

## **Performance Appraisal System at Bayukarta Hospital**

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### **ABSTRACT**

*This study aims to find out how the job appraisal system at Bayukarta Hospital is, the job appraisal procedure, the assessment points used in the assessment and the obstacles. This research uses descriptive writing method. Based on our research, it can be concluded that the work appraisal system at the Bayukarta Hospital has been running smoothly and well, although it is still considered to be less transparent, but in carrying out the company's employee appraisal policy, it can handle it well.*

**Keywords:** *Performance appraisal system*

## **INTRODUCTION**

The hospital is an organization in general that requires good and quality human resources. Without human resources, hospital service activities will not be carried out. The importance of educated, qualified, and professional human resources is the main supporting factor for improving performance in the development of an organization or company. One of the important elements in human resource management activities is performance appraisal.

Preliminary study and internship experience of  $\pm 3$  months in the Human Resources section of Bayukarta Hospital, researchers see that the work assessment at Bayukarta Hospital has been implemented but still needs to be improved because there are still many employees who are not satisfied with the results and stages of the work assessment. Many employees fill out the job appraisal form only as a formality or routine because the indicators on the job appraisal form are considered not to be assessed in detail and represent the overall performance of employees and their daily work processes.

Based on the above problems Performance appraisal is a system used to assess and find out whether an employee has carried out their respective jobs as a whole, meaning that the implementation of work does not mean only seen or assessed physical results but includes various things such as work ability, discipline, work relations, leadership. and special matters in accordance with the field and level of work he holds. Therefore, the formulation of the problem in this study include (1)

What is the job assessment procedure at Bayukarta Hospital? ; (2) what are the points in the job assessment at Bayukarta Hospital?; (3) and what are the obstacles? The purpose of this study was to determine the performance appraisal system at Bayukarta Hospital.

## **LITERATURE REVIEW**

In his opinion (Wayne 2017:257) concluded that performance appraisal is a formal system and evaluates the performance of individual and team tasks. (Mangkunegara 2017:69) suggests that employee performance appraisal is a process of evaluating employee performance carried out by company leaders systematically based on the work assigned to him. Performance appraisal is a guideline that is expected to show the work performance of employees on a regular and regular basis (Kasmir 2018: 184).

The purpose of employee performance appraisal is to provide information related to employee performance in the past and as a prediction of employee performance in the future (Astuti 2016) The purpose of employee performance appraisal is also as a basis for making decisions to (1) Train, transfer or discipline employees; (2) promoting high-performing workers; (3) take action against workers who lack or do not perform well; and (4) providing or delaying an increase in remuneration fees. Meanwhile, the goals of performance appraisal proposed by Ijewereme and Benson (2013) are administrative goals and development goals. The purpose of administration, namely as a provider of information

to determine decisions related to salaries and promotions. While the purpose of development is as information used to determine training needs and career planning. By conducting an assessment of employee performance, employees are increasingly motivated to improve the quality of their performance so as to make a high contribution to the company.

An effective work appraisal system must get a high priority in an organization (Mondy, 2008: 257) therefore the indicators used in job appraisals must meet the requirements in order to get the right information about the job and the implementation of the work as its main task. According to Wirawan (2009) there are six requirements that must be met in conducting a performance appraisal in order to obtain effective results, namely: (1) Reliability; (2) Relevance; (3) Sensitivity; (4) Practical; (5) Acceptability; and (6) does not violate the law. The performance appraisal system is called reliable or trustworthy if an employee is assessed by two raters as having the same or not too different values. The second requirement is relevance. Performance appraisal system must be relevant, meaning that it must have something to do with organizational goals. Performance appraisal must have something to do with organizational strategy and goals. Then the third requirement is sensitivity. The performance appraisal system must be sensitive, meaning that it can distinguish the performance of employees who are very good, good, bad and very bad. If the performance appraisal is not

sensitive then the performance appraisal of smart, stupid and diligent will be the same. Then the fourth requirement is practical. The performance appraisal system must be practical, meaning that it is easy to understand and can be implemented by the assessors easily. If it is not practical, there will be rejection from the superiors or employees being assessed. Performance appraisal must be simple, uncomplicated and easily understood by all employees, both educated and uneducated (Wirawan, 2009). The fifth requirement is acceptability, meaning that it can be accepted by those related to performance appraisal. The last requirement is not to violate the law, in compiling a performance appraisal, employers must not discriminate between an employee and another employee.

There are three studies that are used as references in this study. The first research conducted by Sururi et al (2016) with the aim of analyzing the effectiveness of the performance appraisal system in West Bandung Regency. Based on the results and findings, it can be concluded that the overall performance assessment has not been effective because based on the dimensions of relevance, sensitivity, acceptability and practicality, the assessment used is still not reliable enough to assess school performance as a whole. The second study was conducted by Lestantyo and Indriyani (2014) which aims to analyze the employee performance appraisal system using interviews and surveys using the graphic rating method. The result of this research is that employee performance appraisal has been

effective based on the results of interviews. The third research conducted by Dhewi et al (2006) was conducted to determine the effectiveness of the employee performance appraisal system and identify the most dominant element of each element of the effectiveness of performance appraisal in influencing work motivation, job satisfaction and employee performance. The results obtained from the analysis of respondents' perceptions that the implementation of employee performance appraisal using the dimensions of relevance, sensitivity, reliability, acceptability and practicality is still not effective because it has a mean of 3.36. The difference between the three studies above and this research is the object and place of the research.

## **METHODS**

Bayukarta Hospital, Karawang. Jalan Kertabumi no.44 This research uses descriptive writing method. Descriptive writing is writing that describes or describes an actual situation using clear and detailed words. In descriptive writing, it gives a detailed and factual description of objects, events, atmosphere and background. Descriptive writing method requires very careful observation. The purpose of this paper is for the reader to really be able to imagine the entire material written.

## **RESULT**

Bayukarta Hospital is one of the health care facilities in Karawang that provides complete health services. In an effort to provide health services, hospitals are supported by the resources needed so that hospitals can

operate optimally in providing health services, one of which is human resources. HR in hospitals are all staff who work in hospitals, both health workers and non-health workers. One of the important elements in human resource management activities is performance appraisal.

Performance appraisal is the periodic determination of the effectiveness of an organization, part of the organization, and employees based on predetermined goals, standards, and performance. The main purpose of performance appraisal is to motivate employees in achieving organizational goals and complying with predetermined standards of behavior in order to produce desired actions and results.

At Bayukarta Hospital there are two performance assessments: (1) Initial Performance Assessment; (2) Performance Appraisal (PA). Initial performance appraisal is a system used to assess whether an employee has carried out their respective jobs in accordance with applicable procedures within a certain period of time. This assessment was carried out on new employees of health workers at the Bayukarta Hospital.

Meanwhile, Performance Appraisal (PA) is a systematic evaluation to understand the employee's performance and abilities so that the company can plan further career development for the employee. This assessment is carried out every 3 months and is filled out using the PA form which has been distributed by the personnel administration to all units. The PA form contains several questions to employees to assess whether the employee understands and is able to do the work being done.

There is an assessment column that must be filled in by employees and their respective superiors using numbers with the adjective rating scale method very good (91-100), good (76-90), sufficient (51-75), poor (26-50) very poor (1-25). Then the total value obtained from the results of the total assessment of employees and superiors is then divided by fourteen. The results of the total performance appraisal will affect employee incentives.

The points contained in this assessment are: (1) quality of work; (2) Initiative; (3) Skills/Skills; (4) dependence/independence; (5) compliance; (6) attendance; (7) Relationships between people.

7. Tuliskanlah rating penilaian anda dalam faktor-faktor dibawah ini :

	Buruk (1-25)	Kurang (26-50)	Cukup (51-75)	Baik (76-90)	Sangat Baik (91-100)
Kualitas pekerjaan					
Inisiatif					
Kecakapan / keahlian					
Ketergantungan/ kemandirian					
Kepatuhan					
Kehadiran					
Hubungan antar sesama					
Jumlah					

Nilai :  $\frac{\dots}{14} = \dots$

Karawang, ..... 2019

Ka Ruangan / Spv  
Menyetujui,

Pegawai yang bersangkutan  
Mengetahui,

Ka Unit  
Rangkap 3 :  
1. Pegawai yang bersangkutan,  
2. Atasan Pegawai yang bersangkutan,  
3. Arsip GDM.

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The procedures for managing the performance appraisal assessment carried out by the personnel department at the Bayukarta Hospital are: (1) the personnel administration prints the form according to the Performance Appraisal (PA)

assessment period in 3 (three) months; (2) classifying performance appraisal forms into each unit and department; (3) Make a cover letter/notice of performance appraisal implementation; (4) create a receipt form with the unit.; (5) perform verification and validation; (6) distribute performance appraisal forms to all managers; (7) receive performance appraisal forms from all managers after 14 days of circulation; (8) Input the recapitulation of the performance appraisal value of each employee in the payroll system.

Constraints faced in the performance appraisal assessment are not only about the subjectivity of the appraiser, several performance appraisal constraints are also found during the data collection process, such as the non-transparent employee performance appraisal, not all employees know the calculation of the appraisal (PA) that will be used as an incentive. Then there is no two-way interaction between superiors as appraisers and employees as appraisers because not all employees know the results of the assessment (PA) so that if there is a bad score there will be no improvement in the quality of work or behavioral attitudes of the employees.

## CONCLUSIONS AND SUGGESTION

Performance appraisal is the activity of managers or superiors to evaluate employee performance behavior and determine further policies, performance appraisal is included in human resources, comparative human resources are the key to the company's success. By doing a performance appraisal of

employees, employees will always try to do as much as possible in every activity provided by the company or leadership and managers are also easy to carry out company activities in the field of promotion of employees or seeing employee performance that is not optimal. So far, the performance appraisal carried out by the Bayukarta Hospital has been running smoothly and well, the obstacles in implementing the employee appraisal policy and the company can handle it well. The company carries out performance appraisal activities aimed at increasing productivity and further company activities. Performance appraisal is related to self-motivation of employees to improve performance.

The benefits of this Performance Appraisal are not only felt by the company itself as the party that issued this policy, but the employees who will be assessed or have been assessed can also feel the impact, both positive and negative.

Employees are a valuable resource in an organization. If an organization has qualified and professional employees, the organization will be able to succeed and achieve its goals effectively and efficiently. Therefore, the authors suggest to the HR of the Bayukarta Hospital in evaluating employee performance to apply the following: (1) There is openness and good communication between superiors and subordinates so that they can provide motivation and solutions for employees who have decreased performance appraisals. (2) Pay more attention to the employee performance appraisal process as much as possible so that performance

appraisal is not considered a routine policy of the Bayukarta Hospital HRM work program. (3) Leaders must also know the abilities of their employees and not judge employees arbitrarily, such as having a brotherly background and other (subjective) elements.

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