

STUDY OF PERFORMANCE ASSESSMENT EFFECTIVENESS ON HUMAN RESOURCES GOVERNMENT PUBLIC DEPARTMENT IN JAKARTA

Sudiatmoko
Pamulang University, Banten
sudiatm@gmail.com

ABSTRACT

Anticipatory action on the various changes that occur is an action that cannot be bargained to be done immediately. The changes are larger, more diverse, and almost certainly, and are ongoing, including changes in the organization's management system, especially human resource management. The success of an organization, both private and governmental organizations in achieving its goals is largely determined by anticipatory measures to counteract the adverse effects of the change. This research was conducted at Jakarta Population Department. Specifically, the object of research took place in five tribal areas of the Department of Population, namely: Population Office of West Jakarta Municipality, Central Jakarta Population Subdistrict, East Jakarta Population Sub-Department, South Jakarta Population Duty Sub-Office, and Sub-Province Population of North Kotamadya .The results of this study are: The effectiveness aspects of the performance evaluation that are declared effective is the relevance factor. While that is not effective is the sensitivity, reliability, acceptability, and practicality. Very ineffective is the feedback aspect to the results of the performance evaluation of employees. The existence of the same perception among assessors, and priceless relating to the condition of effectiveness of performance evaluation implementation. This means that the assessor, and the valuable agree that there is a suitability of the aspects of effectiveness in the implementation of its performance evaluation in the DKI Jakarta Population Agency. Policies that can be taken to fix the implementation of performance appraisal of human resources in the organization environment of DKI Jakarta Population Department in order to have high effectiveness, and able to provide input for Jakarta Population Agency organization, among others: feedback factor, sensitivity factor, practicality factor, factors of acceptability, factors of control, and relevance factors.

Keywords: Effectiveness, Performance Assessment, Human Resources

PROEM

Anticipatory action on the various changes that occur, is an action that cannot be negotiable. The changes are larger, more diverse, and almost certainly, and are ongoing, including changes in the organization's management system, especially human resource management. The success of an organization whether private or governmental organizations in achieving its objectives, are largely determined by anticipatory measures to counteract the adverse effects of that change.

Therefore, the Jakarta as a government organization in the capital region of the country, is a barometer of government in the country, is required to immediately take anticipatory action on all the changes that occur in all aspects of community life, especially regarding the management system in this case is the importance of the role of human resource management. Anticipatory action made in accordance with the vision and mission of the Government of DKI Jakarta, which makes the city of Jakarta as a Service City.

One of the efforts that can be done in improving the human resource system of the apparatus in Jakarta Government is through the improvement of effective performance appraisal, in accordance with the prevailing regulations and responding to the challenges of changes that occur in society. From the fact that there is, to make Jakarta as a service city needs to be prepared the ideal apparatus in accordance with current needs.

THEORETIC

According to Dessler (2007: 56) the strategic role of human resource management based on his observations on the implementation of managerial aspects of human resource management within the organization. These managerial aspects include: planning, organizing, execution, stewardship, leadership, and control. By applying these managerial aspects will enable an organization to have a high performance of human resources, depending on how the organization implements the functions of its human resource Management (Mitrani, 2005).

According to Simamora (2013: 45) There are six models of human resources in the organization, including:

1. Clerical Model. In this model, the main function of human resource management is to obtain, and maintain reports, data, records, and perform routine tasks.
2. Legal Model. In this model, human resource management gains its strength from legal expertise. The legal aspect has a long history of labor relations, labor contract negotiations, supervision and compliance. This is a fundamental function caused by the often conflicting relationship between managers and employees. Company needs to comply with various laws and regulations, and consideration of various social issues (Pareek, 2005).

3. Financial Model. The financial model of human resources has recently grown, this is because managers are becoming increasingly aware of the huge impact of human resource costs on firms.
4. Managerial Model. This model has two variations. First, human resource managers understand the terms of reference of producer-oriented line managers. The HR manager works on the bottom line of the organization. Second, line managers perform some human resource functions. The HR department trains line managers in the skills required to handle human resource functions such as: appointment, job evaluation, and Development.
5. Humanistic Model. In this model the central idea is that human resource management is established to nurture and develop the potential of human resources within the organization. Human resources specialists must understand individual characteristics, help maximize self-development, and career enhancement. This model illustrates the organization's support and attention to employee expectations.
6. Behavioral Model. This model is part of the psychology that organizational behavior is the basis of human resource activity. The principle is that a science approach to human behavior can be applied to almost all human resource issues.

According to Dessler (2007: 60), organizational performance appraisal function, consisting of:

1. Performance appraisal provides information about the promotion, and determination of salary.
2. Assessment provides an opportunity for the leadership, and subordinates to review the behavior associated with subordinate work.
3. Assessment plays a role in the career planning process inherent in the organization because it provides a good opportunity to review one's career plan in terms of the strengths and weaknesses it exhibits.

The purpose of performance assessment according to Simamora (2013: 57), among others:

1. As the basis for the implementation of personnel decisions.
2. Motivate performance, and career development.

3. Planning for future counseling.
4. Goal setting, and study.
5. Shared management tools.
6. Provision of salary.
7. Transfer of promotions, termination of dismissal, and various other personnel.

METHOD

This research was conducted at Jakarta Population Department. Specifically, the object of research took place in five tribal areas of the Department of Population, namely: Population Office of West Jakarta Municipality, Central Jakarta Population Subdistrict, East Jakarta Population Sub-Department, South Jakarta Population Duty Sub-Office, and Sub-Province Population of North Kotamadya. The research method used in this research is survey method. Survey method is a method that aims to describe the nature of something that has happened or happened at the time of the research done, and check the cause, and consequence of a certain symptom. Thus, this survey method is a method in accordance with the objectives to be achieved in this study and can answer the problems that have been formulated. Population in this research is civil servant in tribal area of Population Level of Municipality Level, and Level of Service. The apparatus of human resources in question is a group of employees who have positions as Head of Sub-Office, and Head of Sub Division, and Head of Section of DKI Jakarta Population which is an appraisal group, and valuable or both groups of employees as well as appraiser, and valuable. The sample in this research is 38 employees consisting of echelon ivb (28 persons), and echelon IIIb (10 person) respectively are valuable respondent, and appraiser.

Table 1. Number of Sample Research

No	Respondents	Populations	Samples	Used	Valid
1	Echelon Ivb (Kotamadya)	5	5	5	5
2	Echelon IIIb (Kotamadya)	5	5	5	5
3	Echelon Ivb (Dinas)	13	13	13	13
4	Echelon IIIb (Dinas)	15	15	15	15
JUMLAH		38	38	38	38

Source: DKI Jakarta population and civil registration, 2013

RESULT

Policy priorities that can be taken by the organization of DKI Jakarta Population Agency with the effort of conducting effective performance appraisal, among others:

1. Policy 1: Feedback Factors

The data obtained in the performance appraisal through DP3 includes data relating to valuable employment, and priceless profiles should be used appropriately in an effort to develop employee performance as input for assessors to indicate whether the employees of the Population Bureau organization in particular, and the Government of DKI Jakarta generally work effectively or not. It is indicated by the table below:

Table 2. Descriptive Analysis

Respondents Opinions	Group of Respondents		Sum
	Appraiser		
	Observation		
1	0	9	9
2	6	16	22
3	2	2	4
4	2	1	3
5	0	0	0
Total	10	28	38
	Expectation		
1	2,37	6,63	9
2	5,79	16,21	22
3	1,05	2,95	4
4	0,79	2,21	3
5	0	0	0
Total	10	28	38

Source: Research Data, 2013

The table above can be seen that in Jakarta Population Department there is an indication of the same perception of the employees. This reflects an organizational situation that each member does not feel part of a large organization, the Jakarta Population Department itself. Thus, this condition will be ineffective to the efforts of DKI Jakarta Population Agency to achieve the effectiveness of performance appraisal. Assessment data can be used to find employee strengths and weaknesses as a basis for determining educational needs, and training as a way to address them. In

addition, the need to provide valuable feedback through openness, trust and cooperation in achieving personal and organizational goals.

2. Second Policy: Sensitivity Factors

Adding togetherness among assessors, and valuable so that each employee happy to work with priceless, and at the same time contribute as much criticism, and suggestions especially to the organization of the Department of Population, and the Government of DKI Jakarta in general. The existence of a good communication mechanism between the assessor, and valuable so as to improve employee performance, and valuable valuable. The need to clarify the stages of performance appraisal through the socialization process in order to be able to distinguish the performance appraisal system that can provide an overview of the actual assessment system condition. This is indicated by the table below. The table explains that it does not show any significant differences from the perceptions of members of the organization or members of the appraiser, and priceless of the DKI Jakarta Population Agency. Thus, it can be decided that this aspect of sensitivity has the same perception among assessors, and priceless in the DKI Jakarta Population Agency on the performance of their respective performance appraisals.

Table 3. Descriptive Analysis

Respondents Opinions	Group of Respondents		Sum
	Appraiser		
	Observation		
1	1	2	3
2	7	21	28
3	2	4	6
4	0	1	1
5	0	0	0
Total	10	28	38
	Expectation		
1	0,79	2,21	3
2	7,37	20.63	28
3	1,58	4,42	6
4	0,26	0,74	1
5	0	0	0
Total	10	28	38

Source: Research Data, 2013

3. Third Policy: Factor of Practicality

Performance appraisal instruments are implemented in order to be easily understood with suggestions, and assessed direction and by using language that is easily understood by judging. Performance appraisal instruments are implemented with easy, practical and practical means of employment. Performance appraisal standards perceived to be in compliance with the goals of the Jakarta Population Agency should be continuously adapted to the development of the environment especially in facing the era of globalization. Relating to the aspect of practicality in the Jakarta Population Agency shows that there is an indication of the similarity of perception to this real help aspect. This can be indicated by the table below.

Table 4. Descriptive Analysis

Respondents Opinions	Group of Respondents		Sum
	Appraiser		
	Observation		
1	1	4	5
2	7	19	26
3	2	4	6
4	0	1	1
5	0	0	0
Total	10	28	38
	Expectation		
1	1,32	3,68	5
2	6,84	19,16	26
3	1,58	4,42	6
4	0,26	0,74	1
5	0	0	0
Total	10	28	38

Source: Research Data, 2013

4. Fourth Policy: Factors of Acceptance

An objective assessment of performance by reducing the intervention of other parties so that the results of the assessment can be accepted by all employees both valuers and valuable. Transparency of assessment results between assessors and those assessed. This can create an organizational climate of Jakarta Population Department to be positive, and healthy and encourage employees to do everything they can, and feel good about doing something. The existence of a joint effort to understand various problems as well as find the solution of the problems faced by the DKI Jakarta Population Agency, especially with regard to the implementation of performance appraisal of employees.

Table 5. Descriptive Analysis

Respondents Opinions	Group of Respondents		Sum
	Appraiser		
	Observation		
1	2	2	4
2	7	15	22
3	1	7	8
4	0	3	3
5	0	1	1
Total	10	28	38
	Expectation		
1	1,05	2,95	4
2	5,79	16,21	22
3	2,11	5,89	8
4	0,79	2,21	3
5	0,26	0,74	1
Total	10	28	38

Source: Research Data, 2013

5. Fifth Policy: Reliability Policy

Appropriateness between the appraisal result and priceless through a performance appraisal system that can assist in the preparation of employees to hold jobs at a higher level. This is done by continually reinforcing the development of employee behavior, and the quality in accordance with the need for positions, and the level is higher in the organization DKI Jakarta Population Agency. The need for consistent appraisal assessments to be assessed, by granting independence of the appraisal assessor so as to provide an accurate assessment of the priceless. Avoiding personal relationship factors between the assessor, and valuable by staying high on the value of objectivity assessment. In this regard, in the DKI Jakarta Population Service if it is compared between the respondent group of assessors, and priceless shows the similarity of perception between the two groups of respondents. This can be seen in the table below:

Table 6. Descriptive Analysis

Respondents Opinions	Group of Respondents		Sum
	Appraiser		
	Observation		
1	2	5	7
2	6	17	23
3	2	3	5
4	0	0	0
5	0	3	3

Respondents Opinions	Group of Respondents		Sum
	Appraiser		
	Observation		
Total	10	28	38
	Expectation		
1	1,84	5,16	7
2	6,05	16,95	23
3	1,32	3,68	5
4	0	0	0
5	0,79	2,21	3
Total	10	28	38

Source: Research Data, 2013

Thus, there is a reality in the Jakarta Population Agency which indicates the assumption of the organization members that the organization has a meaning or the performance appraisal is reliable enough for the organization of the DKI Jakarta Population Department.

6. The Sixth Policy: The Relevance Factor

Clarify the link between performance standards for a particular job with the goals of the Jakarta Population Agency. Clarify links between work elements identified through job analysis with dimensions to be assessed on the appraisal form. The need to clarify the link between the standards for a particular worker, the organizational goals, and the link between the elements of work identified through job analysis with the dimensions to be assessed on the activity form. Hail of relevance can be seen in the table below:

Table 7. Descriptive Analysis

Respondents Opinions	Group of Respondents		Sum
	Appraiser		
	Observation		
1	0	2	2
2	1	2	3
3	4	9	13
4	5	13	18
5	0	2	2
Total	10	28	38
	Expectation		
1	0,53	1,47	2
2	0,79	2,21	3
3	3,42	9,58	13
4	4,74	13,26	18
5	0,53	1,47	2
Total	10	28	38

Source: Research Data, 2013

Thus, based on the results of the above table it can be stated that there is no difference of perception between the group of respondent appraisers, and priceless on the relevance aspect of performance appraisal. Thus, each of these valuable, valuable assessment groups has the same perception of the relevance of performance appraisal. This means that the assessor, and this valuable agree that there is a suitability or relevance of the performance of performance appraisal functions in the DKI Jakarta Population.

CONCLUSION

The effectiveness aspects of the performance appraisal that are declared effective is the relevance factor. While that is not effective is the sensitivity, reliability and practicality. Very ineffective is the feedback aspect to the results of the performance evaluation of employees. The existence of the same perception between the assessor and the valuable relates to the effectiveness of the performance appraisal. This means that the assessor, and the valuable agree that there are suitability aspects of effectiveness in the implementation of performance evaluation in the DKI Jakarta Population Department. Policies that can be taken to fix the implementation of human resource performance evaluation in the Jakarta Population Agency to have high effectiveness, and able to provide input for the organization, among others: feedback factor, sensitivity factor, practicality factor, control factor, and relevance factor

REFERENCES

- Dessler, G. 2007. *Human Resources Management*. Prenhalindo: Jakarta.
- Mitrani, A. 2005. *Manajemen Sumber Daya Manusia Berdasarkan kompetensi*. Pustaka Utama Grafiti: Jakarta.
- Pareek, U. 2005. *Mendayagunakan Peran-Peran Keorganisasian*. Pustaka Binaman Presindo: Jakarta.
- Simamora, H. 2013. *Manajemen Sumber Daya Manusia*. YPKN: Jakarta.