, if there is a decrease in the Work Performance variable, it will be followed by a decrease in the Performance variable.
- c. Then in the next table, the column 'R Square' is to find out the value of the Coefficient of Determination (KD), which is the percentage of the relationship between variables X and Y. Obtained an R Square (KD) value of 0.521. This means that the percentage of the relationship between X and Y is 52.1%, while the rest is from other factors.

2. Research Hypothesis Test

a) Hypothesis Formulation:

$H_0 := 0$ (there is no positive relationship between the variables X and Y)

$H_a := \neq 0$ (there is a positive relationship between variables X and Y)

b) Determine the real level value (α)

$\alpha / 2 \rightarrow df = nk$ (k = number of all variables) \rightarrow (table t)

$df = 50 - 2 = 48 = 2.021$ (t table)

c) Calculating the value of the statistical test (t-test)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.027	.527		-.051	.960
	Prestasi Kerja	.926	.128	.722	7.223	.000

a. Dependent Variable: performance

d) Testing Criteria

The rejection area for H_0 can be described in the following curve.

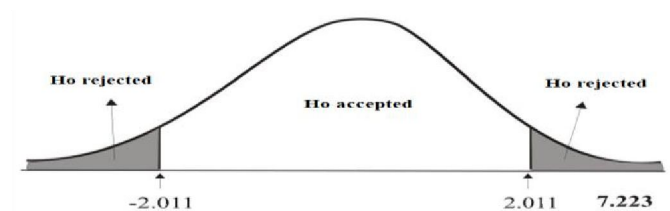


Fig 2. Ho Rejection Area

e) Draw a conclusion

If $t_0 > \alpha / 2$ or $t_0 < - \alpha / 2$, then H_0 is rejected.

If $-\alpha / 2 \leq t_0 \leq \alpha / 2$, then H_0 is not rejected.

From the t-test calculation above, the t-count value is 7.223. Thus, t count $>$ t table ($7,223 > 2,011$). Shows H_0 rejected, there is a significant relationship between the variables Job Performance with employee performance.

DISCUSSION

From the various calculations above, it turns out that both the product-moment correlation calculation and the t-test result in a conclusion that there is a unidirectional and positive relationship between work performance and employee performance. This means that performance appraisal can be used to assess employee performance. With high work performance, employees will be enthusiastic about work and their performance levels will increase. Thus, it has implications, improving employee performance, it must pay attention to work performance appraisal factors as factors that influence it. This research is in a position to support the theories that have been put forward previously, namely that performance is closely related to work performance. Performance appraisal is a benchmark for the level of employee performance.

IV. CONCLUSION

Based on the results of the research and discussion that have been stated previously, the implementation of performance appraisals to assess employee performance is carried out, the following conclusions are obtained:

1. Implementation of work performance to assess employee performance is carried out based on a work performance form with an assessment based on a *rating scale*. The results of the analysis of employee performance have been included in the "good" category. This is known from the majority of employees who have assessment results with scores that fall into the good category. Employee performance has also produced good results.
2. There is a strong and positive relationship between work performance and employee performance on employees. It is known from the acquisition of the value of $r = 0.722$. A positive and strong relationship means that if the work performance variable increases, it will be followed by an increase in employee performance. Vice versa, if there is a decrease in the work performance variable, it will be followed by

V. ACKNOWLEDGMENTS

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