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Analysis of Performance Appraisal on Employee Performance at PT Telkom Akses (Case Study of DAMAN and SDI Units)

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Abstract. *This study analyzes the relationship between performance appraisal and employee performance at the Data Access Inventory Management (DAMAN) Unit and the Survey, Drawing Inventory (SDI) Unit of PT Telkom Akses. The performance appraisal is conducted every six months, with weekly evaluations covering technical skills, interpersonal abilities, and team contributions. Although quantitative methods such as Key Performance Indicator (KPI) and three assessment approaches (results-based, behavior-based, and 360-degree) are used, the system has limitations, such as a narrow focus on short-term behavior and the influence of internal factors like declining employee motivation. This research uses a qualitative method with a descriptive approach through interviews to explore the effectiveness of performance appraisals in improving employee performance. The findings are expected to provide insights into human resource management in the company.*

Keywords: Performance Appraisal, Employee Performance, Qualitative Method, PT Telkom Akses, DAMAN, SDI

INTRODUCTION

Performance appraisal is one of the essential tools in human resource management to evaluate employees' contributions toward achieving the company's objectives. This process plays a vital role in the effective implementation of human resource management. Performance appraisal is a key element in human resource management aimed at ensuring that employees work efficiently and meet the standards set by the organization. Without a clear and objective appraisal system, organizations risk struggling to identify top-performing employees and fail to provide constructive feedback to those who need improvement in their performance (Dessler, 2020).

According to Armstrong (2022), "performance appraisal plays a crucial role in the strategic decision-making process within an organization. In other words, assessing employees' performance is not only intended to provide feedback or evaluate individual achievements, but also serves as a basis for making important decisions that can affect the direction and goals of the company as a whole." On the other hand, poor or unclear performance appraisals can lead to dissatisfaction, reduce work motivation, and even trigger tensions within teams. Performance appraisals not only help companies identify employees' strengths and weaknesses but also serve as a foundation for developing competencies, providing rewards, and improving performance. In an increasingly competitive business environment, companies need to optimize performance appraisals to enhance employee productivity and work quality.

BACKGROUND

PT Telkom Akses, as a subsidiary of PT Telkom Indonesia Tbk, plays a strategic role in supporting the national telecommunications infrastructure. In the Data Access Inventory Management (DAMAN) Unit and the Survey, Drawing Inventory (SDI) Unit, PT Telkom Akses is responsible for ensuring service quality and enhancing employee performance. One important tool in this regard is the performance appraisal system. Although quantitative methods such as KPI (Key Performance Indicator) measurement have been implemented, many question their effectiveness in providing a comprehensive picture of employee performance. Therefore, performance appraisals with a qualitative approach, which place more emphasis on subjective insights, are considered more relevant for gaining deeper information.

An accurate performance appraisal can be an important step to ensure that employee performance aligns with the company's vision, mission, and established standards.

RESEARCH METHODOLOGY

Research methodology is an approach used to solve problems or develop knowledge through scientific methods. According to Sugiyono, research methodology refers to scientific techniques used to obtain valid data, with the aim of discovering, developing, and proving specific knowledge, which can then be used to understand, solve, and anticipate problems (Sugiyono, 2018).

In this study, the author uses a qualitative method with a descriptive approach, which focuses on systematically describing the characteristics of individuals, groups, or situations (Creswell, 2018). The descriptive approach aims to depict phenomena or conditions systematically, factually, and accurately concerning the facts or nature of the object being studied. In descriptive research, the researcher does not manipulate the existing variables but merely observes or documents the ongoing situation (Sugiyono, 2017).

The descriptive approach through interviews is one of the methods used in this study to describe or depict phenomena, events, or experiences experienced by individuals or groups related to the analysis of performance appraisal on employee performance at PT Telkom Akses (Case Study of DAMAN and SDI Units). Data collection is conducted directly to gather more in-depth information, describe social realities, and obtain the perspectives or views of the research subjects regarding the topic being discussed.

RESULTS AND DISCUSSION

1. Performance Appraisal Process

Based on an interview with the Survey, Drawing, and Inventory Supervisor in Tangerang, the performance appraisal process at PT Telkom Akses is conducted every six months. This process includes evaluating employees in various aspects, such as technical skills, interpersonal abilities, and contributions to the team and organization. Additionally, employee performance is evaluated every week using work reviews, both in-person and online, to assess their abilities and provide feedback. The results of this appraisal can influence decisions such as promotions, career progression, transfers, and more. Conversely, employees who receive the lowest evaluations will be subjected to actions such as counseling, reprimands, and warning letters (SP 1, SP 2, and SP 3).

2. Weaknesses in Performance Appraisal

Based on field findings, there are several weaknesses in the applied appraisal method, including:

- a. Attitude assessments often focus on short-term employee behavior or behavior in specific situations, which leads to long-term attitude changes or developments—more essential for evaluating employees' potential and overall contributions—being frequently overlooked.
- b. The influence of internal factors, such as a decrease in employee motivation, can make performance appraisal difficult. When employee motivation declines, they tend to exhibit poor performance, which leads to challenges in providing accurate and objective assessments.

3. Performance Appraisal Methods Applied

Based on an interview with the Survey, Drawing, and Inventory Supervisor in Tangerang, the performance appraisal process at PT Telkom Akses uses three assessment methods: results-based assessment, behavior-based assessment, and 360-degree assessment. The results of performance appraisals using these three methods are evaluated directly, not only by PT Telkom Akses but also by the Witel and regional units of PT Telekomunikasi Indonesia, Tbk.

CONCLUSION

The performance appraisal process at PT Telkom Akses is conducted every six months, with weekly evaluations through work reviews, both in-person and online. This appraisal includes aspects such as technical skills, interpersonal abilities, and contributions to the team. The results of this evaluation influence important decisions such as promotions, transfers, or warnings, depending on the achieved outcomes. However, there are some weaknesses in the appraisal system, such as attitude assessments that often focus more on short-term behavior and give less attention to long-term attitude changes. Additionally, internal factors, such as a decline in employee motivation, can also disrupt the objectivity of the assessment. PT Telkom Akses uses three assessment methods: results-based, behavior-based, and 360-degree, involving assessors from various levels within the company, including Witel and regional units of PT Telekomunikasi Indonesia, Tbk.

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