

The Design of Employee Performance Appraisal Using the Graphic Rating Scale Method in Learning Resources and Libraries at PGRI Adi Buana University

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Abstract: In the world of work, employee performance appraisal has an important role. This is related to decisions to be taken by the leadership, regarding the performance of their employees. From the preliminary research at the Learning Resources and Libraries of the PGRI Adi Buana University Surabaya, it turns out that it does not have an employee performance appraisal system. After conducting interviews and observations by studying the library operational cycle, this study focused on the design of employee performance appraisals using the Graphic Rating Scale Method by separating several elements of the appraiser to be compared with one another. The purpose of this research is to determine the performance of each employee so that it makes it easier for leaders to provide training, mentoring and supervision in the management of Human Resources (HR) at Learning Resources and Libraries PGRI Adi Buana University Surabaya. This research is a field research, which is a research carried out systematically by raising existing data in the field. The research method used in this research is to use descriptive qualitative research methods. The results showed that the performance appraisal design that will be made has gone through the process of gathering information through interviews and Focus Group Discussion (FGD). The rating scale used in the Graphic Rating Scale Method is the Likert scale with the same 5-point interval scale. There are 8 (eight) statements to be filled in and made using the online google form.

Keywords: *Performance Appraisal, Graphic Rating Scale Method, Human Resources*

1. Introduction

The college library is one of the institutions that manage the collection of learning resources which ideally should be done professionally by implementing a predetermined system to meet the needs of its users. A library is often said to be the heart of every university, so that to judge the quality of education provided by the college is enough to look at the library. Because the existence of college libraries is very strategic in the development of science and technology (Yanto, 2016).

Currently, library management requires information on employee performance reports regarding services so far, but this is not yet available in the report. Several reasons for the need for performance measurement, namely performance measurement is considered quite important, because performance is the current condition of a work implementation in achieving something, conditions, and desired changes (Saleh, 2013).

Measuring performance is collecting statistical and other data that describes the performance of the library and analyzing that data in order to evaluate performance. The benefits of performance measurement are for the benefit of library management such as the development of information services and library products, mapping budgets such as library development budgets and others (Saur, 2007). The definition of performance according to the State Ministry for Administrative Reform (Kemenpan, 2008) is performance and work performance or work results that are realized in carrying out an activity or program or achieving certain goals and objectives.

Departing from these conditions, it is necessary to make improvements in terms of employee performance appraisal at the Learning Resources and Libraries PGRI Adi Buana University, Surabaya. The employee performance appraisal must be able to accommodate all needs, both the needs of the institution and the needs of employees. One method that can be used is the Graphic Rating Scale Method. The Graphic Rating Scale Method is the most commonly used assessment method. The assessment form consists of the aspects being assessed, for example, service, cooperation and productivity. (Aprinto, 2013)

It is hoped that by using the Graphic Rating Scale Method, Learning Resources and Libraries, Universitas PGRI Adi Buana Surabaya can find out the performance of each employee so that it makes it easier for leaders to provide training, assistance and supervision in the management of Human Resources (HR).

2. Research Method

This research is a field research, which is a research carried out systematically by raising existing data in the field. The research method used in this study is to use qualitative research methods. This research is descriptive in nature because it tries to describe a symptom, event, and incident that is happening at this time. This method seeks to describe the problem regarding employee performance appraisal at the Learning Resources and Libraries (SBP) of PGRI Adi Buana University, where employee performance appraisals have not been carried out so far because they do not have an employee performance appraisal instrument.

The techniques used in data collection in this study are as follows:

1. Field Research

Data collection was carried out by observing the work and procedures carried out at the Learning and Library Resources PGRI Adi Buana University Surabaya. In addition there are several other ways this is done, such as:

a). Non-Centered Interview

Done by direct question and answer to the employee who is considered to understand the problem in the research. The form of the question is not focused on issues regarding employee performance appraisal only, but is broader. The author only prepares a question frame whose development is adapted to the situation during the interview with the narrator.

b). Focus Group Discussion

In determining the assessment criteria in the Graphic Rating Scale Method, the writer must formulate it together with the Head of Learning and Library Resources Universitas PGRI Adi Buana Surabaya, Head of the Division of Library Management and Learning Resources and the Head of the Circulation and Library Division. With a Focus Group Discussion, a fair measure will be obtained, which is neither burdensome to employees nor detrimental to visitors.

2. Literature study

By studying literature books, journals and previous scientific papers that discuss employee performance appraisal, which is the basis of theory. In addition, the authors also collect data and information on Learning Resources and Libraries in the form of:

- a). Learning Resources and Library Organizational Structure.
- b). Other data (Vision, Mission)

3. Results and Discussion

3.1. Results

Given that the Learning Resources and Libraries do not have a performance appraisal method, the authors immediately collect information that will be used as a reference for conducting performance assessments that will be applied in this Learning Resources and Libraries.

Outline of questions during the interview include:

1. Employee discipline about work time, for example attendance at work and on time to go home.
2. Employee discipline regarding the imposition of work attributes, for example wearing a uniform, wearing shoes while on duty
3. Providing good service, friendly and polite.
4. Tidy up facilities / infrastructure before leaving the workplace when working hours end.
5. Tidy up the books again before leaving the workplace when working hours are over.

Information obtained from interviews and Focus Group Discussion (FGD) is:

1. Some employees who are less disciplined in carrying out their duties such as arriving not on time, leaving before their time and leaving the workplace during working hours. This has an impact on less than optimal service time.
2. Lack of discipline in wearing work attributes according to the applicable rules in the library. Example: not wearing a uniform according to the provisions, not wearing shoes while on duty, wearing untidy clothes. This has an impact on teamwork and employee neatness.
3. When the work has been completed, they often pay less attention to the neatness of the infrastructure, waste energy and do not tidy up reading books on the proper shelves. This has an impact on the neatness of existing facilities in the library.

4. Although only a small proportion of employees have committed some indiscipline, the impact of these violations can be felt on team cohesiveness, tidiness in the workplace and the quality of service provided.

3.2. Discussion

There are several methods that can be applied by companies in assessing the performance of their employees. According to Dessler (2008: 295), the methods for appraising employee performance are as follows:

- 1) Graphic Rating Scale Method is a scale that records a number of characteristics (such as quality and trustworthiness) and the range of performance scores (from unsatisfactory to extraordinary) for each feature.
- 2) Alternation Ranking Method, is done by ranking employees from the best to the worst on one or many characteristics.
- 3) Paired Comparison Method is a method done by ranking employees by making a map of all possible pairs of employees for each feature and showing which one is better than their partner.
- 4) Forced Distribution Method is a performance appraisal system that calculates employees into 5 to 10 groups of normal curves from the lowest to the highest. The manager or supervisor first observes the employee's performance, then puts it in the employee classification.
- 5) Critical Incident Method, in this method the assessor makes a note containing examples of uncommon kindness and is not done with a definite time then the assessor reviews it with the employee at a predetermined time.
- 6) Behaviorally Anchor Rating Scale (BARS) is a performance appraisal method that targets a combination of critical incidents and ratings (quantified ratings) using a scale that specifically describes good and bad performance.
- 7) Management by Objectives (MBO), is carried out by setting specific goals for each employee whose progress can be measured periodically.
- 8) Electronic Performance Monitoring, conducted through electronic monitoring. With this method, computerized data of an employee per day are generated and their performance.

Graphic Rating Scale Method

The Graphic Rating Scale Method is an assessment method that divides five assessment categories for each assessment factor, the factors used as the assessment must be measurable so that the assessment can be carried out objectively. The five factors are: Very bad, bad, moderate, good, and very good. (Wilson Wake, 2012: 242).

Graphic Rating Scale Method is a scale used to assign a value (Rating) to a variable ". (Jogiyanto Hartono, 2008: 130).

Some of the rating scales that are often used are:

- a) The dichotomy scale. This scale provides a dichotomous value, for example the value of yes or no.
- b) Category scale. This scale provides the value of several items to choose from, the data type used is nominal type.

- c) Likert scale. This scale is used to measure the response of the subjects into the same 5-point or 7-point interval scale.
- d) Semantic difference scale. This scale uses two extreme values and the subject is asked to determine the response between the two values in the space provided which is called the semantic value.
- e) Numeric scale. This scale is the same as the semantic scale, only replacing the semantic space used with numeric numbers (for example, 1 to 5 points for a Likert scale or 1 to 7 for a 7 point Likert scale, the data type used is the interval type).
- f) Fixed addition scale. The subject is asked to distribute the response value into several items that have been provided with a fixed number, the data type used is the ratio type.
- g) Staple scale. This scale is intended not only to measure the response intention of the subject but also the direction of the response. Since the zero value is not specified explicitly, the data type used is the interval type.
- h) Scale chart. This scale uses a scale chart and the subject marks the place on the graph for the response, the data type used is the interval type.

This research will be made on a Likert scale with several statements obtained during interviews and focus group discussions with the management of learning resources and libraries. The results of the interviews and Focus Group Discussion were broken down into eight questions which were sufficient to represent the existing problems.

1. Arrive on time at work
2. Go home according to the predetermined schedule
3. Never leave the workplace during working hours
4. Wearing a uniform according to the rules of the university.
5. Wearing appropriate attributes while working (wearing shoes, dress that is polite and neat).
6. Serving library visitors well, friendly and courteous.
7. Tidy up the facilities / infrastructure before going home (turning off the lights, air conditioning, tidying up chairs, etc.).
8. Do shelving before going home.

To maintain the confidentiality of the assessment process, the assessment is carried out confidentially. The appraisal process can be carried out directly on the smartphone of each employee by opening the google form application.

The following is a display of the employee performance evaluation design using Google Forms.

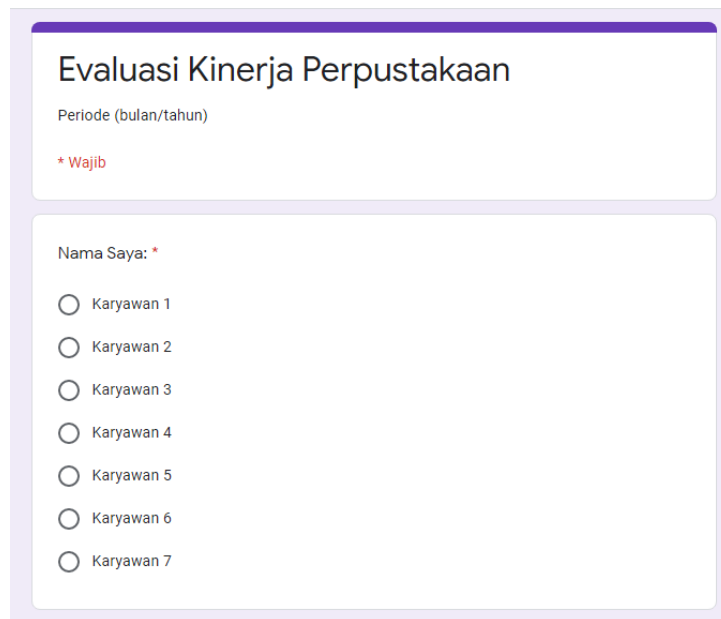


Figure.1 Display Performance Evaluation in the header section of Google Forms

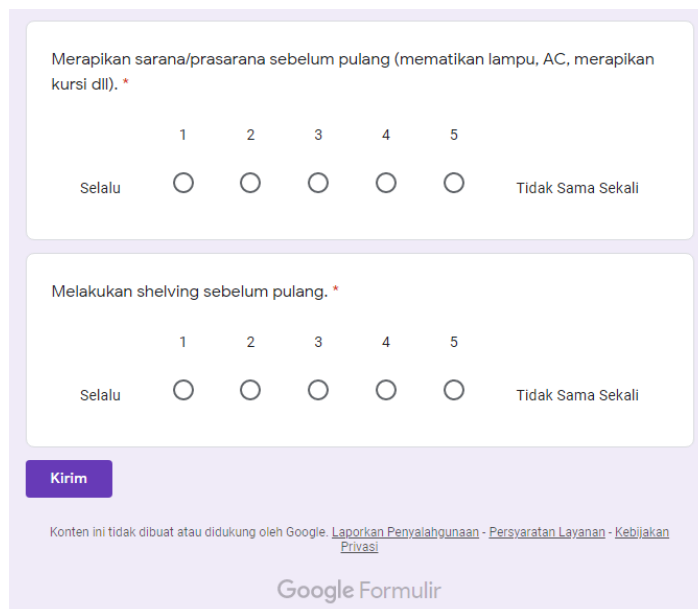


Figure.2 Display Performance Evaluation in the header section of Google Forms

4. Conclusion

Based on the data and information that has been obtained and the analysis, conclusions can be drawn:

1. The process of gathering information that is used as a reference for conducting performance assessments that will be applied in Learning Resources and Libraries (SBP) is through interviews and Focus Group Discussions (FGD).
2. The performance appraisal method used is the Graphic Rating Scale Method.
3. There are several rating scales that can be used in this Graphic Rating Scale Method, however the researcher chose to use one rating scale, namely the Likert scale.
4. This Likert scale is used to measure the responses of the subjects into the same 5-point interval scale.
5. In this Likert scale, there are 8 (eight) statements to be filled in.
6. To maintain the confidentiality of the assessment process, the assessment is conducted confidentially. The appraisal process can be done directly on the smartphone of each employee.
7. The assessment process is carried out using google forms.

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