

ANALYSIS OF THE IMPLEMENTATION OF EMPLOYEE PERFORMANCE APPRAISAL AT BANKS IN BANTEN

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ARTICLE INFO

Keywords:

Analysis,
Implementation of Assessment,
Employee Performance

ABSTRACT

This study aims to analyze the implementation of employee performance appraisal at the Bank in Banten. The type and approach of research is field research with a Qualitative approach. Data collection techniques are obtained from observation, interviews and documentation. Based on research and discussion, it can be concluded that the application of assessments to improve employee performance at banks in Banten has been carried out properly and the company's plan to determine employee performance is to prepare employees who are of good quality and also competent. The impact of employee performance appraisal there are both positive and negative. The positive impact is the emergence of better work motivation, clarity from the work standards that have been done, and reciprocity to past performance such as rewards, promotions. Meanwhile, the negative impact is being reprimanded by the boss, not getting rewards and being stopped.

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1. INTRODUCTION

Human resources are a very important factor in the management of an enterprise. This is needed so that the company can manage its organization optimally so that it can support the creation of company goals. Employee performance is the main problem in a company. Satisfactory performance of employees does not occur by itself and instantly but requires continuous evaluation.

Performance appraisal, also called performance review, performance evaluation, or employee assessment, is an effort to assess achievement to increase employee and company productivity. However, this goal is often not achieved because many companies do not assess performance poorly. The impact is work demotivation and the decline in achieving company goals yearly. A good employee performance assessment is seen not only from the results they do, but also from the employee's process in completing their work. Performance is the result of work, a person's entire process of doing his tasks. Employee performance appraisal is carried out once a year to see the quality of employees in order to build the company.

Performance appraisal has many meanings, one of which according to Schuler and Jackson, performance appraisal is a formal and structured system that measures, assesses and influences traits related to work, behavior and results including the level of absenteeism. The focus is to know how productive an employee is and whether it has the same or more effective performance in the future, so that employees, communities and organizations benefit. In general, in building employee performance, the company will give bonuses to each of its employees if they score well in performing their duties.

Performance appraisal is carried out between superiors and subordinates and looks at the results of employees' work in the past year. However, most importantly, a good assessment of employee performance is to be able to think rationally, not with feelings.

Employee performance is the result or work performance of employees which is assessed in terms of quality and quantity based on work standards determined by the organization. Good results or work performance will impact the achievement of organizational goals. Employee performance is closely related to performance appraisal.

Performance appraisal is the process of measuring an organization in achieving the goals that have been set. Performance appraisal can also be interpreted as a periodic determination of an organization's operational effectiveness, parts of the organization, and its personnel, based on the organization's vision,

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mission, standards of the organization that have been previously established. The organization is operated by human resources, so performance appraisal is an assessment of human behavior in carrying out roles in the organization. The performance appraisal process begins with determining organizational goals, then continues with a performance analysis to find out the expectations of organizational leaders in implementation. At the end of the period, the assessor measures performance and conducts an evaluation, then compared with the target work, then discusses and communicates the assessment results, followed by the planning of the performance improvement program. In the performance evaluation process, organizations can use various sizes for organizational planning, measurement, and evaluation.

Performance appraisal is the process of evaluating employees in carrying out work that is combined with standards which is continued by providing such information. Performance appraisal is often referred to as rating employees through review, evaluation, and assessment of work results. This employee performance appraisal is also able to be useful for the organization / company in determining future decisions.

The employee's performance assessment is good not only seen from his results but also from the employee's process in completing his work.

Human resource problems today remain the center of attention and a pile for an organization or company to survive in the era of globalization accompanied by an increasingly fierce level of competition. Human resources have a major role in every activity of the company. This shows that human resource management is the main key that must be considered with all its needs. One of the implementations of human resource management is the existence of a performance appraisal system. The assessment is a systematic process that is directed and integrated in assessing the overall elements employees possess as productive workers.

This assessment aims to thoroughly assess the implementation of work and the work behavior of employees in the organization to ensure that all work that has been carried out runs by a predetermined plan and if there is an error or deviation, the work can be immediately corrected and followed up by regulations.

The development of technology that occurs today looks so rapid. The development of technology has resulted in a climate of increasingly fierce business competition. This is driven by the need for information to become essential, causing business competition to change from technological to information competition. With the information generated for each activity, the organization will obtain accurate, relevant, and timely data to make decisions. One of the important aspects in measuring organizational performance is that organizational performance is used by management as a basis for making decisions and evaluating the performance of management and related units in the organizational environment. Measurement of organizational performance that is overemphasized on the financial point of view often eliminates other points of view that are certainly no less important. Measurement of customer satisfaction and the process of adaptation in a change, so that in a performance measurement a balance is needed between measuring financial and non-financial performance. This balance between measuring financial and non-financial performance will help the organization know and evaluate its overall performance.

The leader assesses the capabilities of each employee. The abilities of employees are included in the performance appraisal. Because this performance appraisal is also used as a determinant of the salary size. Salary issues with employee performance. Employee performance successfully achieves goals or is not closely related to performance appraisal, meaning that the role of the leader as a supervisor also needs to be taken into account to carry out work assessments. However, performance appraisals are often carried out without clear goals. Because the pinner has his own judgment to subordinates, subordinates must accept what has become the leadership's decision.

Based on preliminary observations made at the Bank in Banten, the lack of direction from superiors causes employee duties to be less effective, one of the causes of low performance results to carry out the duties of each employee and understanding of the main duties and functions of employees is the main factor in employee work results. In achieving good employee performance, there must be good communication between superiors and their employees to improve the quality of their company. However, sometimes, the performance appraisal that is carried out causes conflicts between superiors and employees because employees have different traits. The attitude of a very critical and confrontational boss will instead create a conflict between the two and can bring down the mentality of his employees. The boss

should provide constructive criticism in the assessment of employee performance to be even better in the future

2. METHOD

This research is a field research carried out by looking directly at the field. This study explains the Analysis of the Implementation of Employee Work Assessment in Banks in Banten. This research uses a qualitative approach. Qualitative research is research conducted to describe and interpret objects according to what they are.

3. RESULT AND DISCUSSION

Performance comes from the notion of performance. Some provide an understanding of performance as a result of work or work achievements. Performance is the result or output of a process. According to the behavioral approach in management, performance is the quantity or quality of something produced or the services provided by someone who performs the work. However, performance has a broader meaning, not only the results of work, but also how the work process takes place. Performance is the result or success rate of a person over a certain period in carrying out a task compared to various possibilities, such as standards of work results, targets or goals or criteria that have been determined in advance have been mutually agreed upon. The definition of performance or performance is an overview of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision, and mission of the organization as outlined through an organization's strategic planning. Performance can be known and measured if an individual or group of employees already has criteria or standards of success benchmarks the organization sets.

Based on the results of interviews conducted by researchers to informants regarding the employee performance appraisal system at banks in Banten, the answers from informants are as follows:

"The assessment system here is the first system seen from the results of his work or work, the second is discipline and rules and rules in this Banten bank . Continue to about the SOP is also assessed"

"There are several things that must be used as a foundation for every employee to be able to create maximum performance, for example, the superior must know very well how the work technique is, must know very well how the obstacles are faced, must go down directly, the goal is to create a good relationship between managers and employees, must be able to understand how the level of difficulty of each process is, must be able to find techniques so that productivity can run well"

Based on the results of the interview with the informant above, the informant stated that the employee performance appraisal system at the Bank in Banten was based on its SOP and based on the rules of the Bank itself. For the implementer, they must understand and know how the implementation and obstacles will be faced later.

As for the method used by banks in Banten , "Here the method used is a rating scale so that it is easy to make the assessment. Its assessment corresponds to the characteristics of the employee. How is the quality of work, how is the quantity of work, responsibility, work initiative, emotional stability, loyalty, cooperation, knowledge and also the ability to do tasks"

Based on the interview with the informant above, it is known that the Bank in Banten is a rating scale method to recognize the employee's ability to assess the assessment given by the Bank in Banten. The indicators used by banks in Banten in conducting employee work assessments are as follows:

"The indicators used here are first the achievement of the target, continuing discipline, as well as seen from the loyalty that is used as an assessment indicator at the Banten bank , for example, the target given by the superior to that is good and achieving the target means that the first indicator has been met has been met has good performance, it is the assessment of the superior assessing the work of his employees. The second one was about discipline or SOPs made by superiors whether or not employees at Bank Banten had done them. For example, the boss makes it a rule that his employees must be present in the morning before arriving, meaning that from there they are judged to have been disciplined by their superiors."

"Objectively measurable performance development criteria for its development require certain qualifications. There are important qualifications for developing performance criteria that can be measured objectively, that is, measurements that indicate the degree of conformity between the criteria and the performance objectives. For example, accuracy and speed in work can be a more relevant measure of performance compared to the appearance of employees here."

Based on the results of interviews with research informants, the methods used in assessing employees are already effective to be applied now. As for the information from the informant as follows: "The method shown by the Banten bank for the time being, and so far it has been quite effective but it also needs some improvement or evaluation, but it has been effective so far. With a record there are still improvements that we are making, because it is not perfect in our opinion."

The performance assessment of employees is carried out how many times at the Bank in Banten, the information from the research informant is as follows:

"We do the assessment every month, that is, at the end of each month we evaluate this including a fixed and routine assessment every month. There continues to be one per year, we evaluate the performance of employees yearly. There is a reason why for the contract, we do an employee performance assessment for three once a month and once a year. three months here, which is seen if the performance is good, then we will contact it will increase to one year, once it is seen that the performance is better and experiences an increase, the contract employee will be appointed as a permanent employee at this Banten bank .

"Employee performance appraisal is carried out once a month and also once a year. An annual assessment is carried out once a year and ends with the awarding of an annual bonus whose amount can depend on the assessment results during one year's work. The assessment is intended to keep employees focused on their work and feel they have to take responsibility for the result."

Then the researcher asked what things were considered in assessing employee performance. The information from the informant is as follows:

"The things considered are not only in the achievement of work targets, but also from their ethics, ethitude, discipline, loyalty, we also make considerations for the performance assessment in this Banten bank ."

"The considerations made in conducting performance appraisals are in the psychomotor aspect, to find out attitudes that reflect in daily behavior, we can directly observe behavior in carrying out employee performance here so that it is easier to provide value."

Regarding the advantages and disadvantages of employee performance appraisal at the Bank in Banten, the research informant gave the following answers:

"The advantage is that in general, if we assess the performance of employees I am more junior than others so the drawback is that when we assess more senior people, we will usually be reluctant, but we have to continue to do that inevitably we have to comply with the SOP. If there are employees younger than me I am more pleased to judge their performance. But some employees have been in this bank for a long time, the name is human, sometimes some people don't. The second is that there is an affinity with the leadership, who is closer, or a relationship between the family relatives and our leader, so it is more awkward to judge it. We tell or reprimand a little bit sometimes they feel that being ignored is an obstacle that we face but yes we have to continue to do according to the SOP later followed or not yes it is their business that is clear we have suggested and given input or reprimanded on their respective performance."

"The drawbacks, of course, are that all of them are not as easy as turning the palm, there must be a direct role in participating in the superiors to be able to control and provide techniques so that how to ensure quality and quality so that employees can easily work without any sense of burden and the relationship between the superior and subordinates is stronger."

As for the impact of employee performance appraisal results on banks in Banten, the research informant provided the following information:

"The impact, of course, looks quite good at the moment because when the initial assessment is carried out, usually the employees here are reprimanded because they are recalcitrant and then after the boss evaluates there is usually a little improvement in a better direction. For example, some employees often arrive late and then are warned and evaluated by their superiors so that the employee has a slight improvement for the better. Be good until it is by the SOP at this Banten bank . Sometimes there is also one employee who has been reminded by the superior is still not used to changing for the better by the SOP, so I immediately call the employee, if it has been called but there is no better change from the employee, we will give a warning letter in the form of an SP and we give a reprimand and then scorsing because it has been outrageous or did a fatal thing."

"The existence of an employee performance appraisal process will have a positive impact on employees, including the emergence of better work motivation, clarity from work standards that have been carried out, there is also reciprocity to past performance, self-development, opportunities for discussion, opportunities

to communicate with superiors. The employees will feel the positive things through this employee performance appraisal process."

As for the efforts made in improving the performance of employees at the Bank in Banten, the answers from informants are as follows:

"The efforts made to improve the performance of employees at bank Banten are here we have such a thing as a reward, then for example, achieving targets or judging their performance is very good, we will promote positions, promotions, grade increases, salary increases, all of which are considered good if their performance is considered good. As well as to motivate employees to improve their performance."

"One of the efforts to improve the performance desired by the company, efforts to understand employees more closely, increase the effectiveness of a company's human resources, the opportunity for superiors to explain to employees what exactly the company wants."

As for the evaluation carried out by the Bank in Banten on the assessment of employee performance, the information from the informant is as follows:

"The evaluation we do here is done once a month every three months and once a year, but sometimes if the leadership says tomorrow we evaluate.

Those employees who have been working since the beginning of the company's establishment get a performance appraisal once a year, given by the immediate superior. Some long-time employees with a service period of more than four years, claim to have received a performance appraisal once or twice, but they do not remember the last time they got the assessment.

Banks in Banten already have a performance appraisal system that has also undergone changes and improvements. However, when the company is in the developing phase as it is today they focus more on expanding the business so that the employee performance assessment is neglected. There is transparency in appointing employees to occupy certain positions or positions, so this sometimes makes these employees comfortable with their position at that time, especially if they are in charge of more senior employees or employees with longer service periods.

The assessments they have received are enough to describe their work behavior in general, but have not been able to distinguish the work behavior of employees between areas or divisions, although the assessment has been revised once by the personnel supervisor. The absence of a more detailed assessment sheet and can distinguish work behavior between parts, the time used to conduct performance appraisals also experiences obstacles, namely the absence of a fixed schedule of assessments that can be used as a reference. Supervisors and employees hope that performance appraisals can be used as a reference in determining a person's promotion, promotion process, or career development to be more transparent and open. Employees also hope that there will be a performance assessment with a more detailed description of behavior that will be able to clarify or be able to describe the value they get, as well as socialization before the sheet is used, so that employees know their main duties.

The results of the data obtained will be grouped, analyzed, and discussed according to their respective sections that will refer to the performance appraisal by the leadership. So the company has good development and can compete with similar companies. The company's strategic plan to expand the business and add consumers has begun to realize the existence of a program similar to franchi while it is in the maturation stage of concepts and research.

The advantages of the Rating Scale are that it is easy to use, can find out the intensity and description of the state of a behavior / event, and can be used to confirm between reality and the subjective perception of the rater. Disadvantages Using the Rating Scale, observers can make mistakes in making conclusions, including: Error of leniency: too loose, Error of central tendency: tends to the center of the scale, Halo effect: seems to be a common thing, Error of logic: tends to be the same because it is considered related, Error of contrast: having two directions, Vagueness in the use of terms, Social desirability effect: socially more accepted, The rating scale does not provide information on the cause of the occurrence of behavior, The generosity effect: occurs when indecisive, Carry over effect: does not separate the symptoms.

The beginning of the assessment system will require the involvement of superiors and employees as parties who will use the system. At this time, it will discuss matters related to employee work competence, determination of work responsibilities, targets or goals that must be achieved, and employee development plans. Work competencies are divided into two, namely core competencies and job family competencies, core competencies are competencies that must be possessed by all employees, while job family

competencies will depend heavily on the performance of employees of each section so that they can differ between one part and another. On the existing performance appraisal sheet, employee assessments are not distinguished in each section, in other words, all employees are assessed based on the same aspects regardless of the part.

These aspects can be used as core competencies, but on the other hand, job family competencies are neglected so that when employees get career development or promotion, they sometimes feel unsure of their abilities and uncomfortable when they have to face senior employees who are subordinates. This can at least be overcome by the existence of job family competencies and more detailed behavioral indicators by the work behavior of each section, so that the assessment process is expected to be more transparent and fair regarding employee abilities.

The work responsibilities of employees vary according to their respective parts. In this aspect, it will be closely related to work competence and the division of employee performance in each section. The existence of a job description listed on the performance appraisal sheet will be very helpful in determining the responsibilities that the employee must fulfil, but the job description is not yet contained in each section because the assessment system is still in general use so that the employee's work responsibilities are conveyed orally. Targets and objectives are part of what should be contained in the performance appraisal system. However, what must be considered in setting targets and goals for employees is that these targets and goals are specific, measurable, not difficult to achieve, focus on results, and are at the right time or atmosphere.

This has been implemented by the company, namely setting turnover targets that are expected to be met, either on a monthly, annual basis, or at certain times such as the holiday season, the beginning of school or before the holidays. If the turnover target is achieved, the employee will receive compensation that the company has also set. Employee work performance is at least also listed in the performance appraisal system, although this will be seen after a long employee's work period, but in this section it will be possible to see the relationship between employee performance and the company's vision and mission. The company has not been able to establish the specific work performance of employees for a certain period of work. The assessment begins when the assessment planning is well equipped. The implementation of regularly scheduled assessments on a monthly, annual or mid-year basis. One of the policies implemented by the company is that there is a weekly briefing every Monday morning, and usually the forum is used as a means of notification about policies, regulations, or appeals that all employees must know. In addition to weekly briefings for all employees, supervisors or section coordinators usually have a schedule for briefings in each section, but they have not been scheduled with certainty and are more conditional.

Rating Scale is a data collection tool used in observation to explain, classify, assess individuals or situations. Rating Scale is a data collection tool in the form of a list containing behavioral characteristics / traits that must be recorded in stages. Rating Scale is a list that presents several traits or attitudes as items or items. Rating Scale is one of the tools to obtain data in the form of a list containing the traits / characteristics of the behavior you want to investigate that must be recorded in stages.

So far, the implementation of the assessment has focused more on work discipline, this can be because the company is in a developing phase, so it focuses more on market expansion and consumer addition and ignores the schedule for implementing a performance appraisal system for permanent employees. Supervisor or coordinator. the manager at least has the task of reviewing the implementation of performance by creating working conditions that can motivate employees and check and correct if something goes wrong.

It involves evaluating how the performance has been shown by the employee in filling out the assessment sheet, so that the superior will only review the competencies, work responsibilities, targets and goals that have been previously agreed upon in performance planning. If the performance appraisal sheet has been completely arranged, it is very appropriate to know the employees' strengths, weaknesses, or potentials. These things can be used as a reference for managerial to provide promotions or promotions for worthy employees so that the process becomes more transparent and fair, while the appointed employee also feels confident in his abilities. The managerial party has a career plan for employees who excel but cannot be balanced with trainings that can support the development of these employees.

This is because the existing performance appraisal system has not been able to map the abilities and potentials of employees, which can make it easier for supervisors to develop their abilities and potential it is in the future.

In the implementation of an effective performance appraisal, which involves superiors and subordinates to discuss the predetermined performance appraisal. It ends by discussing again the competencies, work responsibilities, targets and goals, and work achievements that employees must achieve in the upcoming work period. It can be used as a means to discuss promotions for employees who have better performance scores than other employees, or the right position for employees who have lower than managerially satisfactory performance scores. It only applies to contract employees, because it will periodically affect the continuity of their contracts in the future. This should also apply to permanent employees, so they will be motivated to view their careers with the company and give their best achievements.

Based on the results of the analysis above and the results of discussions with superiors at the Bank in Banten, the main thing that will be done in this study is to analyze the implementation of the performance assessment, which is by one of the obstacles stated by the supervisor, namely that the existing assessment is still made in general and has not been able to assess the work behavior in each section. Researchers do not change all the assessment factors in the old performance appraisal system, but rather develop, add and group performance behavior factors. The determination of development prioritizes the planning phase, because it is the first step in implementing performance appraisal and will affect the work process. In this process, the development will focus on a performance appraisal sheet consisting of five important things by the planning phase guidelines in employee performance appraisal. This section will continue to repeat the validation steps, discussions and implementation plans, as well as data collection after implementation, which will then return to the validation step again and beyond until the overall results of the development that have been carried out are approved. The end of this section is the initial implementation of the performance assessment, namely the implementation.

Based on the research results that researchers at the Bank in Banten have conducted, the employee performance assessment is appropriate and follows the SOP. For determining employees at a Bank in Banten, a set of indicators is needed that can be a reference for a company in determining key performance measures to achieve company goals. Such sets of work indicators are known as Key Performance Indicators or KPIs. An SOP or Standard Operating Procedures is needed to obtain human resources that are in accordance with the criteria and work indicators set by the company. The SOPs used in each organization or company are certainly different, depending on the policies that apply in each organization or company. In addition, the SOPs that apply in each field in a company will usually be different from one another. SOPs applied in various fields or departments within a company will provide many advantages for the company. The regulations that apply in a company become clearer because the company has standard operational guidelines. SOPs that are prepared and designed with good planning will be a reference for the persons in charge of work activities, because SOPs can be used as a tool to supervise each work so that the original objectives can carry out the work. All employees who are in the Bank. Banten can carry out every task that is its responsibility so that the company's operational activities can run smoothly. To help employees and bank companies in Banten, SOPs can be used as guidelines in working. By the work procedures, procedures and work systems in the company. In addition, SOPs are also used as a reference for working by employee performance appraisal tools. Within every company, SOPs have a very important role. SOPs can be used as a guideline to anticipate various situations when the company is being run. A growing business will achieve consistency if it can comply with the established SOPs. A company without SOPs does not seem to have clear and standard guidelines. So that the effectiveness of the work may decrease. Company SOPs are very important to achieve maximum profit, with more effective work.

4. CONCLUSION

Based on research and discussion, it can be concluded that the analysis of the implementation of employee performance appraisal at the Bank in Banten has been carried out properly. The company's plan in analyzing the implementation of employee performance appraisals is to better prepare employees of good quality and competent. The impact of the implementation of employee performance appraisal at the Bank in Banten is positive and negative. The positive impact is the emergence of better employee work motivation, there is reciprocity also on good employee performance such as rewards, promotions. Meanwhile, the negative impact is being reprimanded by the boss, not getting rewards and being stopped

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