

Performance Assessment of Kembang Merbabu Employees

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Abstract

This research aims to investigate the working conditions at Omah Kembang Merbabu and the process and benefits of employee performance evaluation in the company. The research method used is structured interviews with employees at Omah Kembang Merbabu as the primary source of information. The interviews were conducted face-to-face using a pre-arranged set of structured questions. Based on the interview findings, it can be concluded that the working conditions at the company are considered good and emphasize a sense of family in the workplace. The Standard Operating Procedures (SOP) implemented at the company are not significantly different from those in other places, which prioritize discipline and orderliness. Employee performance evaluation at Omah Kembang Merbabu is conducted through both vertical and horizontal assessments, considering important aspects such as performance standards, neatness and attitude, discipline, responsibility, and loyalty.

Keywords: Working Conditions, Omah Kembang Merbabu, Employee Performance Evaluation

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1. Introduction

Human resources are very important and have a major role in company activities. Management of quality human resources will determine the success of the company in preparing plans, carrying out operational activities, and controlling the course of the company to achieve the goals set. Maintenance of employee performance is key in optimizing employees in carrying out the assigned duties and responsibilities. In the company, it takes people who perform well in accordance with company goals.

The satisfactory performance of employees does not occur on its own and instantly, but it requires continuous evaluation (Abadi & Latifah, 2017). Employee performance is the result or achievement of their work, assessed in terms of quality and quantity based on the standards set by the organization. Good employee performance will have an impact on the achievement of organizational goals. To ensure a smooth and balanced process towards achieving company objectives, performance appraisal is necessary.

Performance appraisal is an integral part of the entire human resource management process. Performance appraisal is a system used to assess and determine the extent to which an employee has performed their overall job responsibilities (Curzi, Fabbri, Scapolan, & Boscolo, 2019). According to (Munir, 2019), performance appraisal is a systematic study of an employee's work conditions that is carried out formally and linked to the performance standards set by the company. Meanwhile, (Curzi et al., 2019) argue that performance appraisal is the evaluation of an employee's current and past performance in relation to performance standards. The purpose of performance appraisal is to provide feedback to employees in an effort to improve their work performance, increase productivity, and serve as the basis for various personnel-related decisions. Performance appraisal serves as a guideline in the field of personnel management, expected to regularly and systematically indicate employee job satisfaction.

(Sukamto, Andriyani, & Wahyuni, 2021) Performance appraisal is needed to determine the results or level of success of employees. Through performance appraisal, the results can be used for purposes including human resource decisions, evaluation, and feedback. The underlying objective of performance appraisal is to improve individual employee performance thereby leading to an increase in overall organizational performance. Positive feedback will show that

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employees feel valued for their work and can tell what needs to be improved from them so that employees will improve their performance.

According to (Sukamto et al., 2021), performance appraisal can provide benefits for a company, namely: (1) Performance results can serve as a legal and formal basis for decision-making related to employee development. (2) Appraisal can be used as criteria for the validity of a test. (3) Appraisal provides feedback to employees regarding their self-development. (4) Appraisal results can help identify training needs, career planning, and development that are appropriate. (5) Performance appraisal can predict problems within the organization. (6) Adjustment of employee compensation.

According to (Hamali & SS, 2018) in his article, the objectives and benefits of performance appraisal are to help improve performance assessment, establish individual performance goals, enhance job performance, and provide fair employment opportunities for employees. It is expected that performance appraisal can create employees with integrity and positive values for both the company and themselves. Good actions will result in good responses. Performance appraisal should not only be conducted when an employee makes a mistake in performing their duties, but also outside of those mistakes. This is important to motivate employees to carry out their tasks and achieve the company's targets. For companies with a reward system, it will further boost employee motivation, and there is a greater possibility of being promoted to a higher position if the employee has good performance appraisal results.

Assessment of a job within a company is an evaluation that can improve the quality of the company in sustaining its activities (Abadi & Latifah, 2017). Performance appraisal is a way to control individuals towards improvement and serves as a measure to assess employees' contributions to the organization or company and for their personal development (Palguna & Utari, 2020).

2. Literature Review

2.1. Human Resource Management

Human Resource Management is a field of study used to develop the quality of a workforce or individuals for effective and efficient performance in a company in order to achieve a goal. It is a discipline that examines the relationships among people within the context of an organization. The main element in HRM is human beings, and it involves the planning and coordination of human resources to contribute thoughts, innovation, and creativity within the company. The primary objective of human resource management is to utilize the workforce's contributions to enhance the company's productivity and achieve its goals. The study of human resource management combines various disciplines such as psychology, sociology, and others. HRM also encompasses the implementation of planning systems, employee recruitment, employee development, job evaluation, employee compensation, and employee relations (Onsardi, 2020).

2.2. Performance Assessment

Performance appraisal) is a system used to assess or provide job evaluations for employees based on their job descriptions and company regulations. Performance assessment is a process to measure an employee's performance based on established company rules by comparing their work results with the required standards. According to (Evita, Muizu, & Atmojo, 2017), performance appraisal is a formal system conducted by companies to evaluate employees' performance in carrying out their tasks. Performance appraisal is one way to assess the quality of human resources within a company. When performance appraisal aligns with job descriptions in the company, it can lead to rewards such as bonuses, salary increases, and even promotions to higher positions (Sembiring et al., 2021). Performance assessment or measurement is a crucial factor in a company. It serves as the basis for determining the reward system, and management also utilizes performance appraisal to evaluate performance over a specific period (Hamali & SS, 2018).

(Sedarmayanti, 2017) in her book wrote about several requirements for a performance appraisal system, namely: relevance: to measure activities that are interrelated, such as the suitability between the job and the predetermined goals, acceptability: the results of the appraisal system should be acceptable in relation to the success of a job, reliability: the appraisal results should be trustworthy (consistent), sensitivity: referred to as a sufficiently sensitive assessment to capture the success or failure of employees in performing their job.

(Ananta & Winiarti, 2013) that assessed employee performance for promotion using the GAP competency method resulted in ranking job positions for high-performing employees. The research conducted by (Zudia & Nasir, 2010) on Organizational Performance Assessment Analysis using the Balance Scorecard concept at PT. Bank Jateng Semarang

concluded that PT. Bank Jateng improved company performance by implementing the Balance Scorecard concept. In a study conducted by (Mayasari, Haryanti, & Hindiarto, 2012) on performance assessment based on competencies and Key Performance Indicators (KPIs), employee performance was evaluated based on various aspects, including reliability, relevance, practicality, and sensitivity.

2.3. Performance Appraisal Process

According to (Riyanto, 2019), performance appraisal always involves a three-step research process: (1) establishing work standards; (2) assessing actual employee performance relative to the standards (typically involving multiple assessment forms); and (3) providing feedback to employees with the aim of helping them eliminate performance deficiencies or continue performing above the standards.

According to (Rachman, 2018), the starting point of the performance appraisal process is the identification of performance goals. A performance appraisal system may not effectively meet every desired goal, so management must select specific goals that are believed to be most important and realistically achievable. The next step in this continuous cycle is to establish performance criteria and communicate performance expectations to stakeholders. Then the work is performed, and the supervisor evaluates the performance. At the end of the appraisal period, the appraiser and employee jointly assess performance in the job and evaluate it against the established performance standards.

2.4. Barriers to Performance Assessment

In research Astuti (2006) found some common problems in determining a performance appraisal which will be explained in Table 1.

Table 1. Common problems in determining Performance Assessment.

No	Problem	Information
1	Unclear work standards	Enter the phrases that make up a descriptive to define each characteristic and what is meant by a standard such as "good" or "unsatisfactory".
2	halo effect	The bias of judgment on a person on other characteristics.
3	Central trend	The tendency to rate all employees by means of the same average level.
4	Too loose or too hard	Tendency of supervisors to rate all subordinates either high or low.
5	Prejudice (bias)	Tend to follow a difference such as gender, race, age to affect the level of appraisal of employees.

Tabel 1 explains common problems in determining Performance Appraisal, namely unclear work standards, halo effect, central tendency, being too lenient or too strict, and bias. There are several factors related to performance appraisal for employees according to (Kandou, 2016): Attitude is a way of placing oneself or doing something through actions. Loyalty, the more often employees provide their services to the company, the higher their loyalty, and the higher the loyalty of human resources to the company, the higher the productivity of the company. Attendance in accordance with the Labor Law, workers who are absent for five or more days without valid reasons, and have been called twice by the employer, can be considered as resignation and the employer can terminate their employment. The worker is entitled to receive compensation and severance pay.

2.5. Benefits of Performance Appraisal

In (Murty, 2012), performance appraisal can be used for: 1) Introducing change, including changes in organizational culture. 2) Defining goals, targets, and objectives for future periods. 3) Giving individuals unattainable targets as a tool for future termination. 4) Providing evidence that the organization is challenging employees to deliver high performance. 5) Reviewing past performance with the purpose of evaluation and linking it to compensation. 6) Lobbying appraisers for political purposes, and even dubious ends. 7) Obtaining special favors. 8) Agreeing on learning goals. 9) Identifying and planning to build strengths. 10) Identifying and planning to eliminate weaknesses. 11) Building constructive dialogue about performance that can continue beyond the appraisal discussion. 12) Enhancing existing manager-subordinate relationships. 13) Keeping the company or major shareholders satisfied, but without any intention of using the appraisal to manage the company.

Meanwhile, according to (Silaen et al., 2021), the benefits of performance appraisal are: 1) Compensation adjustments. 2) Performance improvement. 3) Training and development needs. 4) Decision-making regarding promotions, transfers, terminations, dismissals, and workforce planning. 5) For personnel research purposes. 7) Assisting in diagnosing personnel design flaws.

3. Method

This research aims to assess the performance of employees at Omah Kembang Merbabu using a qualitative approach through interview method. Employee performance evaluation is a process conducted to measure the extent to which employees have achieved job goals and their contributions to the company. The research method employed in this study is a qualitative approach, which allows the researcher to gain in-depth understanding of the experiences and perceptions of employees related to their performance (Gumilang, 2016). The main method to be used is interviews with employees at Omah Kembang Merbabu.

Key informants in the study are individuals who are utilized to obtain information related to the research based on the situation and conditions of the research background (Moleong, 2021). In this study, the key informants are: 1) The Head of HR or Personnel Department at Omah Kembang Merbabu. 2) The Head of Operations at Omah Kembang Merbabu. 3) Employees of Omah Kembang Merbabu. The data collection process will be conducted through in-depth interviews with selected employees as the samples. The interviews will be guided by questions related to employee performance, job goals, work experience, and their perceptions of factors influencing their performance. The interviews will be recorded to ensure data integrity and subsequently analyzed in-depth

4. Result

4.1. Picture of Merabu Flower Omah



Figure 1. Omah Kembang Merbabu

Omah Kembang Merbabu is a resort, hotel and restaurant that carries a contemporary concept. The place whose building is similar to the White House in America is located Jl. Ngablak - Grabag, Kragean, Jogoyasan, Kec. Ngablak, Magelang Regency, Central Java 56194. Omah Kembang Merbabu has an attraction, such as the unique shape of the building by carrying a European-style concept. The shape of the building is filled with white paint complete with large pillars that stand firmly to support the main building. Omah Kembang Merbabu also has a villa building on the side. The villa has green façade nuances and is filled with typical European ornaments.

The attraction of Omah Kembang Merbabu is that it offers the concept of a café and villa with a unique and aesthetic building shape and surrounded by a very charming mountain panorama. One interesting thing for tourists is to be able to enjoy the beautiful view of Mount Merbabu, Mount Andong and Mount Telomoyo which is very clearly presented from this place. Omah Kembang also has fresh and cool air typical of the mountains because it is located on the Ngablak plateau on the slopes of Mount Merbabu. Tourists can order coffee or various other foods and drinks at the café and enjoy it in the open nature area while having exciting hangouts and looking at the enchanting natural beauty. There are also three Swiss-style villas and a comfortable camping area with complete facilities for visitors who are interested in staycation or camping

Omah Kembang Merbabu is a tourist spot that does not charge an entrance fee. Visitors only need to pay for the food and drinks ordered, while menu prices are very affordable. Employees at Omah Kembang undergo training when they first join to understand work standards and achieve alignment with the company owner. Employee recruitment is carried out according to needs and employee management is carried out properly, including attendance management using finger print and fair performance appraisal. Employees experiencing job difficulties are given additional training to help them adapt. Overall, employee performance appraisal is very important at Omah Kembang Merbabu.

4.2. Employee Performance Assessment of Omah Kembang Merbabu

The working environment conditions of Omah Kembang Merbabu are very good, there are no toxic things among employees, based on information obtained from sources, employees at Omah Kembang Merbabu adhere to family principles. Fellow employees will support each other's work if there are obstacles or things that really need more support. "As I said earlier, if the culture or work environment here is fine, there are no toxic things. Fellow employees are also very family, if anyone needs help, they will help support fellow employees. Usually, if there are obstacles or things that need help, they will help each other." (Results of Interview with Mr. Thomas Agus Riyanto, 2023)

Regarding work standards or SOPs at Omah Kembang Merbabu are not much different from standard standards in other places, such as time discipline both from arrival and other time disciplines and another important standard is grooming, this is because Omah kembang Merbabu is a villa and restaurant so that the appearance of employees will be very important. Every employee must also be able to understand and understand every existing jobdesk. Therefore, every employee must understand and understand what to do every day (greeting). "For the standards, yes, more or less the same, time discipline and for us, there is such a thing as greeting and grooming. Greeting is related to what we have to do, when to do it. While grooming is related to the appearance of the mother, the term when leaving is bathing, neat appearance and not using flashy jewelry". (Results of Interview with Mr. Thomas Agus Riyanto, 2023)

Work standards and SOPs are always conveyed by Omah Kembang Merbabu or management to all employees. This is done so that there are no misunderstandings between employees and employees and Omah Kembang merbabu. The delivery of work standards at Omah Kembang Merbabu is important and is done every time there are new employees present or at certain moments. "For work standards to be delivered, that's an important thing. It must be conveyed, especially for new employees and also at certain moments. All employees need to know the work standards or SOPs so as not to cause misunderstandings between employees or employees and omah kembang merbabu". (Results of Interview with Mr. Thomas Agus Riyanto, 2023) "There are mabak, if the standard of work must be done, what time to leave and others it is conveyed at the beginning of entering the training pass". (Results of Interview with Mbak Yuli as employee, 2023)

How to assess the actual performance of employees against work standards carried out by means of vertical and horizontal assessments. This means that superiors will provide direct assessments to employees through their daily activities, fellow employees will also provide assessments. The important points of assessment such as performance standards regarding neatness and attitude, discipline (absenteeism) and responsibility and loyalty. "For performance appraisal, we are the same directly, so each employee assesses how every day. We judge it by neatness and attitude, discipline and responsibility and loyalty. Later also assisted by assessment by fellow colleagues". (Results of Interview with Mr. Thomas Agus Riyanto, 2023)

The method or method of measuring employee performance at Omah Kembang Merbabu is carried out through direct observation, the important thing is that employee initiative will have differences between employees who have good performance and those who are not good in terms of initiative. The method or method of performance appraisal between permanent employees and training employees has no difference. Based on the results of interviews with sources, it was stated that the performance appraisal of karaywan was carried out at any time (there was no special time). "Measuring it from this initiative earlier, mabak, the initiative is when you are lonely to do, when you are lonely to do. So there is a difference. Later it will also be seen employees who have good performance when given more responsibilities like what will be seen the difference. Basically, performance appraisals are done directly and it is quite clearly visible. And the performance appraisal between permanent and training employees has no difference (equally)". (Results of Interview with Mr. Thomas Agus Riyanto, 2023)

The main purpose of conducting employee performance appraisals at Omah Kembang Merbabu is to produce accurate information about employee behavior and performance at Omah Kembang Merbabu. The more accurate the information generated, the greater the potential for assessment to affect Omah Kembang Merbabu. Through performance appraisals can find out the needs of employees such as motivation, training. Through performance assessment, it can also determine

rewards and punishments. "The goal is that we will choose the best employees, because employees if they have standards they have work motivation and work standards every day. So from the performance appraisal, we can know what kind of employee skills and employee skills. From performance appraisals can also be a benchmark for providing training, providing bonuses for employees who work very well. Personally, employees know their strengths and weaknesses so that they can spur them to grow. For superiors who assess, they will pay more attention and get to know their subordinates, so they can be more motivating" (Results of an Interview with Mr. Thomas Agus Riyanto, 2023)

After the performance appraisal conducted at Omah Kembang Merbabu, employees will go through the stages of discussing the results both due to good performance and poor performance. Performance evaluation at Omah Kembang Merbabu is carried out at least once every 1 month. "Yes, of course we have a term that there is an evaluation every month or sometimes the weekly tip, so we also convey to the staff what you are still lacking, what needs to be improved". (Results of Interview with Mr. Thomas Agus Riyanto, 2023) "There is a mabak, usually once a month or once every 2 months, later there will be a meeting with Mr. Agus to discuss discussions, if there is a mistake immediately conveyed what needs to be corrected. If there is a reward, it will also be given later, mbak". (Results of Interview with Mbak Yuli as employee, 2023)

At Omah Kembang Merbabu, employees who have better performance than others will get rewards in the form of salary increases or monthly bonuses. While the punishment system, Omah Kembang Merbabu is still using the principle of kinship, so the current punishment system does not exist. Employees who have good performance or mistakes are only limited to being given reprimands and skill training from seniors. "Yes, like earlier, mabak, for rewards, we can increase the salary or later get bonuses. If our punishment is the same, we have not determined what the punishment is. Because here is still a family system. At least if there is a mistake or know something that is not good, we kasi reprimand. If the performance is still not wrong, then we can get the same training that is more senior. (Results of Interview with Mr. Thomas Agus Riyanto, 2023) "If the reward is usually a bonus, it's the same as a salary increase. As for punishment, it's never been before, mabak. At most, it will be called to be reprimanded already. There is no salary cut and so on". (Results of Interview with Mbak Yuli as employee, 2023)

Tabel 2. Summary of Aspects of Employee Performance Appraisal

Aspect	Result
Working environment conditions	Good working environment conditions and adopted a family model
SOP or work standards that are applied	<ul style="list-style-type: none"> • Focus on grooming and greeting. Grooming is related to appearance, while Greeting is related to duties and responsibilities • Work standards or SOPs are always conveyed to employees
How to evaluate performance	<ul style="list-style-type: none"> • Vertical (superiors to subordinates) and Horizontal (fellow employees) • How to measure through direct observation
Performance Assessment Purpose	<ul style="list-style-type: none"> • Knowing the needs of employees • Determine reward and punishment • There is a performance evaluation
Impact of performance appraisal	<ul style="list-style-type: none"> • Improved employee performance • 2. Employees who have good performance get a bonus

4.3. Barriers to the Performance Assessment Process at Omah Kembang Merbabu

Basically, the work appraisal system at Omah Kembang Merbabu has no obstacles. This is because the performance appraisal system at Omah Kembang Merbabu is still very simple through direct observation by the coordinator and fellow employees. Based on the obedience of the speakers, Omah Kembang Merbabu also does not have a perfect management structure and is in the stage of heading in a good direction. Obstacles or obstacles that occur are only limited to responsibility by the division coordinator, because each division head or coordinator cannot be professionally responsible for the employee performance appraisal process. Based on the existing obstacles, the way that Omah Kembang Merbabu deals with these obstacles is to slowly learn in a better direction, starting to lead to a better and neater management structure. So that the roles and responsibilities of each coordinator can be clear. "We only have this obstacle for the responsibility of a coordinator, so the term for our organizational structure is not yet fully formed. So

the term is still nyambi nyambi lah. It's that we lack people who really hold that role, mabak". (Results of Interview with Mbak Yuli as employee, 2023).

Table 3. Summary of Aspects of Barriers to Employee Performance Appraisal

Aspect	Result
Performance Appraisal Barriers	Lack of responsibility of the division coordinator Unable to be professional in the assessment process

4.4. Benefits of Employee Performance Assessment at Omah Kembang Merbabu

Performance appraisal is an assessment tool that not only serves as a means of evaluating employee performance but also as a basis for development and motivation of employees. The benefits of employee performance appraisal are not only directly felt by the employees themselves but also provide benefits to the management and Omah Kembang Merbabu as a whole. The benefits that employees experience through performance appraisal include receiving feedback for self-development, improving performance, and having the opportunity to receive bonuses and salary increases through performance appraisal. For Omah Kembang Merbabu itself, employee performance appraisal provides the benefit of using the assessment results as a reference or basis for rewarding employees. In addition to individual assessment purposes, performance appraisal is also expected to assess the extent to which individuals demonstrate attitudes and abilities to cooperate within a team. Therefore, performance appraisal can improve employee performance. Furthermore, performance appraisal can also serve as a guide for self-development or training needs for employees at Omah Kembang Merbabu. "The benefits, in my opinion, for the employees include feedback from me to help them develop themselves better and the possibility of receiving bonuses or rewards that are not distributed equally. As for the benefits for Omah Kembang, it helps in understanding the performance of employees, which serves as a basis for giving bonuses or salary increases. Additionally, it allows us to identify the actual needs of the employees, such as whether they require further training or development. It's beneficial for both parties."

Performance appraisal is an appraisal tool whose results are not only used as material for evaluating employee performance, but also as a basis for developing and motivating employees. The benefits of employee performance appraisal are not only felt directly by the employees concerned, but also provide benefits to the leadership and Omah Kembang Merbabu itself. The benefits felt by employees with performance appraisals are feedback for self-development, can improve performance and with performance appraisals employees also get the opportunity to get bonuses and salary increases. For Omah Kembang Merbabu itself, employee performance appraisal provides benefits in the form of assessment results that can be used as a reference or basis for giving rewards. In addition to the purposes of individual assessment, performance appraisal is also expected to provide an assessment of the extent of individual attitudes and abilities in collaborating in the team. So that the performance appraisal will be able to improve employee performance. In addition, performance appraisal can also be a guideline for self-development or training needs for Omah Kembang Merbabu employees. "The benefits yes, I think if the benefits for employees there is feedback from me to provide them to develop themselves to a better one, then there are bonuses or rewards that are not the same as all. If the benefits for Omah Kembang are to know what kind of employee performance, as a reference in giving bonuses or salary increases, then with this later you can know what the real employee needs are. Does it need further training or training. Just as useful. (Results of Interview with Mbak Yuli as employee, 2023).

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Table 4. Summary of Beneficial Aspects of Employee Performance Appraisal

Aspect	Result
Benefits of Performance Appraisal	1. The results of performance appraisal become material for managerial evaluation
	2. Feedback for self-development for employees
	3. Performance improvements
	4. Opportunity to get bonuses
	5. Self-development guidelines or training needs
	6. Guidelines for giving bonuses and punishments
	7. Motivation for employees to be better

5. Discussions

The method of evaluating employee performance at Omah Kembang Merbabu is not in line with previous research (Natanael & Mulyono, 2017; Sukamto et al., 2021) who stated that the performance appraisal process is carried out using the company's performance appraisal form to be able to determine the improvement of employee performance, and HRD will recap the results of the assessment using Microsoft Excel. Employee performance appraisals are written on the company's appraisal form. Meanwhile, performance appraisal at Omah Kembang Merbabu is still in a simple way, through direct observation by superiors or coordinators and also fellow employees. The results of the assessment are also not documented but disseminated directly to the employees concerned.

Performance appraisal criteria at Omah Kembang Merbabu are about neatness and attitude, discipline (absenteeism) and responsibility and loyalty, this supports (Prihatinta & Wiwoho, 2017) employee time rotation is a way of adjusting voluntarily to company regulations, decisions and assessments. (Pandelaki, 2018) companies must be able to maximize employee performance with strong cooperation and good behavior. (Afriansah, 2019) neatness and attitude affect service, by providing excellent service, neat appearance and good attitude, visitors will feel a satisfying impression. Responsibility is important because, by being responsible for the work and tasks given by employees determine the quality of work, on the other hand loyalty to the company is also something important.

The purpose of Omah Kembang Merbabu performance appraisal is to produce accurate information about employee behavior and performance at Omah Kembang Merbabu it is useful to improve the quality of employee work to encourage company goals, this supports (Mubarak & Syarif, 2006) in improving the quality of employee performance, companies need to conduct performance appraisals to prepare employee quality well, Skillful, fast and precise in order to achieve the goals and progress of the company. Through performance appraisals can find out the needs of employees such as motivation, training. Through performance assessment, it can also determine rewards and punishments. Omah Kembang Merbabu does not make any difference in performance appraisal of training employees and permanent employees are all assessed equally. After an employee performance appraisal shows changes in morale more alert and responsive to the surrounding situation, employees who have more performance will get bonuses and salary increases, and employees who have not had progress at work will be retrained or reprimanded if they make mistakes.

Based on the results obtained in the study, 2) The factors that support the assessment of kerja karyawan in Omah Kembang Merbabu are Attitude and appearance, Absenteeism, and Loyalty. A good attitude will affect the work done and service to visitors and fellow colleagues, absenteeism is a reflection of employee discipline, and employees who do work permits beyond the specified time will affect the salary obtained and employees will get a reprimand from the Head of Division and Head of HR, and employee loyalty to the company such as being ready to do additional working hours when crowded with visitors, Can serve visitors well and friendly until visitors feel comfortable, and loyalty to fellow employees can help each other and work together.

Attitude is a way of behaving to place oneself and behave Kandung, Lengkon, & Sendow, (2016). While being one of the performance appraisals and responsibilities of employees. Therefore, employee attendance is relevant, efficient, accurate, can help management to make decisions and provide performance appraisals. Meanwhile, employee loyalty

will make him have a sense of loyalty to the company to help encourage the company to be more advanced and achieve its goals (Saputra, Bagia, Yulianthini, & SE, 2016).

Giving rewards to employees who have good performance can improve the performance of Omah Kembang Merbabu employees, rewards given in the form of bonuses and salary increases. This is in line with research conducted by (Lutfi & Hepiyanto, 2020) employee performance will be influenced by giving rewards and punishments, because employees who get rewards will be more enthusiastic and conscientious, and vice versa employees who get punishment will further improve their performance so as not to get punishment and can get rewards.

Employee performance appraisal is needed by Omah Kembang Merbabu in order to make continuous improvements. Therefore, conducting performance appraisals has various reasons, including: 1) performance appraisals provide information for consideration of giving promotions and determining salaries, 2) performance appraisals provide feedback for managers and employees to introspect themselves and review employee behavior, both positive and negative and 3) performance appraisals are needed for training and development considerations. Looking at the various reasons and materials for consideration, performance appraisal can have an influence on improving employee performance at Omah Kembang in a company.

The main reason for holding performance appraisals is to create an increase in performance quality, and its further effect on increasing productivity and profit in Omah Kembang Merbabu. The results of the study support the research conducted by Sembiring et al., (2021) the benefits of performance appraisal as: 1) Compensatory adjustments 2) Performance Improvement 3) Training and development needs 4) Decision making in terms of placement of promotions, mutations, dismissals, dismissals and workforce planning 5) For the benefit of personnel research 7) Assist in the diagnosis of employee errors.

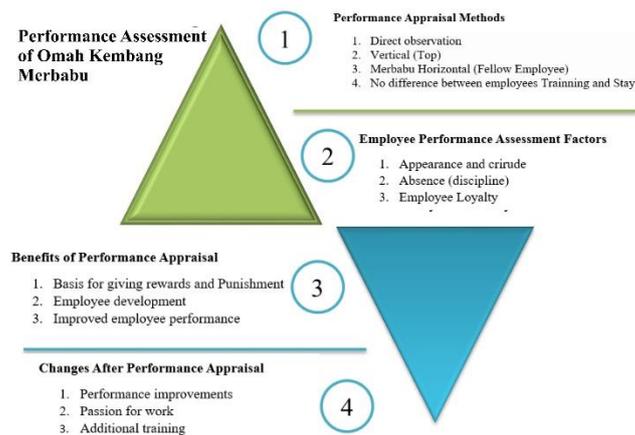


Figure 2. Performance Appraisal of Omah Kembang Merbabu

Figure 2. shows about Employee Performance Appraisal at Omah Kembang Merbabu. Some of the variables found in this study show that performance appraisal uses a simple method through direct observation by the coordinator or head of the HR division and fellow employees. The assessment is carried out without difference in assessment of training employees and permanent employees after the assessment, employees show changes in morale, get a position increase if the employee's performance meets the criteria, and additional training is carried out if the employee is felt to have no progress during work.

Through the results of the study found that an important factor in judging is Employee Attitude, Attitude is one of the performance appraisal factors, employees must have a good Attitude to be able to provide good service to visitors, Attitude according to the explanation of (Kandou, 2016) explained as the regularity or absence of feelings and thoughts in acting with aspects of the social environment Attitude is also seen through performance with Other employees can work together compactly, or even just work alone and feel most right. Through field observations, the Head of Field will assess well, wisely and fairly so that the results obtained by each employee are in accordance with the performance they do.

Absenteeism or employee discipline also affects performance appraisal factors, employees who make absences beyond the specified time will get a special reprimand by the Head of Division and Head of HR and this will also affect the salary to be obtained, besides that attendance is also information about time discipline for employees. Attendance carried out at each company must support good management and relevant attendance information, and accurately can be used as material for employee performance appraisal (Junaidi, Anugrah, & Pancasakti, 2015).

Employee Loyalty, the results of the study prove that if employee loyalty to the company is also one of the most important assessments in order to help realize the achievement of company goals, such as employees who are at Omah Kembang Merbabu explained that sometimes the restaurant serves visitors beyond the predetermined operational time, then in such circumstances restaurant employees can be said to be overtime, this is included in employee loyalty to the company, Loylaitas towards fellow employees such as cooperating and helping each other is also an assessment for all employees of Omah Kembang Merbabu. According to (Saputra et al., 2016) Employee loyalty is a sense of loyalty and individual awareness to the company as seen from morale, work discipline and attitude during their work.

HR management through performance appraisal affects employee performance productivity (Iskandar, 2018). According to (Martusa, n.d.) in forming good corporate governance is needed to manage and control employees with the application of values for employees such as Fairness employees are expected to do work fairly according to their respective responsibilities, Independency employees can complete work in accordance with company goals, Transparency is expected employees can be open / transparent in doing all their work if they have obstacles must Can be discussed with superiors in order to get the best solution. Employee responsibility is expected to complete authority in a timely manner, Employee accountability must be responsible for the money used by the company in carrying out its operations. In the results of previous research, employee performance appraisals require employees to be able to compile ideas or concepts of short-term targets, then can be discussed with managers. If accepted, the target can be a benchmark for performance appraisal for these employees.

The results of the study prove that with the existence of performance appraisals that can improve employee performance. Employees who work well will get rewards that motivate themselves to be better. On the other hand, employees who do not have good performance will be motivated to get rewards and improve their performance. (Dessler, 2015) states that performance appraisals provide feedback to employees with the goal of motivating the person to eliminate performance deterioration or perform even better. In this context, it is related to the perception of employee fairness about the performance appraisal system, reward and punishment. There are two types of justice: distributive justice and procedural justice. Procedural fairness relates to the trust and presumption of employees in the appraisal procedure whether it is fair or not. Positive feedback will show that employees feel valued for their work and can tell them what needs to be improved so that employees will improve their performance.

6. Conclusion

Based on the results of interviews with resource persons, it can be concluded that the working environment conditions in Omah Kembang Merbabu can be categorized as good and prioritize kinship at work. SOPs in Omah Kembang Merbabu are not much different from SOPs in other places that prioritize discipline and apathy. Every SOP will always be conveyed to employees. This is done so that employees can work in accordance with SOPs so that they are expected to provide good performance. At Omah Kembang Merbabu itself conducts performance assessment by means of vertical and horizontal assessments. Important points of assessment such as performance standards regarding neatness and attitude, discipline (absenteeism) and responsibility and loyalty. Meanwhile, the employee performance appraisal method at Omah Kembang Merbabu is carried out through direct observation. The purpose of performance appraisal is to be able to find out the needs of employees such as motivation, training. Through performance assessment, it can also determine rewards and punishments.

There are several gaps in the performance appraisal process at Omah Kembang Merbabu, this happens because the appraisal system is still very simple through direct observation by the coordinator and fellow employees. Obstacles or obstacles that occur are only limited to the responsibility of the division coordinator. The benefits of employee performance appraisal are not only felt directly by the employees concerned, but also provide benefits to the leadership and Omah Kembang Merbabu itself. The benefits felt by employees with performance appraisals are feedback for self-development, can improve performance and with performance appraisals employees also get the opportunity to get bonuses and salary increases. For Omah Kembang Merbabu itself, employee performance appraisal provides benefits in the form of assessment results that can be used as a reference or basis for giving rewards. The existence of employee performance appraisals at Omah Kembang Merbabu plays an important role in employee performance. With the performance appraisal, evaluation and reward have an impact on changing employee performance for the better. The

evaluation results of performance appraisals become the basis for employees to improve themselves even better and rewards in the form of bonuses or salaries for employees who have good performance also motivate other employees to show their best performance.

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