

Design of Performance Appraisal Based On Key Performance Indicators At PT XYZ

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Abstract

The marketplace is one of the trade sectors that is growing and developing quickly. In a large company, Human Resources (HR) has a role as an important asset for achieving corporate goals. The phenomenon that occurs at XYZ company in the payroll system is subjective and inconsistent with performance and achievement. That is considered unfair by the employees. It has an impact on their discipline violations and decreases the effectiveness of the performance and many company goals are not performing well. Reporting and performance evaluation have been carried out but an unstructured performance evaluation system results in a lack of motivation and rewards for employees. Based on the phenomena, this research aims to design performance appraisal based on Key Performance Indicators (KPI) in company XYZ. This study uses a qualitative method based on descriptive objectives and an inductive approach. Sources of research data through interviews and observations from primary and secondary data sources. The stages in this study are the pre-court phase, fieldwork, and data analysis. Data is processed through editing, coding, entry/processing, and cleaning. Test the validity of data using triangulation techniques. Data validity test using triangulation techniques. Data analysis techniques use data reduction, data presentation, and conclusions. Research results are 16 formats of performance appraisal related to the vision and mission of the company and the job analysis of each division along with the weighting of each performance indicator.

Keywords

Human Resource Management (HRM), Performance Management, Performance Indicators, Performance Appraisal and Key Performance Indicator (KPI).

1. Introduction

Economic activities that have started to be carried out based on applications and websites control almost all sectors in the world. Of these many sectors, the trade sector is the leading sector that currently controls almost all markets in Indonesia based on digital technology which we know as e-commerce (Putri and Zakaria 2020). One of the trade sectors in Indonesia is the marketplace company PT XYZ. According to the data site, PT XYZ has more than 6,000 active users and 1,100 sellers. The bigger the company, the company's Human Resources (HR) has a role as the most important asset to be able to realize the company's goals. The success of an organization, both large and small, is not solely determined by the available natural resources but is largely determined by the quality of human resources (HR) who plan, implement and control the organization concerned. So that it takes good management of Human Resources (HR) to get the role of HR and it can be said that it's not easy (Bukit et al. 2017).

Performance Indicators are indicators that measure the course of a process or action that supports the organization's success. Performance indicators are the implementation of the company's performance management system to determine the company's achievements or performance and measure the company's performance targets that have been achieved (Soemohadiwidjojo 2015). Companies and institutions need to evaluate their activities to determine the extent to which their goals have been achieved by measuring performance, where companies can rely on metrics known as Key Performance Indicators (KPI) (Dominguez et al. 2018). The results of interviews were conducted with 10 employees or 65.51% of all employees regarding the data on problems that exist in PT XYZ. The need for management of performance appraisals and KPI is the most widely discussed issue supported by the results of discussions with Human Resource Management (HRM), where appreciation is needed if employees perform well and support and training if employees get scores that are not good enough. The greater the number of company employees, the management and assessment system must also be carried out properly and effectively as possible. In addition, it can have an impact on the subjective payroll system, so that the salary is not in accordance with the performance and achievements of employees and is considered unfair by other employees.

Another impact that occurs at PT XYZ in the absence of a performance appraisal is work discipline. There are still many employees who commit violations related to attendance obligations which are part of company regulations. This phenomenon is evidenced by the attendance data for the last 6 months of all employees of PT XYZ. The number of violations for all employees of PT XYZ by not taking the first absence (when they arrive) and not even being absent at all increasing every month. The highest number in July was 155 violations and the lowest in January was 44 violations. Discussions with HRM said that employees who violated only obtain a warning and this did not have a big impact on the employee. So that employees can do violations again because there is no management standard that can observe the employees with an assessment or no punishment that can provide a deterrent effect.

Based on the journal, the relationship between work discipline and performance appraisal also has an impact on the effectiveness of employee performance can reduce the effectiveness of the work of employees, and the goals set cannot be implemented properly (Fitriano 2017). This is correlated with KPI data for the marketing division in January-June 2021 at PT XYZ. In the last 6 months the performance of the marketing division has not been able to reach the specified target and has even decreased in several indicators consists of customer lifetime value (LTV), customer acquisition cost (CAC), web traffic, and social media traffic. Can be concluded that the performance, especially in the marketing division including not yet effective. Existing performance appraisals do not motivate employee performance and perform subjective performance appraisals on employees. By conducting an effective employee performance appraisal, the company is able to optimize employee competencies to achieve company goals, besides that employees will also be optimal because employees will be motivated to perform better from day to day (Evita et al. 2017).

Based on various phenomena, conditions that occur, company data, results of interviews and discussions as well as supporting journals. It is necessary to design an effective performance appraisal to improve the problems that occur in PT XYZ. This study aims to evaluate performance management company needs and to reveal actions to be taken in terms of HR management. Performance appraisal can be the basis of the needs of employees in the division and individually in solving existing problems. The results should bring the analysts detailed information about work and target performed and become several performance indicators that are used as performance appraisal.

2. Literature Review

2.1 Human Resource Management

Human resource management (HRM) is an activity or management system that organizes and manages human resources who are ready, willing, and able to make a good contribution so that they can work together effectively to achieve goals both individually and organizationally (Bukit et al. 2017).

2.2 Work management

Performance management is a series of activities carried out by management as an effort to improve employee performance through planning, organizing, actuating to controlling in accordance with the responsibilities given in the hope of obtaining optimal results in accordance with what has been determined by the company (Sinaga et al. 2020). Performance management is management in managing performance-oriented resources that carry out an open and sustainable communication process by creating a shared vision and strategic and integrated approach as a driving force to achieve organizational goals (Nursam 2017).

2.3 Performance

Employee performance is work achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity, and time (Hasibuan 2017). Another opinion is that a person's performance is a combination of ability, effort, and opportunity that can be assessed from the results of his work (Soedarso 2018). There are several indicators of employee performance, namely the number of work results, quality of work results, efficiency in carrying out tasks, work discipline, thoroughness, leadership, honesty, and creativity (Afandi 2018).

2.4 Job Analysis

There are several meanings of job analysis according to several experts. Job analysis is analyzing and designing what jobs must be done, how to do them, and why the work must be done so that company goals can be achieved. Job analysis is a procedure for reviewing a job. A job analysis will produce a job description, job specifications, and job evaluation (Anwar and Padli 2020). According to another expert opinion, namely job analysis is the procedure through which you determine the duties of the company's positions and the characteristics of the people to hire for them (Dessler 2020).

2.5 Performance Appraisal

Performance appraisal is a management tool used to assess the achievement of predetermined goals and objectives. Performance appraisal is carried out to provide an assessment of the work or work performance obtained by the organization, team, or individual. Performance appraisal will provide feedback on performance goals and objectives, planning, and performance implementation processes (Sumual 2017). In addition, the opinion of other experts, namely performance appraisal (PA) is a formal system used for certain periods of time to assess the work performance of an employee (Setiobudi 2017).

2.6 Key Performance Indicator (KPI)

Key Performance Indicators (KPI) are those indicators that focus on the aspects of organizational performance that are the most critical for the current and future success of the organization (Parmenter 2019). Another opinion regarding the definition of KPI is that it is a financial or non-financial metric used by companies to help determine and measure organizational performance (Saraswati 2017).

3. Methods

This research focuses on designing performance appraisals with Key Performance Indicators (KPI) at company XYZ to create performance management and solve some of the problems that occur. This research allows segmentation of the sample according to the characteristics and needs of the study using the purposive sampling technique, performing 4 steps in data processing and 3 steps in data analysis.

3.1 Sample

The sampling technique used in this research is purposive sampling. Respondents of this study must attend the criteria are work at XYZ company for at least 3 months, stakeholders of each division/team, understand the main tasks and performance targets that must be carried out in the division/team, understand the company's vision, mission and goals, understand the work environment and organizational culture at PT YXZ. A total of 18 respondents returned and participated in this study.

3.2 Data Processing

Data processing is a series of activities carried out on the data, either by grouping or by applying mathematical functions, so that the data is ready to be analyzed according to the type of analysis planned. The following data process consists of 4 steps. The first step is editing, an activity to re-check the data that has been collected. The second is coding, changing data in the form of letters into data in the form of numbers. The third is entry/processing, the activity to process data so that the data is ready to be analyzed and the last step is cleaning, the activity to re-check the data that has been entered whether it is in accordance with the answers in the questionnaire (Irmawartini and Nurhaedah 2017).

3.3 Data Analysis

In general, qualitative data analysis techniques consist of data reduction, data presentation, and conclusion drawing. The following data process consists of 3 steps. The first step is data reduction, process of selecting, coding, and

categorizing data. Coding is an analytical process in which the qualitative data that has been collected is reduced, rearranged, and integrated to form a theory. Its purpose is to help researchers draw meaningful conclusions about the data. The second step is data presentation, taking reduced data and displaying it in an organized and dense manner. Along the lines, charts, matrices, graphic diagrams, phrases, and/or pictures that are often mentioned help the research organize the data, and find patterns and relationships in the data so that conclusions can be drawn. The presentation of qualitative data carried out by researchers is by using narrative texts. The third step is conclusions, the final analytical activity in the process of qualitative data analysis. The researcher can answer research questions by determining the identified themes by thinking about explaining the observed patterns and relationships or by making comparisons (Sekaran and Bougie 2016).

4. Data Collection

The sources of data collection were obtained for research materials obtained through interviews and observations. These interviews involve a small number of unstructured and generally open-ended questions and are intended to elicit views and opinions from the participants. This is an interview conducted with CEO, managers, and employees of PT XYZ. Observation activities were carried out by researchers by coming directly to the PT XYZ office and also through the Zoom Meeting application to conduct private interviews so that resource persons could answer questions freely without any pressure and obstacles.

5. Results and Discussion

5.1 Vision and Mission PT XYZ

The vision of PT XYZ Indonesia is an Indonesian technology company with the vision of digitally distributing small and medium-sized businesses with locally made halal products in Indonesia. PT XYZ helps millions of MSMEs with local Indonesian products through a Halal-based marketplace business. And PT XYZ becomes a means for the community to be easier and provide convenience in getting halal products. PT XYZ's mission is to become the number 1 marketplace needed by the Indonesian Muslim community in providing various needs for halal products, helping the distribution of the sharia economy by contributing with MSMEs in Indonesia, and providing values to achieve the blessings of goodness digitally and we want to provide a sense of security and comfort in PT. XYZ to develop a halal lifestyle (XYZ Company 2020).

5.2 Key Performance Indicators

In this study, to find KPI there were 5 questions submitted to the informants which resulted in the conclusion of the KPI triangulation which was used as the basis for the performance assessment. The questions asked to the respondents are interrelated starting from what are main and side jobs everyday, how many work targets should be done, how employees know that the work done is successful or failed, and is an important indicator as an assessment for the company and other aspects/indicators (non-technical) which is considered as a performance appraisal. The results of the triangulation conclusions are associated with job analysis and then weighted directly. 90% of technical indicators and 10% of non-technical indicators with a total weight 100%.

5.3 Merchant Acquisition Division Performance Appraisal Format

Job analysis of the merchant acquisition division are analyzing and planning for merchant acquisitions for the electronic trading business, conducting business presentations and convincing to join as a merchant, establishing and building good communication with merchants, plan and create promo or campaign schemes and create events or roadshows to introduce PT XYZ directly. The following merchant acquisition division performance appraisal format:

Table 1. Merchant Acquisition Division Performance Appraisal Format

| Indicators | Weight | Target | Criteria |
|-----------------------------------------------------|---------------|-----------------|------------------|
| Sales Transactions (1/day) | 30% | 30 transactions | ≥ 30 : Good |
| | | | < 30 : Bad |
| Small Merchant Quantity (3/hari) | 15% | 90 merchants | ≥ 90 : Good |
| | | | < 90 : Bad |
| Big Merchant Quantity | 17% | 2 merchants | ≥ 2 : Good |
| | | | < 2 : Bad |
| Quantity of Holding Offline Events/Roadshows | 10% | 1 event | ≥ 1 : Good |

| Indicators | Weight | Target | Criteria |
|----------------------------------|--------|-----------------|---------------------|
| | | | < 1 : Bad |
| Quality of Promo/Campaign Design | 10% | 30 transactions | ≥ 30 : Good (100%) |
| | | | < 30 : Bad (< 100%) |
| Project | 8% | 1 project | ≥ 1 : Good |
| | | | < 1 : Bad |

Table 1 shows the technical indicators of merchant acquisition performance appraisal concluded into 6 indicators are sales transactions, small merchant quantity, big merchant quantity, quantity of holding offline events/roadshows, quality of promo/campaign design and project.

5.4 Merchant Admin Division Performance Appraisal Format

Job analysis of the merchant admin division are helping merchants to open and close stores, helping merchants to open stores and complete store logos and products, helping to upload merchant products into the application/website, sorting photos or products that are in accordance with the provisions company and carry out quality control of products that have been uploaded. The following merchant admin division performance appraisal format:

Table 2. Merchant Admin Division Performance Appraisal Format

| Indicators | Weight | Target | Criteria |
|---------------------------------------------------|--------|----------------------|------------------------------------|
| Merchant Account Quantity (Create Account) | 35% | 900 merchants | ≥ 900 : Good |
| | | | < 900 : Bad |
| Merchant Product Upload Quantity | 20% | 450 products | ≥ 450 : Good |
| | | | < 450 : Bad |
| Product Upload Quality | 20% | 0 error/zero mistake | 0 error/zero mistake : Good (100%) |
| | | | ≥ 1 error :Bad (<100%) |
| Product Quality Control (QC Live Product Project) | 15% | 1 project | ≥ 1 : Good |
| | | | < 1 : Bad |

Table 2 shows the technical indicators of merchant admin performance appraisal concluded into 4 indicators are merchant account quantity, merchant product upload quantity, product upload quality and product quality control.

5.5 Account Manager Performance Appraisal Format

Job analysis of account manager are making strategic plans for sales (promo/campaign scheme) every quarter to generate sales transactions and make agreements and cooperation with merchants to provide promotion programs. The following account manager performance appraisal format:

Table 3. Account Manager Performance Appraisal Format

| Indicators | Weight | Target | Criteria |
|---------------------------------------------------|--------|-----------------|---------------------|
| Sales Transactions (1/day) | 35% | 30 transactions | ≥ 30 : Good |
| | | | < 30 : Bad |
| Quality of Promo/Campaign Design | 10% | 30 transactions | ≥ 30 : Good (100%) |
| | | | < 30 : Bad (< 100%) |
| Managing Merchants (Reminding Promotion/Campaign) | 25% | 1 merchant | ≥ 1 : Good |
| | | | < 1 : Bad |

Based on Table 3 shows the technical indicators of account manager performance appraisal concluded into 3 indicators are sales transactions, quality of promo/campaign design and managing merchants.

5.6 Account Manager Lead Performance Appraisal Format

Job analysis of account manager lead are conducting market research and analysis regarding customer needs, accompanying the merchant acquisition team to visit merchants, offering and providing information about promos or programs that will be provided, consulting with merchants, determining the nominal number of promos, and making

strategic plans for sales (promo/campaign scheme) every quarter to generate sales transactions and create merchant, sales and payment reports, and make agreements. The following account manager lead performance appraisal format:

Table 4. Account Manager Lead Performance Appraisal Format

| Indicators | Weight | Target | Criteria |
|---------------------------------------------------|--------|----------------------|------------------------------------|
| Sales Transactions (15/day) | 32% | 450 transactions | ≥ 450 : Good |
| | | | < 450 : Bad |
| Merchant Quantity (Promotional Offers/Campaign) | 25% | 4 merchants | ≥ 4 : Good |
| | | | < 4 : Bad |
| Quality of Promo/Campaign Design | 17% | 450 transactions | ≥ 450 : Good (100%) |
| | | | < 450 : Bad (< 100%) |
| Managing Merchants (Reminding Promotion/Campaign) | 10% | 1 merchant | ≥ 1 : Good |
| | | | < 1 : Bad |
| Reports and Database Processing | 6% | 0 error/zero mistake | 0 error/zero mistake : Good (100%) |
| | | | ≥ 1 error : Bad (<100%) |

Table 4 shows the technical indicators of account manager lead performance appraisal concluded into 5 indicators are sales transactions, merchant quantity, quality of promo/campaign design, managing merchants and reports and database processing.

5.7 Graphic Design Division Performance Appraisal Format

Job analysis of graphic design division are designing content designs for websites and social media, making a good design timeline, upholding creativity and interactive new ideas and concepts, developing a prototype design according to the needs and using innovation, and defining the design according to the time and cost specified. The following graphic design division performance appraisal format:

Table 5. Graphic Design Division Performance Appraisal Format

| Indicators | Weight | Target | Criteria |
|----------------------------------------------------|--------|----------------------|------------------------------------|
| Quantity of Social Media Content Design | 30% | 30 contents | ≥ 30 : Good |
| | | | < 30 : Bad |
| Quantity of Website and Application Content Design | 30% | 20 contents | ≥ 20 : Good |
| | | | < 20 : Bad |
| Quality of Content Design | 20% | 0 error/zero mistake | 0 error/zero mistake : Good (100%) |
| | | | ≥ 1 error : Bad (<100%) |
| Design Project | 10% | 1 project | ≥ 1 : Good |
| | | | < 1 : Bad |

Table 5 shows the technical indicators of graphic design performance appraisal concluded into 4 indicators are quantity of social media content design, quantity of website and application content design, quality of content design and design project.

5.8 Content Creator Division Performance Appraisal Format

The following job analysis of the content creator division: control and review company social media content, and compile consumer insights and engagement from charts, follower count, comments, likes and shares, research, and live interviews (required) to learn more about current trends, developments, and contextualize the findings, coordinate with the marketing and design teams to illustrate articles, and create social media analysis reports. The following content creator division performance appraisal format:

Table 6. Content Creator Division Performance Appraisal Format

| Indicators | | Weight | Target | Criteria |
|------------------------------------------------|---------------------------------------|--------|-----------------------|--------------------------------------------------------------|
| Manage and Control Social Media Content | | 25% | 30 contents | ≥ 30 : Good < 30 : Bad |
| Insight Content | Likes (100 likes/contents) | 17% | 3000 likes | ≥ 3000 : Good < 3000 : Bad |
| | Impressions | 17% | 1.000.000 impressions | ≥ 1.000.000 : Good < 1.000.000 : Bad |
| | Followers (200/week) | 17% | 800 followers | ≥ 800 : Good < 800 : Bad |
| Quality of Content and Copywriting | | 14% | 0 error/zero mistake | 0 error/zero mistake : Good (100%) ≥1 error : Bad (<100%) |

Table 6 shows the technical indicators of content creator performance appraisal concluded into indicators are manage and control social media content, insight content (likes, impressions and followers) and quality of content and copywriting.

5.9 Creative Lead Performance Appraisal Format

Job analysis of creative lead are controlling and reviewing the company's social media content, measuring, analyzing, and evaluating programs as needed, promoting the company's social media content, and monitoring consumer insights and engagement from graphs, number of followers, comments, likes, and shares, preparing and provide strategic direction, evaluation, develop and implement external advertising and marketing programs, media, events, and public relations. The following creative lead performance appraisal format:

Table 7. Creative Lead Performance Appraisal Format

| Indicators | | Weight | Target | Criteria |
|-----------------------------------|---------------------------------------|--------|-----------------------|-----------------------------------------|
| Implemented Content Design | | 60% | 30 contents | ≥ 30 : Good < 30 : Bad |
| Insight Content | Likes (100 likes/contents) | 10% | 3000 likes | ≥ 3000 : Good < 3000 : Bad |
| | Impressions | 10% | 1.000.000 impressions | ≥ 1.000.000 : Good < 1.000.000 : Bad |
| | Followers (200/week) | 10% | 800 followers | ≥ 800 : Good < 800 : Bad |

Table 7 shows the technical indicators of creative lead performance appraisal concluded into 4 indicators are implemented content design and insight content (likes, impressions, followers).

5.10 Backend Division Performance Appraisal Format

Job analysis of the backend division are participating in the application lifecycle, focusing on coding and debugging in making features according to the allotted time, and working on bug fixes and improving application performance. The following backend division performance appraisal format:

Table 8. Backend Performance Appraisal Format

| Indicators | Weight | Target | Criteria |
|---------------------------------|--------|----------------------|------------------------------------|
| Design Features Quality | 50% | 0 error/zero mistake | 0 error/zero mistake : Good (100%) |
| | | | ≥1 error : Bad (<100%) |
| Design Features Quantity | 23% | 1 features | ≥ 1 : Good |

| Indicators | Weight | Target | Criteria |
|------------|--------|----------------------|------------------------------------|
| | | | < 1 : Bad |
| Bug Fixes | 17% | 0 error/zero mistake | 0 error/zero mistake : Good (100%) |
| | | | ≥1 error : Bad (<100%) |

Based on Table 8 shows the technical indicators of backend performance appraisal concluded into 3 indicators are design features quality, design features quantity and bug fixes.

5.11 Frontend Division Performance Appraisal Format

Job analysis of the frontend division are developing new Web interface features for users according to the specified time (Web development), creating reusable code, ensuring the technical feasibility of the UI/UX design, applying the principles of web design, and ensuring that the company's website runs well on multiple devices, working on bug fixes and improving app performance. The following frontend division performance appraisal format:

Table 9. Frontend Performance Appraisal Format

| Indicators | Weight | Target | Criteria |
|-----------------------------|--------|----------------------|------------------------------------|
| Customer Satisfaction Value | 40% | 5 (Very good) | 1= Very Bad (<50%) |
| | | | 2= Bad (50-69%) |
| | | | 3= Netral (60-79%) |
| | | | 4= Good (70-89%) |
| | | | 5=Very Good (90-100%) |
| UI/UX Design Quality | 27% | 0 error/zero mistake | 0 error/zero mistake : Good (100%) |
| | | | ≥1 error : Bad (<100%) |
| Website Development | 13% | 1 features/design | ≥ 1 : Good |
| | | | < 1 : Bad |
| Bug Fixes | 10% | 0 error/zero mistake | 0 error/zero mistake : Good (100%) |
| | | | ≥1 error : Bad (<100%) |

Table 9 shows the technical indicators of frontend performance appraisal concluded into 4 indicators are customer satisfaction value, UI/UX design quality, website development and bug fixes.

5.12 Mobile Developer Division Performance Appraisal Format

Job analysis of the mobile developer division are identifying and planning new features for mobile apps, developing Application Programming Interfaces (APIs) to support mobile functionality, and working on bug fixes and improving app performance. The following mobile developer division performance appraisal format:

Table 10. Mobile Developer Performance Appraisal Format

| Indicators | Weight | Target | Criteria |
|---------------------------------------|--------|----------------------|------------------------------------|
| Quality Design Features (Mobile Apps) | 40% | 0 error/zero mistake | 0 error/zero mistake : Good (100%) |
| | | | ≥1 error : Bad (<100%) |
| Feature Design Quantity (Mobile Apps) | 25% | 1 Features | ≥ 1 : Good |
| | | | < 1 : Bad |
| APIs Development | 15% | 1 design | ≥ 1 : Good |
| | | | < 1 : Bad |
| Bug Fixes | 10% | 0 error/zero mistake | 0 error/zero mistake : Good (100%) |
| | | | ≥1 error : Bad (<100%) |

Table 10 shows the technical indicators of mobile developer performance appraisal concluded into 4 indicators are quality design features, feature design quantity, APIs development and bug fixes.

5.13 QA Engineer Division Performance Appraisal Format

Job analysis of the QA engineer division are using and adapting existing website applications for applications, performing unit and UI tests to identify malfunctions, and troubleshooting and debugging to optimize performance. The following QA engineer division performance appraisal format:

Table 11. QA Engineer Performance Appraisal Format

| Indicators | Weight | Target | Criteria |
|-------------------------------------------------------|--------|----------------------|------------------------------------|
| Quality Testing of New and Existing Features | 45% | 0 error/zero mistake | 0 error/zero mistake : Good (100%) |
| | | | ≥1 error : Bad (<100%) |
| Bug Fixes | 35% | 0 error/zero mistake | 0 error/zero mistake : Good (100%) |
| | | | ≥1 error : Bad (<100%) |
| Manage and Control Team Performance (Project Manager) | 10% | 0 error/zero mistake | 0 error/zero mistake : Good (100%) |
| | | | ≥1 error : Bad (<100%) |

Table 11 shows technical the indicators of QA engineer performance appraisal concluded into 3 indicators are quality testing of new and existing features, bug fixes and manage and control team performance.

5.14 Admin and Customer Care Division Performance Appraisal Format

Job analysis of the admin and customer care division are process the required data, carry out the projects needed as an admin such as design and copywriting, be a good liaison between customers and the company, handle requests and solve problems from customers as quickly as possible, provide feedback to customers, ensuring customer satisfaction and convenience. The following admin and customer care division performance appraisal format:

Table 12. Admin and Customer Care Performance Appraisal Format

| Jobdesk | Indicators | Weight | Target | Criteria |
|---------------|-------------------------------------------------|--------|----------------------|------------------------------------|
| Admin | Managing Data (Amount of Traffic and Merchant) | 28% | 0 error/zero mistake | 0 error/zero mistake : Good (100%) |
| | | | | ≥1 error : Bad (<100%) |
| Admin | Copywriting, Home Banner and Voucher Quality | 25% | 0 error/zero mistake | 0 error/zero mistake : Good (100%) |
| | | | | ≥1 error : Bad (<100%) |
| Customer Care | Customer Satisfaction Value | 20% | 5 (Very good) | 1= Very Bad (<50%) |
| | | | | 2= Bad (50-69%) |
| | | | | 3= Netral (60-79%) |
| | | | | 4= Good (70-89%) |
| | | | | 5=Very Good (90-100%) |
| | Complaint Quantity Complete (1 complain/day) | 17% | 30 complain | ≥ 30 : Good |
| < 30 : Bad | | | | |

Table 12 shows the technical indicators of admin and customer care performance appraisal concluded into 4 indicators are managing data, copywriting, home banner and voucher quality for admin, customer satisfaction value and complaint quantity complete.

5.15 Digital Marketing Division Performance Appraisal Format

Job analysis of the digital marketing division are designing concepts and reviewing digital marketing activities such as advertising, controlling and increasing social media growth and social media engagement rates, determining target audiences, monitoring campaigns and user traffic from websites, and applications, and creating content or articles marketing on the website. The following digital marketing division performance appraisal format:

Table 13. Digital Marketing Performance Appraisal Format

| Indicators | Weight | Target | Criteria |
|---------------------------------------------------------|--------|------------------------------|------------------------------------|
| Click Through Rate (CTR) / Running Ads | 30% | 95% | ≥95% : Good |
| | | | < 95% : Bad |
| Traffic User (Website & Apps) | 15% | 1.000.000 users | ≥1.000.000 : Good |
| | | | < 1.000.000 : Bad |
| Social Media Growth (Followers) (200 followers/week) | 12% | 800 followers | ≥800 : Good |
| | | | < 800 : Bad |
| Social Media Engagement Rate (Likes, Comments & Share) | 12% | 3000 likes, comments & share | ≥3000 : Good |
| | | | < 3000 : Bad |
| Website Article Quantity | 9% | 1 article | ≥1 : Good |
| | | | < 1 : Bad |
| Website Article Quality | 7% | 0 error/zero mistake | 0 error/zero mistake : Good (100%) |
| | | | ≥1 error : Bad (<100%) |
| Project (Promo/Campaign Design) | 5% | 1 project | ≥1 : Good |
| | | | < 1 : Bad |

Table 13 shows the technical indicators of digital marketing performance appraisal concluded into 7 indicators are Click Through Rate (CTR)/running ads, traffic user, social media growth, social media engagement rate, website article quality, website article quantity and project.

5.16 Administration Division Performance Appraisal Format

Job analysis of the administration division are operating or running a data management system according to standards, maintaining and archiving administrative data and company expenses such as ToR, reimbursement, MoU, and other data, managing the meeting/conference schedule, and creating content or marketing articles on the website. The following administration division performance appraisal format:

Table 14. Administration Performance Appraisal Format

| Indicators | Weight | Target | Criteria |
|---------------------------------------------------------|--------|----------------------|------------------------------------|
| Managing Report Data | 30% | 0 error/zero mistake | 0 error/zero mistake : Good (100%) |
| | | | ≥1 error : Bad (<100%) |
| Company Administration (Correspondence and Expenses) | 28% | 0 error/zero mistake | 0 error/zero mistake : Good (100%) |
| | | | ≥1 error : Bad (<100%) |
| Website Article Quantity (3 article/week) | 17% | 12 article | ≥12 : Good |
| | | | < 12 : Bad |
| Website Article Quality | 15% | 0 error/zero mistake | 0 error/zero mistake : Good (100%) |
| | | | ≥1 error : Bad (<100%) |

Table 14 shows the technical indicators of administration performance appraisal concluded into 4 indicators are managing report data, company administration, website article quantity and website article quality.

5.17 Admin Operational Marketing Division Performance Appraisal Format

Job analysis of the admin operational marketing division are process the company's financial data (income and expenditure) properly and in accordance with the specified time and calculate the company's daily income and expenses. The following admin operational marketing division performance appraisal format:

Table 15. Admin Operational Marketing Performance Appraisal Format

| Indicators | Weight | Target | Criteria |
|----------------------------------------------------|--------|----------------------|------------------------------------|
| Managing Data (Incoming and Outgoing Transactions) | 90% | 0 error/zero mistake | 0 error/zero mistake : Good (100%) |
| | | | ≥1 error : Bad (<100%) |

Table 15 shows the technical indicators of admin operational marketing performance appraisal concluded into 1 indicator is managing data (incoming and outgoing transactions).

5.18 Operational Marketing Division Performance Appraisal Format

Job analysis of the operational marketing division are conducting operational feature feasibility tests, handling requests and resolving operational problems as quickly and as best as possible, providing feedback to customers, ensuring customer satisfaction and convenience, and updating order status and delivery details so they can keep customers informed (notifications). The following operational marketing division performance appraisal format:

Table 16. Operational Marketing Performance Appraisal Format

| Indicators | Weight | Target | Criteria |
|----------------------------------------------|--------|----------------------|------------------------------------|
| Quality Testing New and Existing Features | 45% | 0 error/zero mistake | 0 error/zero mistake : Good (100%) |
| | | | ≥1 error : Bad (<100%) |
| Complaint Quantity Complete (error checking) | 35% | 0 error/zero mistake | 0 error/zero mistake : Good (100%) |
| | | | ≥1 error : Bad (<100%) |
| Copywriting Quality (Notification) | 10% | 0 error/zero mistake | 0 error/zero mistake : Good (100%) |
| | | | ≥1 error : Bad (<100%) |

Table 16 shows the technical indicators of operational marketing performance appraisal concluded into 3 indicators are quality testing new and existing features, complaint quantity complete and copywriting quality.

5.19 Non-Technical Indicators Performance Assessment Format

In this research, non-technical performance indicators to be able to solve problems/phenomena that occurred at PT XYZ. The following is a non-technical performance appraisal format:

Table 17. Non-Technical Performance Appraisal Format

| Indicators | Weight | Target | Criteria |
|-------------------------|--------|-------------------------------|----------------------|
| Attitude | 5% | 100% (20% each indicators) | Honesty : 20% |
| | | | Responsibility : 20% |
| | | | Cooperation : 20% |
| | | | Polite : 20% |
| | | | Confidence : 20% |
| Discipline (attendance) | 5% | 40 attendance | = 40 : Good |
| | | | < 40 : Bad |

Based on Table 17 shows the indicators of non technical performance appraisal from problem/phenomena is regarding the violation of attendance obligations and attitude. That an assessment indicator is needed so that there are no more employees who violate and the assessment becomes more objective. These non-technical performance indicators apply to all employees of PT XYZ. Concluded into 2 non-technical performance indicators are attitude and discipline.

6. Conclusion

A this study discusses the needs of PT XYZ employees for the establishment of performance appraisals. The author then made observations regarding the needs of these employees and obtained several supporting phenomena and supporting journals related to the problems faced. The first phenomenon comes from the results of discussions with the human resources management (HRM) team of PT XYZ which is supported by the results of interviews with 16 sources. the company does not have a performance appraisal has an impact on the payroll system which is considered

subjective, giving salaries that are not in accordance with the performance and achievements of employees and are considered unfair by employees. The next phenomenon is that there are violations that continue to increase every month against the obligation to be absent. The third phenomenon arises because of the resulting impact between work discipline and performance appraisal on the work effectiveness of employees in a company or organization. In the absence of discipline and performance appraisal in the company, the effectiveness of employee performance will decrease and the company's goals cannot be implemented properly. This happened at PT XYZ where the effectiveness of the marketing division employees decreased and could not be implemented properly. The author makes a performance appraisal format for the 16 divisions at PT XYZ. The decline from the company's vision and mission, then an analysis of the positions of each division which then becomes the KPI and becomes a performance assessment for each division in accordance with the targets and weights set directly by the company.

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