

Employee Performance Appraisal in the Transporter Section at BINTAN DISTRICT Hospital

M. Ramadhan, Mimi Syahfitri, Satriadi, Raharani Putri, Tri Andini

Tanjungpinang College of Development Economics

rdhan537@gmail.com, mimisyahfitri14@gmail.com, raharani.putri@gmail.com, andinit400@gmail.com,
satriadi@stie-pembangunan.ac.id

Address: JL.RH Fisabilillah No.34 Tanjungpinang

Korespondensi penulis: rdhan537@gmail.com

Abstract. Performance appraisal is a formal system used to evaluate employee performance so that it is in accordance with predetermined work standards. Evaluation of employee performance must be carried out openly, honestly and objectively. The aim of this research is to find out how the concept and research of employee performance in the BINTAN DISTRICT Regional Hospital section. This research is also expected to be able to provide benefits for the company to be used by managers or management departments to improve the concept of performance assessment. The data collection method in this research was collected by means of interviews with the person in charge and field coordinator. As well as using qualitative methods, the results of this research know the concept of performance assessment of employees in the Transporter section at the BINTAN DISTRICT Regional Hospital.

Keywords: Performance Appraisal, concept, employee

BACKGROUND

In hospitals, which are also included in organizations where there are many sections with their respective duties, performance assessment is very necessary so that employee productivity increases and is effective in carrying out their duties and responsibilities. Apart from that, performance assessment can make it easier for an organization to achieve What's more, hospitals are part of the government which can be said to serve the community. They have responsibilities towards many people.

The Bintan Regency General Hospital is one of the destinations for the people of Bintan for treatment. The Bintan Regional General Hospital is located on Jalan Kesehatan, Kijang. Because the hospital is in direct contact with people who are sick, it is very important to have concepts and performance assessments that influence the quality of service of existing employees. In hospitals. However, it is often found that there are still many departments that have not implemented performance appraisals effectively. Apart from that, employee performance appraisals also have an influence on the employee's contract extension.

Contract employees can be assessed by measuring the competencies possessed by each employee (Siahaan, 2021). Competence, according to Spencer and M. Spencer (1993), is part of and forever exists in a person's personality and can broadly predict behavior and performance in all situations and work tasks. According to Spencer, there are 20 factors of competency alone (Agustina, 2016).

Work evaluation or assessment is an activity that measures a worker's ability to carry out their duties and responsibilities (Nurchayani & Adnyani, 2016). One of the parameters for assessing an employee's performance is the level of employee skills or work abilities, employee behavior or attitudes, job responsibilities, and the level of employee presence or absence (Yulianto, et al, 2014). The results of employee performance assessments are used by management in considering employee contract extensions.

Performance appraisal can also be said to be employee motivation to develop and increase productivity. Luthans (2006) defines motivation as a process initiated by physiological deficiencies that control behavior for goals or incentives. Robbins and Timothy (2008) say that motivation is a process that determines the intensity, direction and persistence of individuals in their efforts to achieve organizational goals (Zulkarnaini et al., 2020).

Without Performance Appraisal They have no desire to improve their performance, which will greatly affect public services, and this problem. Happens in almost all regions in Indonesia (Febriana, 2014). The purpose of Performance Assessment is to improve or increase the performance of the organization's human resources (Dr. A.A. Anwar Prabu Mangkunegara, 2017).

The implementation of performance management, one of which is the existence of performance appraisals with structured and effective performance appraisals, is able to make employee work more productive and help achieve company goals. And makes it easier for employees to understand their obligations and responsibilities towards the company, especially employees in the Transporter section at the Bintan Regency Regional Hospital.

The aim of this research is to describe the concept and process of employee performance appraisal in the Transporter section at the DISTRICT RSUD. This research also looks at the influence of performance appraisals on employees in the Transporter section at the Bintan Regency Hospital. Apart from that, it also looks at the impact of

performance appraisal applied to the department. This research also hopes to help readers regarding the concept and process of performance assessment.

THEORETICAL STUDY

1. Employee Performance Assessment

Employee performance assessment is an activity carried out to determine the progress of employee performance within a certain period of time. With performance appraisal, companies and organizations can take several actions based on the performance of their employees, such as salary increases, promotions, warnings, coaching, or even termination of employment if the employee's performance is not in accordance with what has been determined by the company or organization (Darmansah et. Al., 2022).

According to Chusminah & Haryati, job evaluation is a level of job evaluation that can improve employee quality to support businesses and organizations. Meanwhile, according to Hadi and Mahmudy (2015), job evaluation is an important part of the entire employee business process. Performance appraisals are often necessary to provide feedback to employees with the goal of improving their job performance, increasing organizational productivity, promotions, salary increases, and training.

According to Zulaikhah (2020), the purpose of performance appraisal is to improve and improve organizational performance by increasing the efficiency of the organization's or company's human resources. In performance analysis, there is not only physical analysis but also performance analysis of the entire work process, relating to various aspects such as abilities, skills, discipline, relationships and work processes as well as other factors depending on the field and work according to and observation.

According to Mathis & Jackson (Sinollah & Hermawanto, 2020), in carrying out performance evaluations to be successful, many factors must be considered, such as suitability to organizational or business goals, useful as a development tool. This useful administrative, legal and work-related tool is often considered good and effective by those who record employee work.

2. Performance Appraisal System

Employee performance assessment is one of the tools used to evaluate work, motivate and verify that each employee meets predetermined performance standards. This performance appraisal system is a tool for evaluating the success of a company, assisting in making decisions

regarding promotions, layoffs, transfers, and providing input to employees regarding their superior performance. Wimbari, 2012), companies and organizations have a performance assessment system which is used as a continuous process which is divided into four stages, namely:

1. Planning

At this stage, superiors and employees hold meetings to discuss funds, set goals, and work. Related issues such as remuneration, conduct and professional responsibilities will be addressed.

2. Implementation

At this stage employees work to achieve predetermined goals, the role of superiors is to guide and motivate employees to improve work performance in order to achieve the desired goals.

3. Measurement

In this phase, the superior provides support for the tasks that the employee has carried out and the results of this phase can influence what the employee gets in the form of compensation or other rewards.

4. Review

This phase is a review and evaluation where superiors and employees discuss the results of the employee's work in depth so that they can finally determine and make decisions as well as goals and tasks in the future. Time, persistence, and ability to work together (Subekti, 2021). Human resources are a very important factor in a company, so they must be.

3. Purpose of Performance Appraisal

Every activity carried out by an organization or company must have a goal to be achieved. The purpose of conducting performance appraisals is to collect information related to employee performance and evaluate employee performance, as well as determine the tools and methods needed to reward or help employees improve their performance, increase their abilities and skills to provide the best results. .

Motivate employees to work harder. According to Noe, organizations and businesses have three goals when conducting performance evaluations, namely:

1. Strategic objectives

Carrying out performance evaluations can help organizations and businesses achieve their business goals.

2. Administrative Objectives

Performance appraisals are used to provide useful information in making decisions about wages/salaries, benefits and reward programs.

3. Development Objectives

Performance assessments are used as a basis for determining the types of development or training needed by each employee to improve skills and knowledge.

Meanwhile, according to Rivai (Rauf 2021), the aim of conducting performance assessments is as follows:

- Review past performance
- Collect accurate, systematic, and factual data to determine the value of work
- Verify the capabilities of the company or organization.
- Checking employee's personal abilities.
- Set goals for the future.
- See someone's achievements in writing.
- Realizing equal distribution of salary and education systems that apply to companies or organizations.
- Obtain data to determine a wage and salary structure that is commensurate with what is generally accepted

RESEARCH METHODS

This research uses qualitative methods, qualitative methods are methods based on post-positivist philosophy, which are used to study the condition of natural objects, not experiments, the main thing is the researcher, the data collection process is carried out through triangulation (hybrid), data analysis is inductive. / qualitative and. Qualitative research findings emphasize meaning rather than generalization (Sugiyono, 2022).

In this research, researchers used qualitative descriptive methods in the form of interviews and observations. Qualitative research methods are research that is useful for

gaining a deeper understanding of a particular event in the condition of a natural object. This research produces verbal and written descriptive data. Collecting qualitative research data is very basic and depends on the observation process in the research itself.

This research was conducted at the Bintan Regency Regional Hospital with the resource person, namely Mr. Heriawan as the field coordinator and person in charge of the field transporter section at the Bintan Regency Regional Hospital. Mr Heriawan has worked for approximately 8 years from 2016 at the Bintan Regency Regional Hospital.

In this research, researchers used two types of data, namely primary data and secondary data. Primary data is data directly obtained from the research location by direct interviews with sources. Meanwhile, secondary data is a type of data collected through other data obtained from books and journals.

Data analysis in this research was carried out when data collection from interviews with informants took place. There are three steps in data analysis, namely data reduction, data display, and drawing conclusions.

RESULTS AND DISCUSSION

1. Performance Assessment of Transporter Section Employees at Bintan Regional Hospital

Performance appraisal is very important to improve the quality of employees in carrying out their responsibilities. Performance assessments are also required to extend contracts for those who are contract employees to find out whether the employee is entitled to be retained for the next year or not. With performance appraisals, employees who make mistakes are expected not to repeat these mistakes so that they can increase work productivity.

Performance assessment is carried out by hospital management. The coordinator and person in charge of the field only warn employees who receive reports of the employee's mistakes. These reports are usually submitted to the Head of Administration. Hospital management will use these reports as a benchmark for evaluating employee performance. Hospital management will provide warning letters to employees who perform poorly. If the employee's performance does not improve and the hospital has given three warning letters, then management has the right to expel the employee from work.

2. Employee Performance Appraisal Process for Transporters at Bintan Regional Hospital

Once a week, all hospital employees will hold a morning report. The morning report will discuss the problems that occurred in the hospital during that week and look for solutions to solve these problems. Performance assessments are also carried out regularly every 3 months, once every 6 months and once a year.

Within 3-6 months, hospital management usually carries out direct performance assessments through reports from other employees who witness it directly in the field. After receiving these reports, the hospital management validates the report by asking the coordinator or person in charge of the room for the report. If an employee makes a mistake in this area, a warning will be issued to the employee concerned.

Meanwhile, when assessing performance within 1 year, hospital management carries out a more structured performance assessment. It can be seen from the results of the employee's work within one year and also from performance assessments that have been carried out within the previous 3-6 months. It could be said that the home management ill summarizes all performance appraisals that have been carried out in 1 year. There are several indexes contained in this performance appraisal which are usually carried out at the end of the year and have an effect on employee contract extensions.

3. Transporter Employee Performance Evaluation Index at Bintan Hospital

In the performance assessment which is carried out once a year, the hospital management provides a performance assessment index form to each person in charge of the hospital. There are four parts to the performance assessment index, namely work results, work processes, work effectiveness and work records. The greater the index number in the performance appraisal, the better the employee's performance and vice versa.

1. Performance Assessment of the Work Results Section

In the performance assessment index, the work results section contains speed and accuracy in work (responsiveness), patience, tenacity and employee obedience in carrying out their responsibilities. Diligence is the ability of a service provider to provide promised services immediately, accurately and satisfactorily. Responsiveness means that transporter employees have the will and are willing to help provide services to patients and nurses quickly and responsively.

2. Performance Assessment of the Work Process Section

In the work process section there is usually ethics in work, initiative and coordination both with colleagues and with other fields. Ethics here can be said to be the way they behave towards patients and the patient's family, especially when they have direct contact with people who are sick so it is very important. It requires good behavior and ethics, apart from that, employees also need to maintain their ethics with fellow employees, superiors and subordinates. This can be one of the assessment points in the ethics index. Initiative in any job requires extraordinary initiative in this transporter section.

Employees must take the initiative because There is a lack of employees and they must also have the initiative to understand hospital equipment and more or less have to know how to use them when needed. Initiative is one of the things that is assessed in the performance appraisal. Coordination with co-workers is very much needed in the work. Coordinating with each other is one of the achievements. Therefore, there is a shared goal, there is an assessment of this coordination so that employees also implement their obligations and responsibilities.

3. Performance Assessment of Work Effectiveness Section

In the work effectiveness section there is attendance, tardiness or suitability of working hours and the number of absentee statements. Attendance is also usually done every month because management will deduct an employee's income if the employee is absent without explanation.

4. Performance Assessment Performance Notes Section

In the performance notes section there are advantages of work and things that must be paid attention to. After the person in charge of the room fills in the performance assessment index form, the form is submitted to hospital management so that management can assess employee performance through the form data and the reports submitted.

4. Strengths and Weaknesses of Performance Assessment of the Transporter section at Bintan Regional Hospital

Employees who have good performance do not receive awards or prizes from management. Good employee performance only serves as proof that the employee deserves to be retained at this hospital.

This performance appraisal is effective for all employees. For example, employees who receive warning letters can improve their performance again. So to date, no employees have been released from the hospital.

This performance assessment has several weaknesses. First, employees can evaluate other employees subjectively. Employees who don't like or misunderstand other employees can submit reports on behalf of other employees that actually do not match those in the field. Second, the limited number of employees from hospital management means that performance assessments cannot be carried out optimally. These are the things that make employee performance appraisals less effective

CONCLUSION

Based on the results of the discussion in this research, it can be concluded that the Transporter section at Bintan Regional Hospital holds work assessments every 3 months, 6 months and 1 year. In 3-6 months, the person in charge of the room will be summoned by the hospital management to validate reports of poor employee performance. Once a year, the hospital management provides a performance assessment index form to each person in charge of the room. There are four parts of the performance assessment index that must be filled in by the person in charge of the room, namely work results, work processes, work effectiveness and work records. Once a week, all hospital employees will hold a morning report which will discuss the problems that occurred in the hospital within a week and look for solutions to solve these problems.

SUGGESTION

The performance assessment of employees in the Transporter section at Bintan Hospital has been quite effective in improving the quality of work and productivity of employee performance. However, there are several weaknesses in assessing the performance of Bintan Hospital employees, namely subjective assessments carried out by several employees and the limited number of employees from hospital management. This problem can be overcome by management by directly monitoring employee performance, not just based on existing reports about the performance of other employees. The hospital can also increase the number of employees in the field of hospital management, so that performance assessments can be carried out more effectively and optimally.

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