

PENILAIAN KINERJA ***(PERFORMANCE APPRAISAL)***

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WHY ?

HUMAN NEEDS :

“How well am I doing?” ,
“How can I do better?”

ORGANIZATIONAL NEEDS :

“How well are our employee doing
individually and collectively?”

“What can we do to help our
employee do better for us and for
themselves?”

Konsep

PERFORMANCE APPRAISAL :

is the process of assessing the quantitative and qualitative aspect of an employee's job performances (Ivancevich,2000:261)

Penilaian kinerja

- Penilaian prestasi kerja (job appraisal) → proses organisasi mengevaluasi dan menilai prestasi kerja karyawan
- Penilaian dilakukan melalui ukuran kerja yang telah ditetapkan (target)

Manfaat penilaian kinerja (1)

- Pengembangan (development): hasil penilaian kinerja dapat menjadi informasi jenis pelatihan yang diperlukan untuk meningkatkan skill karyawan
- Penghargaan (reward) : menentukan keputusan pemberian penghargaan dalam bentuk kompensasi maupun kenaikan jabatan
- Motivasi (motivation) : penilaian kinerja dapat memberikan efek positif berupa peningkatan inisiatif, sense of responsibility, maupun stimulus untuk bekerja lebih giat.

Manfaat penilaian kinerja (2)

- Perencanaan sumberdaya manusia : hasil penilaian kinerja menjadi sumber data bagi proses skill inventory perusahaan
- Komunikasi (communication) : Penilaian kinerja dapat menjadi media komunikasi yang efektif antara karyawan dengan manajer.

Accurate and reliable data



Information that can serve the organization's and employee's goals



Transparency and fairness PA System

The following five step can provide the basis for ideal PA :

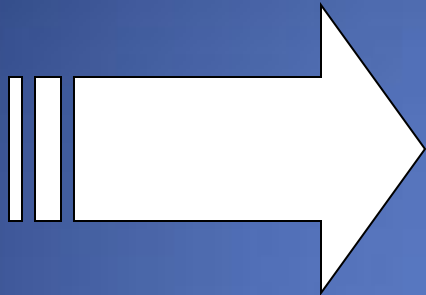
- Developing criteria for evaluation and performance standard
- Developing performance evaluation policies :when to rate, how often to rate, and who should rate
- Have raters gathers data and evaluate on employee's performance
- Discuss the evaluation result with employee
- Make decisions and file the evaluation

DEVELOPING CRITERIA

An effective criterion should the possess the following characteristics:

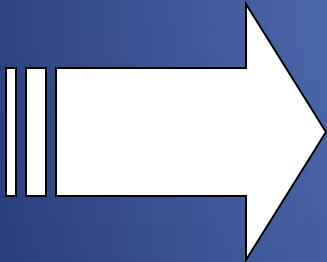
- Reliability : must be consistent
- Relevance : must be related to the actual output
- Sensitivity : be able to reflect the difference between high and lowers performance
- Practically : must be measurable

Developing Performance Evaluation Policies



Single calendar days

- Annual basis
- Twice a year
- Quarterly basis
- Task cycles



- Rating by a committee of several supervisors
- Rating by employees coworkers
- Rating by employees subordinates
- Rating by someone outside the immediate work situation
- Self evaluation
- Rating by a combination of approaches

Involvement of HR and Operating Manager in Performance Appraisal

<u>PA Function</u>	<u>Operating MGT</u>	<u>HR MGT</u>
Developing performf standard	Approves the standard	Recommends
Set policy on when PA takes place	Approves the policy	Recommends
Set policy who evaluates	Approves the policy	Recommends
Set policy on criteria of evaluation	Approves the policy	
Train the raters		Done by HR Mgt
Review employees performance	Done by OM	
Discuss with employee	Done by OM	
File the PA		Done by HR Mgt

Effective Performance Management System

Requirements of effective Appraisal systems:

- Relevance
- Sensitivity
- Reliability
- Acceptability
- Practicality

SELECTED EVALUATION METHODS

- Individually evaluations methods
- Multiple persons/group evaluations

• Individually
Evaluations methods



- Graphic rating scale
- Forced choice methods
- Essay evaluation
- Checklist and weighted checklist
- Behavioral observation scales

Multiple
Persons/group
evaluations



- Ranking
- Paired comparison
- Forced distribution

EVALUATION METHODS

A. INDIVIDUAL EVALUATION METHODS

1. GRAPHIC RATING SCALES

Menilai prestasi karyawan didasarkan pada kriteria-kriteria penilaian seperti kuantitas pekerjaan, kualitas, dan lain-lain

Name :

Department :

Date :

Criteria	Outstanding (5)	Good (4)	Satisfactory (3)	Fair (2)	Unsatisfactory (1)
Quantity of Job Volume of acceptable work under normal condition					
Quality of Job Thoroughness, neatness, and accuracy of work					
Knowledge of Job Clear understanding of facts, factors pertinent to the job					
Personal Qualities Personality, appearance, leadership, etc					

Criteria	Outstanding (5)	Good (4)	Satisfactory (3)	Fair (2)	Unsatisfactory (1)
Personal Qualities Personality, appearance, leadership, etc					
Cooperation Ability and willingness to work with associate, supervisor, and subordinates					
Initiative Brave to seeking increased responsibilities, self starting					

Modifikasi GRS ; masing-masing standar pengukuran dijelaskan secara deskriptif

Criteria	Outstanding (5)	Good (4)	Satisfactory (3)	Fair (2)	Unsatisfactory (1)
Quantity of Job	Always accomplishment work(100%)	Usually accomplishment work(<100%)	Sometimes accomplishment work (=50%)	Seldom accomplishment work (<50%)	Never accomplishment work (0%)
Initiative	Real self starting supervisor never stimulate	Good self starting supervisor seldom stimulate	Rated self starting supervisor sometimes stimulate	Bad self starting supervisor usually stimulate	Sit around & wait to direction supervisor always stimulate

FORCED CHOICE METHODS

1. Setiap kriteria dioperasionalisasikan dalam bentuk BEHAVIOR. Diberi skor mulai dari yang paling sesuai dengan kondisi sebenarnya (skor 1) sampai yang paling tidak sesuai dengan kondisi sebenarnya (skor 5)

Criteria	Skor	Konversi skor
.....Doing Job Quickly		
.....Result Job is Precisely		
.....Explain resulted Job Quickly		
.....Easy to Walk to		
.....Hard Worker		
.....A Leader in group activities		
TOTAL SKOR		

FORCED CHOICE METHODS

2. Buat standar pengukuran

Outstanding (5)	Good (4)	Satisfactory (3)	Fair (2)	Unsatisfactory (1)
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3. ESSAY EVALUATIONS

- ✓ Mendeskripsikan PK, strength, dan weakness karyawan
- ✓ Lebih menggambarkan karyawan jika digabungkan dengan Graphic Rating Scales (+)
- ✓ Tergantung kemampuan menulis dari penilai, time consuming (-)

4. CHECKLIST & WEIGHTED CHECKLIST

1. Sama dengan Forced Choice Method tetapi nilai/skor hanya diberikan dalam bentuk checklist (√). Nilai (√)= 1
2. Bobot didasarkan pada skala prioritas terhadap kriteria

Criteria	Konversi Skor	Bobot	Skor Akhir
....Doing Job Quickly		0,5	
....Result Job is precisely		0,1	
....Explain resulted job quickly		0,1	
....Easy to talk to		0,1	
....Hard worker		0,1	
....A leader in group activities		0,1	
TOTAL SKOR			

3. Buat standar pengukuran

Outstanding (0,8 – 1,0)	Good (0,6 – 0,7)	Satisfactory (0,4 – 0,5)	Fair (0,2 – 0,3)	Unsatisfactory (0 – 0,1)
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5. BEHAVIORAL OBSERVATION SCALES

- ✓ Setiap kriteria dioperasionalisasikan dalam bentuk BEHAVIOR. Diberi skor mulai dari yang paling sesuai dengan kondisi sebenarnya sampai yang paling tidak sesuai dengan kondisi sebenarnya (skor 1-5)

	Work is finished on time					
Almost never	1	2	3	4	5	Almost always
Almost never	5	4	3	2	1	Almost always

- ✓ Buat standar pengukuran

Outstanding (5)	Good (4)	Satisfactory (3)	Fair (2)	Unsatisfactory (1)
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B. MULTIPLE PERSON METHODS

- 1. Ranking**
- 2. Paired Comparison**

Employee to be ranked

- 1. Britney Spears**
- 2. Mandy Moore**
- 3. Alicia Keys**

B. MULTIPLE PERSON METHODS

Britney Spears.....
Mandy Moore...√.....

Britney Spears
Alicia Keys ... √

Mandy Moore.....
Alicia Keys... √

Metode penilaian : Post-oriented

- Rating scales
- Checklists
- Forced choice method
- Critical incident method
- Accomplishment records
- Behaviorally anchored rating scales
- Field review method
- Performance tests and observations
- Comparative evaluation approaches

Metode Penilaian : Future-oriented

- Self appraisals
- Management by objectives
- Psychological appraisal
- Assessment centers