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50/2023



The 7th International Conference on Social Sciences
Organized by Faculty of Social Science
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Employee E-Performance Assessment Model with Personal Balanced Scorecard (Case Study of KH Bahaudin Mudhary University Madura)

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ABSTRACT

Employee evaluation at the University of KH Bahaudin Mudhary Madura currently uses a separate method for giving assessments. Assessment of employees is carried out by superiors, subordinates and colleagues. Thus resulting in an assessment of existing employees to be not objective. Employee performance appraisal can later be used as a basis for establishing employee policies and leadership decision makers. This study raises a case that is evaluating employees based on the Personal Balanced Scorecard (PBSC) method. PBSC is a method that analyzes Key Performance Indicators (KPI) with a description of a person that includes four perspectives, namely Internal, External, Knowledge and Learning and Finance. Using the PBSC method in evaluating employee performance can help HR to assess employees objectively and without bias.

Keywords: Evaluation, Performance, Employees, Personal Balanced Scorecard

1. BACKGROUND STUDY

Organizational assets that must be owned by an organization and must be considered by managerial parties are human and organizational assets. Human assets are one of the four resources that an organization must have. Existing resources must be able to support the organization in achieving its vision, mission and goals to be achieved and the organization will not be able to maximize productivity without employees who are competent and dedicated to the next wishes of the organization [1].

Human resources (HR) is a dignified mechanism intention within the systematization in managing human adroitness to consummate regulatory pursuits. The management that manages Human Resources (HR) is personnel management or personnel management [2].

Planned and sustainable HR development is a necessity that must exist, especially for the future of the organization. Employee development programs should be carefully prepared and based on the scientific method and guided by the skills needed by the organization now and in the future. A method that can be said to be good if it achieves the desired goals is to improve the quality of employees in doing their work. The fundamental thing after the employee appraisal is employee performance. Performance appraisal with a 360 approach to assessing superiors, co-workers, self-assessment and subordinate assessment [3].

Employee development programs should be carefully structured, informative, structured, and have guidelines for the skills needed by the organization in the short to long term. The method used can be said to be good if it achieves the target according to the goal (target) with an increase in performance. Assessment is carried out using the Assessment and Work Implementation List (DP3) which can be carried out by superiors, subordinates, colleagues. The implementation of the DP3 at the University of KH Bahaudin Mudhary Madura, which is still far from ideal but at least we can assess employees based on practical criteria, clarity around and objective criteria [1].

The use of the Balanced Scorecard is a score card with 4 perspectives, namely: finance, customers/consumers, business intention processes, and learning and growth, but can only assess strategic goals and identify Key Performance Indicators (KPI), while for employee calculations using Personal Balanced Scorecard (PBSC). PBSC is a method that analyzes Key Performance Indicators (KPI) with a description of a person that includes four perspectives, namely internal, external, knowledge and learning and finance [4] [3].

This study aims to make it easier for staff supervisors (HR) to monitor employee performance developments and help HR to evaluate their employees in a more objective and unbiased manner.

2. LITERATURE REVIEW

2.1. Definition of Performance

Performance evaluation has the goal of improving performance and improving an institution through improving the performance of the institution's HR [5]. The performance of an employee is a series of proficiencies, initiatives and fortuities that can be measured from the results of his work. Performance is a record of outcomes obtained from employee functions with certain criteria or can be deciphered as an activity consummated within a certain period of time. Employee performance is the level or level where employees have achieved the criteria for job requirements [5] [6]. Performance is also the effort and effort that is shown or highlighted by an employee in consummating an activity, obligations and liabilities so that optimal results are obtained from the business. [7]. Another opinion conveys that good or bad performance is not only measured by the level of quantity, in this case a lot of work is done, but also measured by the quality achieved in carrying out their duties. [8].

2.2.1. Definition of Performance Appraisal

Performance appraisal is undertaken in a classified and analytical means on the appearance that can be noticed from the employee's performance as well as on the potential level of employee performance in an effort to always develop themselves [9].

There are many factors that influence performance appraisal, namely, potential ability factors and reality abilities. This ability refers to the fact that employees basically must be able to meet the minimum standard of formal education level in accordance with the field of work they are involved in. In evolving the performance of a laborer in the world of education can be done in various ways, among others by undertaking drilling and work inducement [10]. With the development of technology and current information, performance appraisal should be able to keep up with the times. The use of internet-connected systems has been used in various fields of life. It is evident that many educational institutions use computerized systems and are always connected to the internet in their activities [5]. Therefore, information technology is needed to support and facilitate decision making related to activities in educational institutions [11]. However, there are still many who evaluate performance using a manual system, which means evaluating employee performance by assessing only certain standards or criteria, without paying attention to other criteria which will certainly open up opportunities for greater error. [12].

2.2.2. Performance Benefits

Several aspects of performance appraisal are: 1) Encouraging Quality and Quantity of Performance, 2) Performance Program Planning, 3) Quality of work, 4) Goals and Target Achievement, 5) Initiative and Motivation, 6) Teamwork and Leadership Skills, 8) Ability to Solving Problems, 9) Written and Verbal Communication Skills [3].

According to [13] [3] the company's goals in performance appraisal are as follows:

- 1) Training and development needs Employees need training and development to improve performance so as to achieve a predetermined performance achievement.
- 2) Improving work performance, one of the goals of providing performance appraisal is to improve employee work performance, because the better the achievement value achieved by employees will maintain to achieve even better performance in terms of work.
- 3) Providing fair employment opportunities Performance appraisal will have an impact on an employee's feeling that he has a fair opportunity in terms of doing his job.

Benefits of Performance Appraisal are: 1) Improved work performance, 2) Compensation adjustments, 3) Achievement decisions, 4) Training and development needs, 5) Career planning and development, 6) Correcting staffing process irregularities, 7) Correcting job design errors, 8) Fair employment opportunities, 9) Helping to face external challenges [14] [13] [3].

2.2.3. Performance Indicator

Performance gauges are instruments for gauging how well employees perform. The parameters outlined below can be used to gauge employees efficiency: 1) The caliber, 2) quantity, 3) punctuality, and 4) effectiveness of the work; 5) Individualism. [16] [3].

2.3. Personal Balanced Scorecard (PBSC)

The Personal Balanced Scorecard (PBSC) is a concept developed by [4] [3] and is an instrument that can be used to search for self-knowledge, self-discovery and self-mastery. There are 6 interrelated PSBC elements: 1) personal ambition, 2) personal success factors, 3) personal goals, 4) personal performance measures, 5) personal targets, 6) personal improvement actions.

The following are four elements of the PBSC perspective according to [1], namely:

- 1) Internal includes physical health and mental state, for example from the honesty of an employee.

- 2) External includes relationships with family, co-workers, superiors, customers and other external environments, for example the level of communication between an employee and a superior or co-worker.
- 3) Knowledge and learning, learning abilities and knowledge skills, for example knowledge and mastery in the application system.
- 4) Finance: financial stability, for example saving agency or company funds in every activity.

in the world of work, PBSC is a means for someone to achieve something more than what has been achieved at this time. Documentation of the use of PBSC mostly contains how a person or an employee fulfills his need to improve himself. With PBSC, a person is directed to have more definite goals to achieve both short and long term, which aligns self, organizational and family ambitions. There are 3 core dimensions in PBSC, namely Personal Competence, Competence for Adding Value, and Aptitude for Self-Actualization, namely:

- a) Personal competence is focused on a series of skills possessed by a person. This concerns how a person performs in accordance with the demands of the job;
- b) Competence for Adding Value is related to assignments which are active initiations from individuals. This is measured by the addition of responsibilities and how a person is able to socialize and form relationships with his environment;
- c) Aptitude for Self-actualization. This dimension is related to the balance between personal life and work life and is related to what a person does for his work and how a person's attitude or feelings towards his work.

3. RESEARCH METHODS

This research is a field research, particularly research whose object of observation is in the form of population behavior in a certain area or an event in a certain area. This research is descriptive in nature, analysis itself is the development of the descriptive method, which is a method used to describe an object or research area to then carry out a critical analysis using certain measurement methods in order to obtain a conclusion from the situation. The research subject was KH Bahaudin Mudhary Madura University in performing performance calculations using the PBSC (personal balanced scorecard) approach, the data collection technique was by filling in the Work Implementation Assessment List (DP3) for each employee.

The Hundred Scoring technique is a value refining technique acclimated to enumerate the final score of a

value category with an overall weight of 100 categories [17] [3]. Hundred Scoring technique equation:

$$\text{Perspective Value} = \frac{\text{Total Value} \times \text{value weight}}{\text{Maksimal value}} \quad (1)$$

If the polarization is maximized, then the value is obtained from equation 2.

$$\text{value} = \frac{\text{Realization} \times \text{Weight Value}i}{\text{Target}} \quad (2)$$

If the polarization is Minimized, then the value is obtained from equation 3.

$$\text{Value} = \frac{(\text{Target} + 1) \times \text{ValueWeight}}{(\text{Realization}i + 1)} \quad (3)$$

4. ANALYSIS RESULTS AND DISCUSSION

4.1. Internal and External Analysis

The elements in the DP3 consist of loyalty, work performance, responsibility, obedience, honesty, cooperation, initiative and leadership [16] [1].

The elements in the DP3 consist of loyalty, work performance, responsibility, obedience, honesty, cooperation, initiative and leadership.

1. Strengths: DP3 is a system that has a strong legal basis, usually accompanied by a Chancellor's Decree
2. Weaknesses:
 - a. DP3 can introduce bias if not used properly.
 - b. The DP3 format is prone to subjectivity, if the results of the assessment have never been jointly evaluated to get feedback from employees.
 - c. DP3 is carried out once every 1 (one) year, it will be difficult for the assessor to remember because they have to remember all the behavior and achievements from the beginning to the end of the period.

3. Opportunity:
- Each tertiary institution generally has a culture or other provisions that must be obeyed by employees. One of the demands can be achieved by implementing employee performance which can be used as a control tool for superiors on subordinates so that they can do work in accordance with their duties and obligations..
 - here is a demand from the government that every tertiary institution has a high level of competence, employee performance appraisal is one of the means to determine the level of competence of employees so that it can be developed to produce competitive employees.
 - The era of globalization is marked by no more boundaries and barriers, this has resulted in employees being required not only to act locally but to think globally. Performance appraisal is consummated to regulate the potential of each employee so that it can be developed according to the demands of the era.
4. Threat:
- Poor performance quality is one that results from inaccurate assessments made.

- An ineffective assessment will result in low employee quality and result in an employee's competency level.
- The presence of a foreign culture that enters is not always positive but also negative, if the current employee performance appraisal system is ineffective, then this negative culture will affect employee attitudes and behavior.

4.2. Employee Performance Assessment Strategy

Strategi penilaian kinerja karyawan berdasarkan dari hasil analisis SWOT adalah:

- Peningkatan kompetensi dan kompetitif yang tinggi bagi karyawan dengan adanya system penilaian kinerja.
- Keobjektifan system penilaian kinerja karyawan untuk mengetahui potensi dari masing-masing karyawan.
- Perbaikan pada unsur-unsur DP3 beserta skala penilaiannya agar menghasilkan sebuah penilaian kinerja yang akurat dan tidak bias.

Strategi penilaian kinerja dengan pendekatan KPI dan Faktor Penentu Keberhasilan (CSF) yang dapat menunjang keberhasilan strategi tersebut, maka akan menghasilkan tabel seperti dibawah ini:

Table 1. Performance Assessment with CFC and KPI

No	Critical Success Factor (CSF)	Key Performa Indikator (KPI)
1	The ability to obey, carry out and practice what is adhered to with full awareness and responsibility	Loyalty, Responsibility, Obedience Honesty
2	Carry out assigned work seriously	Work performance, Responsibility, Competence, Discipline, Initiative, Cooperation, Student complaints, Communication
3	Able to direct and provide motivation to carry out his work	Leadership, Communication, Execution of superiors' instructions
4	Continue to improve abilities and skills	Competence, Accuracy and Accuracy, Initiative, Education Level
5	Finance	Well-being

Source: Irfan Maliki, 2022

Table 2. Determination of KPI

No	information	Min Value	Max Value
1	Very good	91	100
2	Good	76	90
3	Not enough	61	75
4	Enough	41	60
5	Bad	0	40

Source: Irfan Maliku, 2022

4.3. Model Design

Based on the analysis carried out, then a model for evaluating employee performance was built using the

PBSC model approach which can be presented in Figure 1.

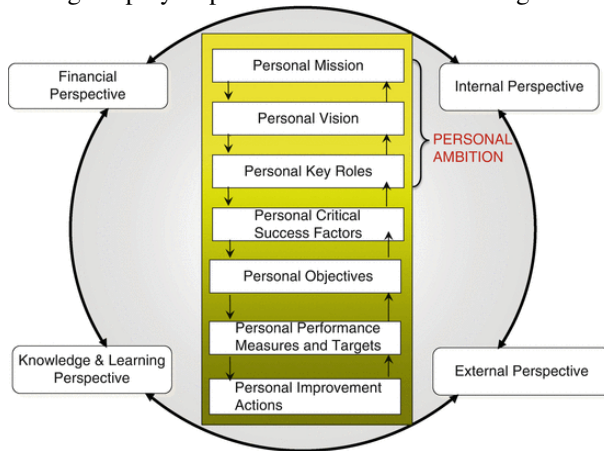


Figure 1 Model PBSC UNIBA Madura

Table 3. Description of Model PBSC

Perspektif	KPI	Goal Strategys	Performance Measures	Target
INTERNAL	Faithfulness	Providing the best ability, service and behavior for the company	The amount of ability to implement work	95% done time (in 1 year)
	Responsibility	Increase responsibility for working time and attendance	Report conformity on performance field employees	23/26 days per month
	Obedience	Obey what is required, or abstain from what is forbidden.	Never broke the rules	0 errors per month
	Honesty	Increase the truth in each task / job	Conformity of reports on employee performance in the field	Generate valid reports 95% to 100%
	Work performance	Improving one's performance based on skills, seriousness, experience and time	Employee performance the good one	Generate performance above 3.0
	Competence	Increasing competence in the field of academic services	Number of seminars, training attended	Minimum 2 times a year
	Discipline	Reducing the amount that violation do and improve discipline at work	Number of violations which is conducted monthly employee	Did not get disciplinary punishment
	Initiative	Increasing contribution to work/tasks for higher education performance	work contribution which can be solved	95% tasks/work can be with good
	Cooperation	Demonstrate a cooperative attitude towards colleagues, superiors and students	The number of problems that happens monthly	0 in 1 month
	Complain	Minimizing the level of student	The amount of dissatisfaction	0 in 1 month

Perspektif	KPI	Goal Strategys	Performance Measures	Target
	student	dissatisfaction with employees	student	
	Communication	Providing the best service and show good attitude and behavior towards superiors, colleagues, students and society	The number of complaints received from colleagues work, students and public	Percentage of amount complaints 0-5% per month
EKSTERNAL	Leadership	Show ability lead, direct, provide motivation	Number of regulations made and implemented	Generate rules 95% of the rules are apply
	Implementation top instructions	Carry out instructions given by superiors	Completed instructions executed	0 in 1 month
ABILITY & SKILLS	Competence	Increasing competence in the field of academic services	Number of seminars, training attended	Minimum 2 times a year
	Accuracy	Doing work carefully and accurately	Carry out work carefully	Accuracy rate above 95%
	Levels Education	Increase the level of education to increase knowledge and abilities	Last education owned	Continuing education span of 2 years
FINANCE	Well-being	Manage expenses	Income and expense ratio	Increase at least 110% in 1 year

Performance appraisal is prepared based on input DP3 data whose approach uses the Personal Balanced Scorecard (PBSC) to determine self-knowledge, self-discovery and self-mastery and it is hoped that this PSBC will make employees willing to compete on the basis of: 1) personal ambition, 2) personal success factors , 3) personal goals, 4) personal performance

measures, 5) personal targets, 6) level of personal improvement. Performance appraisal is carried out on the basis of the DP3 which has been prepared as a basis for calculating employee performance.

Form DP3 as a sample of employee performance appraisal as follows:




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JOB IMPLEMENTATION ASSESSMENT LIST			
KH UNIVERSITY BAHAUDIN MUDHARY MADURA			
PERIOD OF ASSESSMENT			
MONTH	January to December		
1.	ASSESSED		
	a. Name		
	b. NIK		
	c. Position / Occupation		
	d. Organizational Units		
2.	ASSESSMENT OFFICIAL		
	a. Name		
	b. NIK		
	c. Position / Occupation		
	d. Organizational Units		
3.	SUPERIOR ASSESSMENT OFFICER		
	a. Name		
	b. NIK		
	c. Position / Occupation		
	d. Organizational Units		
4.	EVALUATION	VALUE	
	ASSESSED ELEMENTS	NUMBER	DESIGNATION
INTERNAL	a. Faithfulness		
	b. Work performance		
	c. Responsibility		
	d. Obedience		
	e. Honesty		
	f. Competence		
	g. Discipline		
	h. Cooperation		
	i. Initiative		
	j. Student Complaints		
	k. Communication		
EKSTERNAL	Leadership		
	Execution of top instructions		
ABILITY & SKILLS	Competence		
	Accuracy		
	Levels Education		
FINANCE	Well-being		
	AMOUNT		
	AVERAGE VALUE		

Figure 2 Employee KPIs

5. CONCLUSIONS AND RECOMMENDATIONS

The conclusions obtained in conducting performance appraisals are as follows: 1. The performance appraisal system using the personal balanced scorecard approach is very objective if it is carried out for employees who are for non-educational staff, 2. The model offered is really needed by superiors in measuring the extent of competency possessed and recommendations what is taken to be proficient to recuperate the ability of labourers in the future.

Recommendations for the marketing department are:

- 1) Socialization of Strategic Plan and Renop and informed about Plans and Main Performance Index, 2) 5S training in supporting student services.

AUTHORS' CONTRIBUTIONS

Each author has and understands their respective roles. Authors 1 and 2 both understand the ideas presented, develop theory and perform analysis and discuss results and conclusions.

ACKNOWLEDGMENTS

This article was written by R. Khaeru Ahmadi and Siti Sa'adah from the KH University Management Study Program. Bahaudin Mudhary Madura based on research results "Employee Performance Assessment Model Using the Personal Balanced Scorecard Method" funded by KH University. Bahaudin Mudhary Madura. The contents are fully the responsibility of the author.

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