

Application of Behaviorally Anchor Rating Scale (BARS) Method to Assess Employee Performance at Diskoperindag Aceh Jaya

Asmaudi¹, Iing Pamungkas²,

^{1,2} Industrial Engineering Study Program, Faculty of Engineering, Teuku Umar University Jl. Alue Peunyareng, Gunong Keling, Subdistrict, Meureubo, West Aceh Regency, Aceh 23681
*asmaudiujp@gmail.com

ARTICLE INFO

Article history:
Accepted

Keywords:
Employee
Performance
Appraisal
Behaviorally Anchor Rating Scale (BARS)

ABSTRACT

The application of performance Of course, it has an important role and function for the company, but it is also related to future office decision-making as an office strategy. This also applies to the offices of Aceh Jaya Diskoperindag. The current evaluation conducted at the Aceh Jaya Discopelindag Office is a criteria-based evaluation, but currently there are no standard criteria for evaluation by these criteria and the evaluation of employees is subjective. We see current ratings as being ineffective and inconsistent with official targets because they create problems for employees. As a result, employees feel uncomfortable and unmotivated at work. To solve these problems, we provide a performance evaluation based on the Behaviorally Anchor Rating Scale (BARS) method. This BARS method overcomes the problem of employee performance evaluation, which was originally subjective, and ultimately helps Aceh Jaya Diskoperindag Office employees to work comfortably and have high.

Copyright © 2020 Politeknik Aceh Selatan.
All rights reserved.

I. Introduction

Government agencies must be able to adapt to the environment and changes in order to continue to serve society in the age of globalization. Organizational personnel are generally expected to perform their work effectively, efficiently, productively and professionally in order to enable the organization to achieve its goals. It is said to have a lot of human resources and at the same time not much competitiveness to ensure that the organization can provide quality public services that meet the standards of the community.

Employee performance is a benchmark used by an institution in assessing the work of its employees. Employees who have performance that is in accordance with standards and even exceeds it can be given awards that are in accordance with their performance and vice versa, when a employee's performance is not suitable, they will be subject to consequences in the form of promotion, compensation increase, mutation, to work stoppage. Through the performance appraisal process, institutions can also find out the extent of the goals that have been achieved.

Aceh Jaya Office of Cooperatives, Small and Medium Enterprises, Industry and Trade is the official government agency of Aceh Jaya that has its own duties and functions in supervising all forms of activities both inside and outside such as cooperatives, MSMEs and trade that occur within an area. So, it is necessary to analyze the assessment of good performance in order to serve many people. An institution or institution with excellent staff performance, and the institution operates in accordance with the standards applied by the government of the region

We start with a common problem in Aceh Jaya Cooperative Trade Offices: lack of discipline and the need to use methods to assess employee character and work behavior.



Assessment of work behavior consists of several elements, namely: Service, Integrity, Commitment, Discipline, Cooperation, Leadership and Community Service. behavior assessment is very important as Aceh Jaya's cooperatives, SMEs and Department of Commerce staff still perform their duties inconsistently and thus do not achieve the expected results.

By conducting an effective employee performance assessment in an institution, an institution will be able to optimize its employees in order to achieve the goals of the institution while making employees motivated to be better. However, if the employee's assessment is not good, it will cause many negative impacts on employees and staff in an institution, and these negative impacts will arise in the form of complaints or demands as well as low employee motivation and accompanied by a high level of entry and exit in the institution.

Based on the description above, researchers want to take a deeper look at the assessment of employee performance at DISKOPERINDAG Aceh Jaya. The purpose of this study itself is to measure the level or performance of employees in an institution or a company by assessing the level of skills and abilities of employees in carrying out a mandate or work given in the field and improving the quality and satisfactory work results.

II. Method

This study has a descriptive nature, trying to explain the symptoms, events and happenings that are happening today, trying to explain the problem of employee performance evaluation at DISKOPERINDAG Aceh Jaya. The following data collection techniques were used in this study:

1 Field research

Data is accumulated thru observations and methods carried out through corporations or institutions. In addition to field research, the technique carried out is to conduct interviews by means of direct question and answer to related parties, both management and employees.

2 Literature study

By studying literature, journals, and previous academic papers dealing with employee evaluation. Also, to complete this letter and other supplementary information: The company's stated organizational structure, vision and mission, employee job descriptions and, of course, ongoing employee reviews.

Behaviorally Anchor Rating Scale (BARS)

The BARS method is a method that combines the employee's work attitude and individuality. The method consists of a series of 5-10 vertical behavioral scales for each performance index. There are 5-10 anchors placed in each dimension. The anchors are the behaviors that indicate the performance of each dimension, with the scores ordered from highest to lowest grade. Anchors may be in the form of major incidents obtained by site analysis. This method is usually compiled by a team consisting of HR experts, managers, and employees where this team is tasked with identifying the characteristics of performance dimensions and identifying. Up to 10 specific events per dimension, each analyzed by a team. The selected events are arranged in descending order of scale.

In implementing BARS, at least five stages are needed, namely:

- 1) Create a larger incident. This involves asking people familiar with the job (executives and/or supervisors) to provide specific descriptions of effective and ineffective performance (key events) or analyzing the position.
- 2) Develop performance dimensions in which the events in this phase are grouped into a small

set of work dimensions and each dimension is defined. B. "Sales Skills". .

- 3) Real locate events Another group, aware of this work, reassigned this important event from the beginning. You should create groupings and definitions for important events and assign each event to the group that you deem most appropriate.
- 4) Scale events. Classify the action described by the event accordingly to their effectiveness and efficiency. Each action represents performance in that dimension .
- 5) terminal development. Select 5-10 events as the default behavior for this dimension.

Implementation with the BARS method has the disadvantage of being time-consuming when compared to other assessment methods, but in addition to the disadvantages of BARS also has advantages, namely;

- 1) More accurate size. People who develop the BARS method are those who are experts in the field of HR, besides that it is also included people who know the work well.
- 2) clear standards. Key activities alongside the size give an explanation for what to search for in phrases of proper performance, common performance, etc.
- 3) Returns a message. Important events can easily explain the ranking of judges .
- 4) Independent dimension. Systematically group important events into 5-10 work dimensions (e.g. "machinery skills") .
- 5) Consistency. Performance evaluations based on the BARS method also appear consistent and relatively reliable. This is because different raters tend to give the same person the same rating.

III. Results and Discussion

In connection with the rudimentary assessment of employee performance that has been carried out at DISKOPERINDAG Aceh Jaya, this makes DISKOPERINDAG Aceh Jaya hope to improve the method of assessing employee performance. Based on previous data, to improve employee performance ratings, we use the Behavioral Anchor Rating Scale (BARS) method to assess employee behavior and performance.

The performance appraisal form currently used in DISKOPERINDAG Aceh Jaya has 5 main categories, namely:

- 1. General knowledge
- 2. Work behavior
- 3. Personality
- 4. Leadership
- 5. Managerial

EMPLOYEE IDENTITY

EMPLOYEE NAME : MOHD Royani,S.Pd

POSITION : Business and industrial kasi

Table 1. Employee Assessment Form

No	Criteria	Description	Value					Average
			0	25	50	75	100	
1	Knowledge	General knowledge				✓		Average =n/3
		Problem analysis skills				✓		
		Field expertise				✓		
2	Work behavior	Disciplined,punctual,diligent,tenacious				✓		Average =n/6
		Work together with the team				✓		
		Follow directions or commands				✓		
		Work initiatives				✓		
		Working pressure resistance				✓		
3	Personality	Implementing 5s and k3 work environments				✓		Average =n/4
		Self-confidence in work				✓		
		communication skills				✓		
		Emotional control				✓		
4	Leadership	Responsibility for the company				✓		Average =n/4
		Good leadership and timing skills				✓		
		Delegation of duties and responsibilities to subordinates				✓		
		Able to maintain and make continuous and continuous improvement to enable the smooth achievement of business objectives				✓		
5	Managerial	Ability to analyze and make decisions that are determined					✓	Average =n/3
		Ability to plan, implement, supervise and control				✓		
		Able to maintain successful achievement of official goals and to make continuous and continuous improvement				✓		
		Provide ideas or ideas in order to advance a company or institution					✓	

Employee evaluation weighting is unclear and weighting metrics are missing because the range of evaluators is not clear on the employee evaluation sheet. We create evaluations using the BARS method for each employee evaluation criteria. Formulations using the BARS method are shown in the table below.

Table 2. Assessment formulation form using the Behaviorally Anchor Rating Scale (BARS) method

Indicators	Rating	Anchor
Discipline	5	Consistently present on time with a delay of 0%
	4	Attendance rate $\geq 95\%$
	3	show up late with permission
	2	Absentee level $> 10\%$ and arriving late
	1	Frequent late arrivals and unclear absentee records
Responsibility	5	Always work on assigned tasks, complete tasks on time, follow leader's instructions and deliver results
	4	Always work on assigned tasks and complete tasks on time despite occasional mistakes

		3	Doing the assigned task even though it is late and not quite right with what is instructed
		2	Tasks complete, but often late and with lots of errors
		1	Often do not work on instructed tasks
Teamwork		5	able to communicate well with various parties, and respect the opinions and input of others.
		4	take responsibility for your work and be willing to consider suggestions from others
		3	Know the job descriptions of other people relevant to your job and may need to pre-convince them to adjust their income.
		2	Unwillingness to accept participation when it conflicts own opinion, unaware of the exact role of others with whom they come into contact
		1	Complete inability to coordinate or communicate with various stakeholders and inability to respect the opinions of others
Leadership		5	Be firm and fair to set a good example for all employees
		4	Acts with integrity and fairness and can express one's opinion clearly
		3	Few participants, but still reasonable
		2	Impressive at times
		1	act decisively and impartially
Problem solving and Decision Taking Skills		5	Develop rational and applicable alternative solutions to solve problems
		4	Create a temporary solution for the problem you encountered
		3	You can make decisions without thinking about
		2	Respect individual interests when making decisions
		1	Reject decision-making if necessary
Compliance		5	Always follow work rules and procedures, and follow the instructions of supervisors
		4	Occasionally does not follow work rules or procedures or follow instructions from supervisors, but still within reasonable limits
		3	Not following rules or procedures, disobeying superiors' orders, but within reasonable limits
		2	In some cases, you may violate work rules and procedures as well as instructions from your superiors.
		1	Often violate work rules and instructions given by superiors
Honesty		5	Always report the results of his superiors according to the actual situation
		4	Occasionally not reporting the results of his work to superior based on actual circumstances
		3	The work reported to his superiors is not in accordance with the actual situation but is still at the limit of
		2	Sometimes the work reported to his boss is better than the actual situation
		1	Often report the results of his work are not in accordance with the actual situation
Self-Motivation		5	Perform tasks with extraordinary effort by accepting all consequences
		4	Do more tasks than expected
		3	Work on tasks as expected
		2	requires additional encouragement in order to carry out is duties
		1	Not neglecting the assigned task
		5	Create a complex analysis or plan

Analytical Thinking	4	Establish a good relationship and do not arise problems inside or outside
	3	Able to see basic relationships between problems
	2	Able to use the problem
	1	Not being able to decipher the problem at all
Orientation	5	Crafting mature goals
	4	Improve work performance
	3	Meet management standards set by management
	2	Want to work well
	1	just focus on working without thinking about the target achieved
Innovative	5	Doing new things at the organizational level that cause the company to have better performance
	4	Do new things at the department level so as the performance of that department
	3	Do new things at the division level so as to improve the performance of the division
	2	Doing new things to improve work performance
	1	Not doing anything new

3.1 Service Objectives Analysis

Each department has goals to achieve, and usually these goals are divided into stages such as short-term, medium-term goals, and long-term goals. This also applies to DISKOPERINDAG Aceh Jaya that the department has the following objectives:

1. Increase official productivity.
2. Reduce the level of damage or defects in the product / Improve quality
3. Increase service profits

3.2 Service Objectives Analysis

Analysis of departmental objectives refers to the objectives of the service, the objectives of the service must be able to be passed on to each department so that each department can draw up a work plan to achieve the service objectives that have been set.

The purpose of each department can be seen as follows:

1. General section

- Meet the needs of employees according to the requests of each department and according to the plan of needs of employees.
- Improving the skills of employees with the implementation of training.
- Improving employee discipline.

2. Finance

- Accuracy in checking bills from suppliers.
- Make precise daily transactions.
- Make bills accurately and on time.

3. Field of trade

- Maintain customer satisfaction.
- Increase the sales value of the product.

4. Cooperative and industrial fields

- Making products in accordance with the established production plan.
- Implementation small industry programs and activities
- Helping MSMEs in Aceh Jaya

- Ensuring equipment and machinery can work optimally.
- Conduct training with participants interested in MSMEs
- Planning and reporting of activities
- Providing administrative

3.3 Formulation of Weights and Targets

To formulate weights and goals for each employee, describe service goals and goals for each department. In addition, an analysis of job descriptions for each department and sub-department was also performed to determine the metrics that each employee had to achieve. The weight and surprise of employees must be formulated together with the heads of their respective departments who are considered to know the conditions of the service. The targets that are compiled must be achievable within the time that has been set jointly between employees or departments and official management.

The formulation of weights and targets is set as follows

Table 3. General section

No	Indicators	weight	Target
1	Number of applicants in each recruitment	15	2 persons
2	Recruitment process time 60 days	30	100%
3	Number of trainings available	20	100%
4	Accuracy in the administration of employee salaries	20	100%
5	Many warning letters were issued	15	0
Total		100	

Table 4. Finance

No	Indicators	weight	Target
1	Perform payment plans on time	45	100%
2	Make daily transactions precisely and accurately	25	100%
3	Make bills to customers on time	30	100%
Total		100	

Table 5. Field of trade

No	Indicators	weight	Target
1	Large Patchouli Derivative forms in Aceh Jaya	45	100%
2	Maintaining the quality of patchouli derivative forms in Aceh Jaya	25	100%
3	Attracting customer interest	30	100%
Total		100	

Table 6. Cooperative and industrial fields

No	Indicators	weight	Target
1	How many products derived from patchouli	45	100%
2	Helping marketing and guiding small medium MSME players	25	100%
3	Assisting and creating a job vacancy for participants of patchouli derivatives	30	100%
Total		100	

From the several stages of weighting the BARS method above that have been carried out, there are several objectives of the office and specific goals for employees that must be achieved. In this case, it requires interconnected communication with higher-ups and subordinates through cross-discussions and direct interviews so that goals and objectives can be achieved properly. In addition, it is necessary to control employee performance in order to find out the achievements of the extent that has been done.

IV. Conclusion

Based on our performance evaluation analysis, we have several goals for the office. This means increasing agency productivity, reducing operating costs, reducing damage and product defect levels/improving quality, and increasing agency profits. With this goal, it is necessary to apply it again in every employee in order to achieve more satisfactory results. Based on the results of the analysis in the performance assessment, there are several objectives of the office, namely Increasing official productivity, reducing operational costs, Reducing the level of damage or product defects / Improving quality, Increasing official profits. With this goal, it needs to be applied again in every employee in order to achieve more satisfactory results.

Performance appraisals carried out at DISKOPERINDAG Aceh Jaya are currently carried out without clear assessment standards so that assessments are more likely to be subjective. Of course, effective performance appraisals must be objective, with clear and measurable criteria. We need feedback on the performance of employees or MSMEs in the Aceh Jaya region. It is proposed to create evaluation criteria to overcome problems encountered in previous performance evaluations.

References

- [1] Hasibuan, Malayu S.P. 2011. Human Resource Management, Revised Edition. Jakarta: Bumi Aksara.
- [2] Dessler, Gary. 2013. Human Resource Management, 13th Edition. London: Pearson Prentice Hall Inc.
- [3] Evita, SN, & KK. Employee Performance Assessment using the Behaviorally Anchor Rating Scale and Management By Objectives Method (Case Study at PT Qwords Company International), Journal of Economic and Business Education, Pekbis. 2017, Vol 9. (1):18-32.
- [4] K. Ogie, f.i.zulfa., july 2018 designing performance appraisal with behaviorally anchor rating scale method in pt. Zeno alumi indonesia volume 1 no 1.
- [5] Rouza. E., Yanto. B (2019) Application of Web-Based BARS (Behaviorally Anchor Rating Scale) In Employee Performance Assessment Journal of Information Systems. Vol 1 No 2:115-129.
- [6] Harahap. A., Perdana.S (2021) Analysis of Employee Performance Assessment Using the Behaviorally Anchor Rating Scale (BARS) And Management By Objctives (MBO) Method In CV BRILLIANT Journal IKRAITH-HUMANIORA Vol 5 No 3.