



## Personnel Performance Assessment Information System at PT. Abdi Gabe using bars method

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### ARTICLE INFO

#### Article history:

Received: 30 July 2021

Revised: 12 August 2021

Accepted: 15 August, 2021

#### Keywords:

personal,  
performance, appraisals, BARS.

### ABSTRACT

In the world of work, performance appraisal of personnel in a company is very important, because it relates to company decision making on the performance of company personnel. PT ABDI GABE is a food ingredient sales company, where the company does not yet have clear standards on personnel performance appraisal tests, thus causing an unfavorable impact on company personnel who only consider it a formality in personnel performance appraisals. As a result of not having proper standards, many company personnel do not have work standards and do not have the motivation to develop the company. To overcome the problems that occur in PT. ABDI GABE, the author is interested in developing a method for evaluating the performance of company personnel using the Behaviorally Anchor Rating Scale (BARS) method, this method can assist companies in supporting personnel performance appraisal decisions where the assessment process uses the BARS method assessment formulation table which contains several indicators, ratings and anchors then measured by weights and targets, so as to get the results of personnel performance appraisals according to standards that will make personnel comfortable and motivated in the progress of the company.

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## 1. Introduction

In this day and age, there are many companies that compete with each other to achieve a goal. Companies are required to provide the best possible service to consumers and partners. This causes companies to have to make good designs and results as an attraction and defense to remain competitive among other companies.

The rapid development of the company cannot be separated from human resources who have an important role for the company. Therefore, companies must have standard values in the process of assessing the performance of human resources or company personnel, companies can develop not separated from company personnel who have more value than the standard values that have been determined. Standard assessment can be said to be effective if it has standard tools that support it and there is a reciprocal relationship from the specified standards.

That employee performance appraisal is the process of evaluating how well employees do their jobs when compared to a set of standards and then communicating that information to employees, Mathis and Jackson (2006: 382).[1]. Effective appraisal also requires that the supervisor set performance standards. And it requires that the employee receives the training, feedback, and incentives required to eliminate performance deficiencies. Gary Dessler's opinion further emphasizes that an effective employee performance appraisal requires predetermined standards and feedback to prevent a decline in employee performance, Dessler (2013: 310).[2]. By having an effective standard of performance appraisal of company personnel, companies can have personnel who meet standard criteria in achieving company goals, but it can also help motivate company personnel to work more optimally from day to day.



PT ABDI GABE is a sales company in the field of food ingredients that has been established since 2010 which is established in Medan - North Sumatra, and has 50 personnel / employees consisting of various departments.

Performance appraisal of company personnel at PT. ABDI GABE does not have a clear standard in good performance appraisal that can affect the performance of personnel, therefore the author makes the Design and Making of Personnel Performance Assessment at Pt. Abdi Gabe uses the Behaviorally Anchor Rating Scale (Bars) method, the BARS method is an assessment method that targets a combination of critical and rating with a scale that specifically describes good and bad performance (Dessler, 2013:310).[2].

## 2. Literature Review

The definition of performance appraisal in Dessler's opinion (2013: 310)[2], performance appraisal can be defined as follows: "Performance appraisal means evaluating an employee's current and / or past performance relative to his / her performance standards". Performance appraisal is the process of evaluating how well employees do their jobs when compared to a set of standards, and then communicating that information to employees, Another opinion was conveyed by Mathis and Jackson (2006:382).[1]. Some of these understandings can be concluded that performance appraisal is a series of evaluation activities carried out systematically on the performance of an employee, by comparing the actual performance with the standards set by the company accompanied by feedback in the context of employee development. Evaluation employee performance is a set of matrices that used to calculate efficiency and effectiveness in a series of actions, according to Nelly and Adam Mahmudi (2015).[6], There are several reasons why companies perform performance appraisals on employees, according to Dessler (2008:293)[2], the reasons companies conduct performance appraisals for employees are as follows:

1. From a practical point of view, most of the payment and promotion decisions
3. employees are taken through the employee's performance appraisal.
2. Assessment plays an integral role in the performance of enterprise process management. Assessment can translate the company's strategic goals into employee-specific goals.
3. Assessment gives superiors and subordinates to develop a plan to correct various deficiencies, and to reinforce things that subordinates have done well and correctly.
4. Assessment will serve a useful career planning goal. The assessment provides an opportunity to review the employee's career plan within the scope of these strengths and weaknesses.

The methods of evaluating employee performance are as follows, According to Dessler (2008: 295).[2]:

1. Graphic Rating Scale Method
2. Alternation Ranking Method
3. Paired Comparison Method
4. Forced Distribution Method
5. Critical Incident Method
6. Behaviorally Anchor Rating Scale (BARS)
7. Management by Objectives (MBO)
8. Electronic Performance Monitoring

### A. Behaviorally Anchor Rating Scale (BARS)

The BARS method is a method that combines a work behavior approach with the personal nature of employees. This method is divided into a series, 5 to 10 vertical behavior scales for each work indicator. For each dimension, 5 to 10 anchors are arranged. The anchor is a behavior that shows performance for each dimension, and the values are arranged from the highest value to the lowest value. Anchor in the form of critical incidents obtained from job analysis, this method is compiled by a team consisting of HR experts, managers, and employees where this team is tasked with identifying the characteristics of the performance dimensions and identifying 5 to 10 specific incidents for each dimension, which are then carried out analysis by the team. The selected events are placed on a scale from the highest to the lowest.

The implementation of BARS requires at least five stages, namely:

1. Create critical incidents.
2. Develop performance dimensions



3. Re-allocate events
4. Creating a scale of events
5. Developing end devices perangkat

### **B. System Definition**

Information is the result of processing data from one or various sources which is then processed, thus providing value, meaning, and benefits, According to Pratama in Prabowo and Syani (2016).[3]. Information is data that is processed into a form that is more useful and more meaningful for those who receive it, According to Jogiyanto in Kartikasari (2016).[4]. Information usually has a source, namely data. Information is data that has been processed so that it has meaning and value to the recipient of the information. In addition, it is also stated that information is knowledge obtained from the results of processing data so that it can be a conclusion that can assist in the decision-making process, According to Ayu and Perdana (2014).[5].

### **C. Information System Definition**

Information Systems Based on the definition of systems and information described above, it can be stated that the information system is a combination of four main parts. The four main sections include software (software), hardware (hardware), infrastructure, and trained Human Resources (HR). According to Ayu and Perdana (2014) Information system is a set of elements that can collect, process, and disseminate information for a specific purpose. Information system components consist of six resources, namely hardware (hardware), software (software), procedures (procedures), databases (databases), networks (networks), and people (humans), According to Ladjamudin in Prabowo and Syani (2016).[3].

### **D. System Design Analysis Tool**

In designing a system, a useful tool is needed to design the system. Design analysis tools consist of:

1. DFD (Data Flow Diagram)
2. Flowchart
3. E-RD

## **3. Methods**

In this study, the author tries to describe the problem of assessing the performance of personnel that occurs at PT. ABDI GABE, where the previous assessment was not yet effective. In this study the techniques used to collect data are:

1. Field Research  
Data collection is done by observing the work and procedures in the company. There are several ways to do this, namely non-centralized interviews and questionnaires.
2. Literature Study  
Studying journals, books, scientific employees or previous research that discusses employee performance appraisals.

## **4. Results and Analysis**

Due to the ineffectiveness of the personnel performance assessment system at PT. ABDI GABE, through this the company expects improvements to the personnel assessment method. Based on the previous data, the improvement used the Behaviorally Anchor Rating Scale (BARS) method.

TABLE 1  
FORMULATION OF THE BEHAVIORALLY ANCHOR RATING SCALE ( BARS ) METHOD  
ASSESSMENT

<b>Indicator</b>	<b>Rating</b>	<b>Anchor</b>
	5	Be on time consistently with 0% tardiness
	4	Attendance rate 95%
	3	Present but sometimes like to come late with the condition of getting permission

Discipline	2	Absence rate > 10% and coming late
	1	Often comes late and absent record is not clear
Responsibility	5	Always do the assigned task, and complete the task on time and the results according to the instructions
	4	leader
	3	Always do the assigned task and complete the task on time even though sometimes make mistakes
	2	Doing the given task even though it is late and not exactly what was instructed
	1	Doing assignments but often finishing late and encountering many errors
Teamwork	5	Able to communicate and coordinate with various parties, and respect the opinions and input of others
	4	consistently
	3	Knowing the duties of others related to their duties and willing to consider suggestions from others
	2	Know the outline of other people's duties that are related to their duties and must be convinced once in a while
	1	Completely unable to coordinate and communicate with various parties and unable to respect opinions others
Leadership	5	Act decisively and impartially and be an example
	4	Act decisively and impartially and be able to express opinions clearly
	3	Be a little partial but still within reasonable limits
	2	Sometimes it's easy to be influenced
	1	Unable to act decisively and impartially
Problem solving and Decision Taking Skills	5	Able to formulate relevant and applicable alternative solutions to solve problems
	4	Creating temporary solutions to problems that occur
	3	Able to make decisions without considering reactions from subordinates
	2	Prioritize personal interests when making decisions
	1	Refuse to make decisions when needed
Obedience	5	Always obey the rules and work procedures as well as follow the instructions given by superiors
	4	Occasionally disobeying the rules and work procedures as well as following instructions given by superiors but still in compliance
	3	reasonable limit
	2	Disobeying the rules and work procedures as well as following the instructions given by superiors but still within limits
	1	reasonable
Honesty	5	Always report the results of his work to his superiors according to the actual situation
	4	Occasionally do not report their work to superiors based on the actual situation
	3	The work results reported to his superiors are not in accordance with the actual situation but are still within limits
	2	tolerance
	1	sometimes the results of the work reported to their superiors are better than the actual situation
Self-Motivation	5	Doing tasks with extraordinary effort by accepting all the consequences
	4	Doing more than expected
	3	Doing tasks as expected
	2	need additional encouragement to carry out their duties
	1	Ignoring the assigned task
	5	Making complex analyzes or plans



Analitical Thinking	4	Seeing complex relationships between problems
	3	Able to see basic relationships between problems
	2	Able to use problem
	1	Unable to decipher the problem at all
Achievment Orientation	5	Set a mature goal
	4	Improve work performance
	3	Meet the standards set by management
	2	Want to work well
Inovatif	1	Just focus on working without thinking about the target to be achieved
	5	Doing new things at the organizational level that causes the company to have better performance
	4	doing new things at the departmental level so as to improve departmental performance
	3	doing new things at the division level so as to improve division performance
	2	Doing new things to improve work performance
	1	Not doing anything new

#### A. Formulation of Weights and Targets

##### 1. Human Rsource Development

No	Indicator	Weight	Target
1	Number of applicants in each recruitment	15	4 person
2	Time in recruitment process 45 days	30	100%
3	Number of trainings that can be carried out	20	100%
4	Number of warning letters issued	15	0
5	Provisions in the administration of employee salaries	20	100%

##### 2. Accounting and Finance

No	Indicator	Weight	Target
1	Make invoices to customers on time	40	100%
2	Make a payment plan on time	30	100%
3	Make daily transactions accurately	30	100%

##### 3. Sales

No	Indicator	Weight	Target
1	How many customers complain 6 months	25	0
2	Increase in total sales per year	30	Up 20%
3	Number of new customers in a year	20	1
4	Number of new projects per 6 months	25	3

##### 4. Production

No	Indicator	Weight	Target
1	Production targets 100 %	40	100%
2	Reject material < 5 %	30	100%
3	Percentage of operating machines	30	>85%

##### 5. Enginering dan Maintenance

No	Indicator	Weight	Target
1	What is the % of machine downtime in 1 month	30	> 85%

2	How long is the machine downtime	30	Max.2 machine
3	How many machine preventives are performed per machine	20	1x/
4	How many process improvements were made	20	1/ month

6. Quality Control

No	Indicator	Weight	Target
1	Target customer claims per month	25	mak.6x
2	Percentage of NG in internal	25	3%
3	Persentas NG di External	25	5%
4	Kalibrasi alat ukur	25	100%

Figure. 1. Table of Formulation of Departmental Weights and Targets

From the analysis and problems determined, it is better to use a computerized system where the data processing process is more effective and efficient, the design of this system uses PHP and MySQL.

A. Login Menu

Figure. 2. Form Menu Login

B. Input Biodata Personil

Figure. 3. Form Input Biodata

C. Assessment Of New Employees Based On The BARS Method

**WORK PERFORMANCE**



No	Criteria	Description	Scale					Average
			1	2	3	4	5	
1	Knowledge	General Knowledge						Average= n/3
		Ability to analyze problems						
		Expertise in their field						
2	Work behavior	Timely discipline, diligence, Retort						Average= n/6
		In collaboration with the team						
		Following directives or orders from superiors						
		Employment initiative						
		Endurance stress and pressure of work						
		Follow and implement 5S and K3 in the work place						
3	Personality	Confidence in the work						Average= n/4
		The ability to communicate with co-workers, subordinates and superiors						
		Emotional control						
		Responsibility and loyal to the company						
4	Leadership	Ability to lead and setting a good time						Average= n/4
		Delegate tasks and responsibilities to subordinates						
		Able to maintain and make continuous improvement and continuous so that the achievement of the target company can run well						
		And the ability to analyze and make decisions necessary						
5	Managerial	The ability to create Planning, Implementation, Monitoring and Control						Average= n/3
		Able to maintain and make continuous improvement and continuous so that the achievement of the target company can run well						
		Give an idea or ideas in order to improve and progress of the company						
<b>SUB TOTAL ( A )</b>								

Figure. 4. New employee appraisal form based on the BARS method metode

## 5. Conclusion

Personnel assessment carried out at PT. ABDI GABE currently does not have an effective assessment standard value so that the assessment tends to be subjective from their superiors, an effective and good performance appraisal process must be objective and have clear and measurable standards with feedback. In overcoming the problems that occurred in the previous assessment of personnel performance, it is proposed to make a standard for evaluating the performance of personnel using the Behaviorally Anchor Rating Scale method. This method is expected to be a solution to the problems in this company where employee assessment can be carried out objectively.

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