

ANALYSIS OF THE EFFECTIVENESS OF EMPLOYEE PERFORMANCE APPRAISAL THROUGH EMPLOYEE PERFORMANCE TARGETS (SKP)

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Abstract

Employee performance appraisal in the public sector is an important element of human resource management. The aim is to measure the achievement of work targets and provide constructive feedback to improve individual and organizational performance. Employee Performance Target (SKP) is an evaluation tool used in employee performance management in the public sector. SKP is used to measure the achievement of work targets and provide constructive feedback to improve individual and organizational performance. However, the implementation of SKP does not always run well and optimally. Some factors that can hinder the effectiveness of SKP include the lack of understanding and competence of employees in preparing SKP, lack of support and supervision from superiors, and lack of employee involvement and participation in the performance appraisal process. The research method we used involved a qualitative approach focused on literature study. The qualitative approach was chosen because it can provide an in-depth and contextual understanding of the phenomenon of employee performance appraisal through Employee Performance Targets (SKP). The results of this study show that there are several weaknesses found in the application of SKP, namely less objective, less competent, less active, less productive, and less responsible. In addition, there are several challenges in the application of SKP, namely less effective, less productive, less competent, less responsible, and less efficient. In assessing employee performance, SKP has the advantage of increasing employee motivation, productivity, efficiency, and effectiveness. However, its application still faces challenges in the aspects of effectiveness, productivity, competence, responsibility, and efficiency.

Keywords: Effectiveness, Employee Performance Appraisal, Employee Performance Targets (SKP)

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Introduction

Employee performance appraisal in the public sector is an important element of human resource management. Its purpose is to measure the achievement of work targets and provide constructive feedback to improve individual and organizational performance. However, performance appraisal in the public sector has challenges of objective measurement and rater bias. Overcoming this requires careful planning, collaboration, appraiser competence, and the use of appropriate instruments. Research results show that in the context of employee performance appraisal in the public sector, there are several problems that are often faced, including subjectivity and appraiser bias, unclear standards and assessment criteria, inadequate performance measurement, lack of feedback and coaching, and lack of employee involvement and satisfaction[1].

Effective communication, both between superiors and subordinates and between employees, also plays an important role in improving employee performance[2].

Employee Performance Target (SKP) is an evaluation tool used in employee performance management in the public sector. SKP contains work targets that must be achieved by employees within a certain period of time, as well as assessment criteria covering the quantity, quality, time, and cost aspects of each job task activity. SKP is used to measure the achievement of work targets and provide constructive feedback to improve individual and organizational performance. The results of employee performance assessment based on SKP can be used as a basis for determining human resource management policies, such as planning the quantity and quality of human resources, recruitment, selection, placement, career development, and performance-based rewards[3]. However, the implementation of SKP does not always run well and optimally. Some factors that can hinder the effectiveness of SKP include the lack of understanding and competence of employees in preparing SKP, lack of support and supervision from superiors, and lack of employee involvement and participation in the performance appraisal process [4].

The purpose of this research is to evaluate the effectiveness of employee performance appraisal through SKP with a qualitative approach. In this study, researchers used qualitative methods with a descriptive approach to collect data and conduct analysis. The results of the study will provide a better understanding of the factors that influence the effectiveness of employee performance appraisal through SKP and provide recommendations to improve its effectiveness.

Methods

The research method we used involved a qualitative approach focused on literature study. The qualitative approach was chosen because it can provide an in-depth and contextual understanding of the phenomenon of employee performance appraisal through Employee Performance Targets (SKP). The research process began by establishing selection criteria for relevant literature, including journal articles, books and in-depth research reports on SKP and employee performance appraisal. The literature search was conducted systematically and comprehensively to ensure the accuracy and representativeness of the data used in the analysis. Next, the selected literature data was analyzed using a qualitative approach, including codification, categorization and synthesis techniques to identify emerging patterns, themes and trends.

Qualitative analysis was conducted by taking into account the different perspectives, concepts and findings from various literature sources. The results of this analysis will enable us to describe in detail the effectiveness of employee performance appraisal through SKP, identify strengths and weaknesses, and explore challenges that may arise in its implementation. The qualitative approach through the literature study provides an in-depth understanding of the various dimensions and contexts of employee performance appraisal, which can provide valuable insights for further improvement and development in human resource management practices.

Results and Discussion

Overview of Employee Performance Targets (SKP)

Employee Performance Target (SKP) is an employee work performance plan that includes aspects of quantity, quality, time, and cost of each position task activity. SKP is part of an employee performance appraisal system that serves as a basis for assessing employee performance and determining employee career management policies. SKP can also be used as a basis for determining employee career development and training policies as well as giving awards in the form of promotions, salaries, performance allowances, promotions, or other compensation[3].

Employee Performance Targets (SKP) aim to improve employee performance and productivity, both individually and collectively. SKP is part of performance management which includes the preparation of work performance planning in the form of Employee Work Targets (SKP), setting benchmarks which include aspects of quantity, quality, time, and cost of each position task activity. SKP can also be used as a basis for determining employee career management policies, such as planning the quantity and quality of human resources, placement, career development, and performance-based awards. SKP can also help employees in knowing their performance and improving the quality of their work[3].

Performance appraisal through Employee Work Objectives (SKP) is one of the methods used to assess the performance of civil servants. This method allows employees to report their performance achievements through applications, such as K-Mob which can be accessed through Playstore or App Store [5]. Performance appraisal through SKP has a positive impact on motivation in employee work behavior, such as motivation in better and more sustainable work behavior[6]. In addition, performance appraisal through SKP also helps control employee behavior and strengthen the character of the country[6].

Effectiveness of SKP in Employee Performance Appraisal

Employee Performance Targets (SKP) have several advantages in employee performance appraisal. SKP can help stimulate employee motivation and improve employee performance and productivity, both individually and collectively[3]. In addition, SKP can also be used as a consideration in determining employee career management policies related to planning the quantity and quality of human resources, recruitment, selection, placement, career development, and work performance-based performance awards[3]. SKP can also help in improving the efficiency and effectiveness of employee work, as well as facilitate monitoring and evaluation of employee performance[7]. The following are some of the advantages found in the application of SKP:

1. Increase work motivation: The implementation of SKP at the Bojonegoro District Government office of the People's Welfare unit has weaknesses in the time and cost aspects, which are considered not so objective[3]. However, the application of SKP can also increase employee motivation, resulting in better performance [3].

2. Increasing work productivity: At the Bunguran Tengah Regency Government office, the Camat's weakness in increasing the work productivity of his employees[7]. However, the application of SKP can also increase employee work productivity, resulting in better performance[7].
3. Improve employee abilities: At the Bunguran Tengah District Government office, the Camat's weakness is in increasing the ability of employees to adjust to various demands and changes that occur[7]. However, the implementation of SKP can also improve the ability of employees, so that they can work more effectively and efficiently[7].
4. Increasing employee responsibility: At the Bunguran Tengah District Government office, the Camat's weakness in creating job satisfaction for his employees[7]. However, the application of SKP can also increase employee responsibility for their duties and functions as state civil apparatus[7].
5. Increase efficiency: At the office of the Regional Financial and Asset Management Agency of North Sumatra Province, the weaknesses of employees in implementing SKP-Online are the lack of competence and sense of responsibility of employees towards their duties and functions as state civil apparatus[8]. However, the application of SKP can also improve the work efficiency of employees, so that they can work more effectively and efficiently[8].

Employee Performance Target (SKP) is a performance appraisal system used to assess employee performance. However, there are some weaknesses in the application of SKP that must be considered. The following are some of the weaknesses found in the application of SKP:

1. Less objective: The application of SKP in the Bojonegoro District Government office of the People's Welfare unit has weaknesses in the time and cost aspects, which are considered not so objective[8].
2. Less active: In this office, employees are actively involved in determining the SKP assessment plan, but are still not very active in the time and cost aspects[8].
3. Less competent: At the Bunguran Tengah District Government office, the Camat's weakness in improving employees' ability to adjust to various demands and changes that occur[9].
4. Lack of productivity: At the Bunguran Tengah District Government office, the Camat's weakness in increasing the work productivity of his employees [9].
5. Lack of responsibility: At the Bunguran Tengah District Government office, the Camat's weakness in creating job satisfaction for his employees[9].
6. Lack of competence: At the North Sumatra Province Regional Financial and Asset Management Agency office, the weakness of employees in implementing SKP-Online is the lack of competence and sense of responsibility of employees towards their duties and functions as state civil servants[4].

To overcome these weaknesses, it is necessary to make adjustments, coaching, socialization, and assistance from the staffing sector[8]. In addition, efforts need to be made to form employee groups, re-socialize to all employees, and make an innovation by forming applications on the phone[4].

The challenges in implementing employee performance appraisal using Employee Performance Targets (SKP) are as follows:

1. Lack of effectiveness: The application of SKP in the Bojonegoro District Government office of the People's Welfare unit experienced weaknesses in the aspects of time and cost, which were considered not so objective[10]. This shows that the application of SKP has not been effective in improving employee performance.
2. Lack of productivity: At the Bunguran Tengah District Government office, the Camat's weakness is in improving the work productivity of his employees[9]. This shows that the application of SKP has not been able to significantly improve employee work productivity.
3. Lack of competence: At the Bunguran Tengah District Government office, the Camat's weakness in improving employees' ability to adjust to various demands and changes that occur[9]. This shows that the application of SKP has not been able to significantly improve employee competence.
4. Lack of responsibility: At the Bunguran Tengah District Government office, the Camat's weakness in creating job satisfaction for his employees[9]. This shows that the implementation of SKP has not been able to significantly increase employee responsibility.
5. Lack of efficiency: At the office of the Regional Financial and Asset Management Agency of North Sumatra Province, the weakness of employees in the implementation of SKP-Online is the lack of competence and sense of responsibility of employees towards their duties and functions as state civil apparatus. This shows that the implementation of SKP-Online has not been efficient in improving employee performance.

To overcome these challenges, it is necessary to make adjustments, coaching, socialization, and assistance from the staffing sector[10]. In addition, efforts need to be made to form employee groups, re-socialize to all employees, and make an innovation by forming an application on the phone. Thus, the implementation of SKP can be more effective and efficient in improving employee performance.

Comparison with Other Assessment Methods

Alternative methods in employee performance appraisal, such as Simple Additive Weighting (SAW) and Analytic Hierarchy Process (AHP), have several advantages compared to Employee Performance Targets (SKP) which are still done manually. Alternative methods use interactive decision support systems to help make decisions through the use of data and decision models to solve semi-structured and unstructured problems[11][12].

Alternative methods can also help decision making to produce the largest value as the best alternative[13]. In addition, alternative methods can provide more objective and accurate assessments because they use more measurable and structured criteria[14].

However, the implementation of alternative methods also requires competent human resources and a computerized system[4]. The following are some of the advantages of alternative methods in employee performance appraisal:

1. Efficiency: Alternative methods can simplify and speed up the employee performance appraisal process, such as the Simple Additive Weighting (SAW) method used in research[15].
2. Objectivity: Alternative methods can help improve the objectivity of employee performance appraisal, such as the Analytical Hierarchy Process (AHP) method used in research[16].
3. Comprehensive: Alternative methods can help assess employee performance from various aspects, such as quality, quantity, time, cost, additional tasks, creativity, service orientation, integrity, commitment, discipline, cooperation, and leadership[16].
4. Interactive: Alternative methods can help make decisions through the use of data and decision models to solve semi-structured and unstructured problems[11].

Implications for SKP Development

Research on the effectiveness of the implementation of Online Employee Performance Targets (SKP) shows that there is potential to increase effectiveness through innovation, such as the formation of employee groups in the "Whatsapp" application and re-socialization to all employees[17]. In addition, the use of employee performance appraisal methods, such as the Moora method, can increase the effectiveness of performance appraisal selection by being more transparent and precise based on predetermined criteria values and weights[18].

To improve SKP, it is recommended to make innovations, such as the formation of employee groups in the "Whatsapp" application and re-socialization to all employees[17]. In addition, it is necessary to consider developing a decision support system for employee performance appraisal based on predetermined criteria, as done by the Moora method[18]. This can help in improving effectiveness, transparency, and accuracy in employee performance appraisal.

Thus, the development of SKP can utilize innovations as suggested in the research, as well as consider using performance appraisal methods that can increase effectiveness and transparency.

Conclusion

There are several weaknesses found in the application of SKP, namely less objective, less competent, less active, less productive, and less responsible. In addition, there are several challenges in the application of SKP, namely less effective, less productive, less competent, less responsibility, and less efficiency. Alternative methods such as SAW and AHP have advantages such as being more efficient, objective, and can increase employee motivation, productivity, ability, and responsibility.

In employee performance appraisal, SKP has the advantage of increasing employee motivation, productivity, efficiency, and effectiveness. However, its application still faces challenges in the aspects of effectiveness, productivity, competence, responsibility, and efficiency.

Some implications for human resource management (HRM) practices related to the implementation of Employee Performance Targets (SKP):

1. It is necessary to provide structured and continuous coaching and mentoring to employees so that they can understand the purpose and benefits of SKP and can set work targets objectively and measurably. This aims to improve employee competence and responsibility.
2. It is necessary to periodically evaluate the implementation of SKP to identify weaknesses and challenges, then make improvements. For example, by establishing an electronic support system to make it more efficient and objective.
3. SKP evaluation results can be used as the basis for employee career development policies such as training, promotion, or incentives. The goal is to increase employee motivation and performance.
4. It is necessary to continuously socialize to all levels about the purpose and benefits of SKP implementation so that it can be accepted and supported as a whole.
5. Information technology support is needed in the form of an online application system to facilitate SKP-based performance appraisal in a more objective, transparent and accountable manner.

Some recommendations for future research may include:

1. Comparative studies between the implementation of SKP with alternative methods such as SAW and AHP in various government agencies to evaluate the effectiveness, efficiency, and objectivity of each method. Research on the
2. effect of training and development on improving employee competence, motivation, and responsibility in the implementation of SKP.
3. Studies on the effect of applying information technology, such as online applications, in improving the efficiency and objectivity of SKP implementation.
4. Research on factors affecting employee productivity in the application of SKP, as well as efforts that can be made to improve productivity.
5. Research on the effect of socialization and mentoring on employee understanding and acceptance of SKP, and its impact on employee performance.

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