

ANALYSIS OF EMPLOYEE PERFORMANCE ASSESSMENT SYSTEM IN MANUFACTURING COMPANIES

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Abstract : *Employees are a very important factor in an organization to achieve organizational goals. Satisfactory performance from employees does not happen instantly but requires continuous evaluation. The results of this study indicate that performance appraisal has a positive and significant effect on employee performance. The purpose of this descriptive research is to make a systematic, factual and accurate assessment of the facts and nature of the employee performance appraisal system in a manufacturing company. This research is used to find out how the management information on the performance appraisal of manufacturing company employees. This shows that employees who are given a performance appraisal by their superiors make the employee's performance higher.*

Keywords: *Performance appraisal, Motivation, Employee performance*

Introduction

Human resources are an important asset for the company in carrying out its business activities. Therefore, a company must be able to manage human resources well and perform personnel management in various types of company activities such as employee performance evaluation and employee recruitment. Where humans are the resources available in the company. To achieve its goals, the company realizes that the company needs human resource management in both system management and performance management corridors. This includes training, comparative studies, on-the-job development and other aspects of vocational training.

As a result, personnel management becomes one of the key indicators to achieve company goals effectively and efficiently.

The existence of human resources is undeniable in the changing environmental conditions, and high adaptability is needed that is not swept away by the changes themselves. Human resources of a company must always be in line with the vision, mission, goals and objectives of the organization in which they are placed. Therefore, the management of human resources becomes very important in achieving the company's vision, mission, goals and objectives. This can be achieved more optimally and provides an overview to all company stakeholders.

Human resource management is a branch of management that focuses on regulating the role of human resources in company activities. Key positions in human resources often make people an important part of the company's assets. Therefore, leading and retaining employees is one of the keys to a successful company journey.

Through effective employee appraisal, companies can optimize the ability of their employees to achieve company goals. In addition, employee performance is also optimized because they are motivated to work better every day. On the other hand, an ineffective employee evaluation has a negative impact on the company. Starting with the occurrence of employee complaints that lead to low employee motivation and high turnover.

Literature Review

Performance assessment

Performance is a process carried out by a group of people in a company to create a product or service. Performance is usually the same as the work process among company employees. Performance brings results for the company and is an important aspect for the company. Because this determines the progress or decline of a company. If employees perform poorly, the company will go down. It can also be said the other way around. A company makes positive progress when its employees are hardworking and innovative employees.

According to Iqbal, Ahmad, Haider, Batool, and Ain (2011), good organizational performance is also associated with good employee performance. Good employee performance does not come by itself. Aspects such as management standards, knowledge, skills, engagement, and performance appraisal can affect employee performance. For evaluation, you can use Performance Assessment (PA) as a way to benchmark.

According to Dessler, G. (2016) Performance appraisal is a business process that includes employee performance criteria, evaluation of actual employee performance, and employee feedback aimed at motivating employees and preventing poor employee performance. Performance appraisal with clear criteria also helps employees achieve the goals set by the company and identify them individually. This will allow the company to know the strengths, weaknesses and personalities of its employees so that the company can place them in the right places. Identify employees, strengths, weaknesses and character.

According to Dessler (2008: 293) companies perform performance appraisals on employees for the following reasons:

1. Practically, most salary and promotion decisions are reviewed through employee performance.
2. Assessment plays an integral role in the company's management performance. Assessment can turn the company's strategic goals into employee-specific goals.
3. Assessment provides an opportunity for superiors and subordinates to develop plans to correct various deficiencies and to verify that subordinates have done something right and right.
4. This assessment can serve as a useful career planning goal. This assessment provides an opportunity to review the employee's career plans within the framework of these strengths and weaknesses.

Method

The data collection method used in this research is the Library Study Method. According to Sugiyono (2012) literature study is a theoretical study, references and other scientific literature related to culture, values and norms that develop in the social situations studied. The data sources that are the material for this research are in the form of books and journals related to the topic that

Results and Discussion

Performance is the result of work done by an individual based on certain requirements to achieve goals, also known as labor standards. Work products are the results an employee achieves when performing work in accordance with job requirements or performance standards. A worker succeeds in doing his job or performs well if the work performed is higher than the standard of work. Performance appraisal is a process carried out by organizations to evaluate or assess the success of employees in carrying out their duties. Assessment can be done by comparing the work achieved by employees with the standard of work. If the work results obtained are up to or exceed the worker's standards, it can be said that the performance of an employee is included in the good category. and vice versa, an employee whose work results do not reach job standards, including poor performance or low performance. There are three types of criteria in performance appraisal, including criteria based on nature, behavior, and results.

Criteria based on traits, centered on the personal characteristics of each employee. This type of criteria is centered on how the personality of each employee in identifying and carrying out a type of work. Loyalty, knowledge, skills, and abilities in carrying out work can be seen from the results of their work

Behavior based criteria, it refers to how well a job is done. For example, can shop assistants please their customers? Therefore, it is necessary to list the behaviors as a guideline for employees to follow, and those behaviors to be measured by the mystery shopper.

Criteria based on results, this type of criteria leads to the achievement of work results. Employee performance is measured based on the results of their work, where the work is easy to measure and clear. Measurements are made based on applicable results. They are only responsible for the work done, not responsible for any other work.

Various ways can be done to assess the performance of employees in the company, depending on their interests. Employee performance appraisal can also be done by comparing the work achieved now with the results of previous work. Another way, often done by comparing the work of one employee with other employees for the same type and level of work in a particular company, or at different companies in one industry. Most companies determine job standards based on job requirements and then compare them with the work achieved by each employee in the company. Performance appraisal can be done by various parties who know the performance of individual employees. Various parties can assess the performance of an employee in the company, including: Employees themselves, co-workers, direct supervisors or supervisors, subordinates, customers. It is undeniable that mistakes can be made by even experienced appraisers. There are various possible errors or distortions that can occur, among others, halo effect, tendency of centralized judgment, bias too soft and hard, influence of last impression, and personal prejudice. To overcome this problem, there are several ways that are commonly used by company leaders, including: first, correctly ascertaining the form of errors made in the assessment, secondly understanding clearly the methods of performance appraisal, thirdly, it is necessary to provide feedback to the appraiser on the results. assessment in the past.

Performance is basically what employees do or don't do. Employee performance that is common to most jobs includes the following elements: Quantity of results, quality of results, timeliness of results, attendance, and ability to work together. Other dimensions of performance beyond these few general ones can be applied to a wide variety of jobs. Job criteria or specific dimensions of job performance will identify the most important elements in the job. For example, the job of a college lecturer might include teaching, research, and service job criteria. Job criteria are the most important factors that people do in their jobs because they define what organizations pay employees to do; therefore, the performance of individuals on job criteria should be measured

and compared against standards, and then the results communicated to employees. Most jobs have more than one job criterion or dimension. Often certain individuals perform better on certain job criteria than others. In addition, some criteria may be more important than others. In addition, some criteria may be more important than others to the organization. Weights can be used to indicate the relative importance of several job criteria in one job. Most jobs have more than one job criterion or dimension. Often certain individuals perform better on certain job criteria than others. In addition, some criteria may be more important than others. In addition, some criteria may be more important than others to the organization. Weights can be used to indicate the relative importance of several job criteria in one job. Most jobs have more than one job criterion or dimension. Often certain individuals perform better on certain job criteria than others. In addition, some criteria may be more important than others. In addition, some criteria may be more important than others to the organization. Weights can be used to indicate the relative importance of several job criteria in one job. some criteria may be more important than others to the organization. Weights can be used to indicate the relative importance of several job criteria in one job. some criteria may be more important than others to the organization. Weights can be used to indicate the relative importance of several job criteria in one job.

Conclusion

Based on the discussion above, that the role of the leader is very important for performance in a company. Appreciate every employee's performance regardless of the employee's basic salary issued to appreciate the employee's work. The appreciation given by the leadership to employees aims to motivate employees to work harder and better. When employees work better and with happy feelings this will have a good impact on the company. Improving employee performance is the main concern of every company/organization in carrying out its business activities. Employees with satisfactory performance are a very valuable company asset. Employees are the company's human resources that are very valuable, and can help in achieving company goals.

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