

Development of e-MBO performance assessment to improve the employee performance

Yusleli Herawati¹, Melisa Kurnia Asfitri², Mahmud Junianto^{3*}, Adhisti Amalia⁴, Nadia Azzahra⁵, Salsabila⁶

^{1,2,3,4,5,6} Politeknik Negeri Sriwijaya, Palembang, Indonesia

¹lelikosim@yahoo.com, ²melisa.kurnia@polsri.ac.id, ³mahmud.junianto@polsri.ac.id, ⁴Adhst55@gmail.com,

⁵Nadiazahr@gmail.com, ⁶Salsabila12@gmail.com

<i>Artikel history</i>			
<i>Received</i>	<i>Revised</i>	<i>Accepted</i>	<i>Published</i>
2024-05-05	2024-06-07	2024-08-10	2024-08-14
Keyword : e-MBO; performance assessment; employee performance; employee; PTC.	Abstract Manual performance appraisal techniques are not adaptive to developments in information technology, and this is considered a flaw. This study aims to create and evaluate the e-MBO performance assessment system. This study was conducted in The Palembang Therapy Center (PTC). The sample consisted of 21 employees who were selected using purposive sampling techniques. Employees who have been working for at least a year were the inclusion criteria. Furthermore, this study uses a research and development (R&D) methodology referring to the Richey & Klein concept, consisting of model development, internal validation, and external validation. The R&D results found that there were no issues when using the e-MBO employee performance assessment approach. Therefore, the research hypothesis stating that the e-MBO instrument effectively assesses employee performance is accepted. Furthermore, effective implementation of e-MBO can improve employee performance. The e-MBO assessment system can enhance employee performance through improved accuracy, discipline, work quality, and technical skills.		
*Corresponding Author: Mahmud Junianto Politeknik Negeri Sriwijaya Email : mahmud.junianto@polsri.ac.id			

How to cite: Herawati, Y., Asfitri, M. K., Junianto, M., Amalia, A., Azzahra, N., & Salsabila. (2024). Development of e-MBO performance assessment model to improve the employee performance. *Insight: Jurnal Ilmiah Psikologi*, 26(2), 17-30. doi: <https://doi.org/10.26486/psikologi.v26i2.3587>

INTRODUCTION

Employees performing well can complete their assignments as directed and overcome any obstacles to finish the work (Triemiaty, Abastian, Fadli, Khalida, 2019). Corporate competition has intensified in this era. An increasing number of businesses are focusing on enhancing the quality of human resources to stay productive. This is essential for HR to evolve into a valuable asset expected to enhance organizational performance and growth, ultimately maximizing revenues for the business (Widjaja, 2021; Ile & Edokpolor, 2022). Employee performance supports an industry's or organization's operations (Nuriadini & Hadiprajitno, 2022). An organization's performance is significantly impacted by how well its employees execute (Vosloban, 2012).

Employee performance, According to Rerung (2019) is the individual's contribution to the contribution to the accomplishment of organizational objectives, as demonstrated by their conduct on tasks that are observable and evaluable. Widjaja (2021) defines performance as the output that an individual produces in accordance with the conditions necessary to meet objectives or work standards. According to Robbins (2015), employee's performance is determined by the amount of effort they put into their work.

The Palembang Therapy Center (PTC) offers children with special needs with therapy services for growth and development, including dyslexia, down syndrome, attention deficit hyperactivity disorder (ADHD), autism disorder, etc. The growing list of customers who depend on PTC's services for growth and development indicate that PTC is currently experiencing a positive development phase. Therefore, employees must be monitored and evaluated to remain competitive in the corporate sector. PTC was established in 2019 and currently has thirty employees. The clinic's director mentioned that there is an ongoing issue with employee performance. They noted that some workers are still engaged in menial tasks, such as irregularly getting together with the parents of kids who have finished therapy to provide progress updates, offering limited information to families about the therapy process and neglecting to clarify measurable programs for the therapy process.

The clinic's head said that there has been no objective assessment of the work done by employees. Supervisors never provide feedback to staff members on their performance outcomes. This affects employee performance which is focused and consistent with company goals. Mangkunegara (2013) explains that an employee's work in terms of quantity and quality that he accomplishes while carrying out the tasks assigned to him determines his performance as an employee. (Widjaja, 2021) defines performance as the output of an individual's labor based on predetermined criteria in order to meet objectives, also referred to as work standards. Employees can currently only learn about their performance accomplishments by checking their monthly salary. As a result, workers are ignorant of the degree to which their efforts are successful as well as the potential that must be reached and maintained. Since PTC is a center offering treatment services for the growth and development of children, staff members and management are accountable for the caliber of their workers' work in order to improve therapy outcomes, which in turn will raise organizational productivity.

The answer to this problem lies in employee performance reviews. A prior study found that the performance appraisal approach had an impact on employee performance (Permana & Mujanah, 2019). Furthermore, prior studies have shown that performance reviews had a major impact on employees output. If performance is reviewed, workers will feel more responsible and driven to put in more effort (Budihardjo, 2015). Additionally, a performance assessment will assist the company in identifying each worker's areas of strength at work. Performance reviews will also have a big impact on how well employees perform (Tangkuman, et al, 2015; Abdillah & Priyati (2022). In the current technology era, performance evaluations should be conducted in an effective and straightforward manner due to the rapid growth of information systems. Digital technology can facilitate and improve the implementation of performance assessment. (Taufik, Fithri, Prathama, 2014).

There are various types of approaches for evaluating performance. Abdullah and Aldisa (2023) looked into the MPS and KPS techniques; Siregar (2023) looked into the ARAS method; and Saputra et al. (2023), explored the BARS approach as a performance assessment. Based on a plethora of research on performance appraisal, only a few studies examine performance appraisal transformations to the digital domain, specifically performance appraisal transformations managed by Management by Objective (MBO). In this study, the

researchers developed the Management by Objective (MBO) method of work evaluation into Electronic Management by Objective (e-MBO) by addressing the function of digital technology.

Manual performance appraisal techniques are not adaptive to developments in information technology, and this is considered a flaw. Performance appraisals must be implemented using efficient media to assist managers in assessing employee performance. Using Microsoft Excel, the MBO-based performance evaluation created for this study could address the function of digital technology. Hereinafter, this performance evaluation is referred to as e-MBO. It is predicted that using Microsoft Excel media to create the MBO performance assessment will be effective and user-friendly. The sole distinction between the MBO performance assessment and the e-MBO design is that the latter uses Microsoft Excel. Microsoft Excel can make performance assessments easy and effective since it offers features that are helpful and can be changed easily if improvements are needed (Taufik, Fithri, Prathama, 2014).

PTC would be appropriate to implement the Management by Objectives (MBO) assessment system as this is suitable for application in organizations that require employee performance evaluations based on achievement targets such as quantity, quality, and timeliness. In addition, using MBO addresses the issue of unclear work standards/goals at PTC, which affects employee productivity. Management by Objective (MBO) is an evaluation method in which supervisors and employees collaborate to establish future work implementation goals and targets (Sugijono, 2015). One way to improve employee performance is through Management by Objectives (Evita, Muizu, & Atmojo 2017). Ideally, employees will receive significant input to identify work goals, realization time, targets, and estimated output targets. MBO aims to enhance organizational performance by addressing organizational goals and employee work standards within the organization (Sahridlo, Hasiholan, & Fathoni, 2020).

This research aims to (a) create an e-MBO employee performance appraisal system, (b) evaluate the e-MBO performance appraisal increases employee performance. Meanwhile, the hypotheses of this research are (a) MBO performance assessment is an effective instrument used to measure employee performance, and (b) the e-MBO performance assessment instrument is able to improve employee performance.

METHOD

A Research and Development methodology is utilized in this study, referring to Richey & Klein (2014). The research project consists of two phases. Research and development (R&D) on the e-MBO employee performance appraisal is the initial step. The second stage entails determining how well the performance appraisal system works by analyzing how it affects employee performance. This R&D focuses on a specific design, model development, or evaluation process, validating the product and design process and identifying its successful use. The R&D process comprises three steps: model development, internal validation, and external validation.

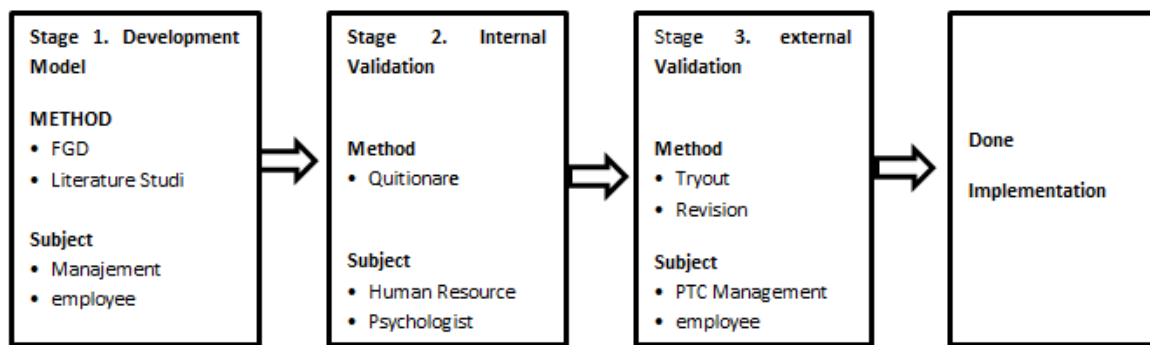


Figure 1. Research and Development Model

This research was conducted at the Palembang Therapy Center, involving its employees. This location was selected it has been relying on subjective judgments for performance evaluations, which were done manually. The research sample comprised 21 respondents chosen through purposive sampling. This method ensures that the data collected would be more representative (Sugiyono, 2011). In this approach, participants were selected based on specific criteria, specifically the employees working at least for one year. The employees meeting this requirement were expected to be able to distinguish between interventions before and after the implementation of the e-MBO performance evaluation system.

The e-MBO product undergoes internal and external validation tests. Internal validation tests involve consulting experts and completing product feasibility questionnaires. The product feasibility questionnaire was validated by an industrial/organizational psychologist. The questionnaire assesses objectivity, ease of implementation, employee evaluation, and motivation. External validation using an effectiveness questionnaire was validated by PTC management and employees. This questionnaire evaluates item suitability, accuracy, ease of implementation, employee evaluation, and performance improvement. Any areas identified for improvement during external validation were addressed. The collected validation data were analyzed using quantitative descriptive techniques. The data were quantified, and average values were calculated based on the scores using a formula. The product can be implemented in the industry once the internal and external validation processes are complete.

Moreover, employee performance data were gathered to determine if the e-MBO product used plays a role in enhancing performance. The data collection was conducted using the employee performance scale developed by researchers utilizing a differential semantic scale model. This scale comprises two components: stimulus and response. The stimulus focuses on the object being measured, while the response consists of a pair of two adjectives ranging from 1 to 5 on a continuum. The score of 1 is assigned to the leftmost position and 5 to the rightmost. This scale is constructed based on employee performance indicators from Robbins (2015), consisting of 35 items and 6 indicators: quantity, quality of work, timeliness, effectiveness, and independence. These indicators were selected as they reflected employee performance at the research site. An example of a stimulus in the employee performance scale includes “At work, I ...” and “The results of the work I do ...” The researcher assessed the validity and reliability of the measuring instrument. The validity test results, using Corrected-Item Total Correlation, indicated that the research scale is valid and reliable, with

validity scores ranging from 0.521 to 0.954. The reliability value, measured using Cronbach's alpha technique, yielded a score of 0.759. Once the measuring instrument was confirmed as valid and reliable, the research hypothesis was then analyzed. The hypothesis analysis commenced with prerequisite tests, namely homogeneity and normality tests. The normality test results indicated that the study data were normally distributed and homogeneous, with a Kolmogorov-Smirnov value of 0.556 ($p > 0.05$) and a homogeneity value of 0.064 ($p > 0.05$). Upon meeting the prerequisite test criteria, hypothesis testing was carried out using the paired sample t-test data analysis technique. This technique aims to examine differences in employee performance before and after the implementation of the e-MBO performance assessment. Furthermore, researchers could determine whether the e-MBO performance assessment effectively enhances employee performance. The objective of this test is to compare employee performance before and after the e-MBO performance assessment implementation, enabling researchers to ascertain the effectiveness of using e-MBO performance assessment to evaluate and enhance employee performance.

RESULTS AND DISCUSSION

Stage 1: Model Developmental

The first stage in developing an MBO-based performance evaluation system is reviewing the literature. The literature studied include performance assessment models, performance assessment aspects, and performance assessment implementation models. The literature review results are used as FGD material with PTC management. The discussion yielded the following conclusions: (1) PTC's performance evaluation method lacks objective benchmarks; (2) job descriptions for employees have not been developed; and (3) PTC need a performance evaluation that is simple to administer so that management may evaluate employee performance impartially.

Therefore, a Focus Group Discussion (FGD) involving PTC management was held to jointly formulate and agree upon the company's mission, vision, goals, job descriptions, individual performance targets, and the weight of performance assessment indicators. At this FGD, the HR manager was in attendance. The next stage involves using Microsoft Excel to create an output in the form of an e-MBO performance assessment form. Table 1 shows the FGD results regarding the aspects measured in assessing the performance of PTC's employees.

Table 1. Some Aspects of PTC Employee Performance Evaluation

Aspect	Description
Accuracy	The degree to which individuals can efficiently complete tasks within specified timeframes and quality standards
Dicipline	The degree to which an individual can follow rules
Quality of Work	The degree to which the task or program has been skillfully
Technical Skills	The degree to which an individual can use their skills in their profession

Stage 2: Internal Validity

After the e-MBO form was created, internal validation is conducted to assess e-MBO's viability. Table 2 shows the aspects tested and the test findings. Internal validation measurements use a questionnaire filled out by HRD and professional psychologists to assess the feasibility of e-MBO. The draft of e-MBO performance assessment items consists of 16 items compiled in Microsoft Excel. Each item is used to measure the aspects shown in Table 1. Results of the internal validation assessment can be seen in Table 2.

Table 2. Internal Validation Assessment Result

Aspect	Average Score	Description
Objectivity	2,3	Good
Ease of implementation	2,6	Good
Employee evaluation	2,6	Good
Increasing motivation	2,5	Good
Average Total Score	2,5	Good

An average score of 2.5 was considered good category based on the findings of the validator assessment. Thus, it can be concluded that: (1) the system for performance appraisal has been designed to measure employee performance objectively; (2) the e-MBO performance appraisal system is simple to implement; (3) the e-MBO system can be used for employee evaluation; and (4) employee work motivation can be increased by applying the e-MBO performance assessment with management's support.

After the validator declares feasibility, the 16 performance assessment items underwent statistical techniques for validity and reliability testing. The items in the employee performance assessment were considered valid with a significant value of >0.05 , as per the validity testing results, and the correlation coefficient value increased from 0.601 to 0.917. In addition, the reliability testing of the employee performance assessment measuring instruments yielded good categorization with a value of 0.790.

The outcomes of data validity and reliability assessments may serve as the foundation for the e-MBO instrument, which is used to assess employee performance. After completing the internal validation testing stage, the next step is to conduct external validation to assess the effectiveness of the e-MBO performance assessment.

Stage 3: External Validity

External validation evaluates how effectively management and staff could utilize the e-MBO performance assessment tool. Thirteen research subjects participated in the trial, which was conducted using purposive sampling. The trial aimed to assess the effectiveness of the e-MBO evaluation tool by implementing e-MBO and evaluating employee performance on a limited basis. The efficacy trial results are presented in Table 3.

Table 3. The e-MBO Based Performance Assessment Trial's outcomes

Aspect	Average Score	Description
Accuarcy	2,4	Good
Suitability of items	2,6	Good
Ease of implementation	2,4	Good
Employee evaluation	2,6	Good
Increasing performance	2,5	Good
Average Total Score	2,5	Good

All aspects of the assessment show good effectiveness values, as per the results of the external validation test. The suitability of the items and employee evaluation are the two most crucial aspects of the assessment. This suggests that both PTC management and staff highly rate this aspect. Furthermore, no additional issues were encountered while implementing the e-MBO employee performance assessment method, indicating that no further improvements are necessary. The e-MBO performance evaluation is a technique ready for use and implementation. Figure 2 displays the e-MBO performance assessment.

 FORMULIR PENILAIAN KINERJA KARYAWAN Palembang Therapy Center						
NAMA	:	Vera				Kinerja Sedang
TEMPAT, TANGGAL LAHIR	:	12 Juli 2000				
JABATAN	:	CRM				
JENIS KELAMIN	:	Perempuan				
PERIODE PENILAIAN	:	Q1 2023				
ASPEK PENILAIAN		INDIKATOR PENILAIAN	SCORE			POIN
			L1	L2	L3	
I. KETEPATAN						
Sejauh mana individu mampu bekerja menyelesaikan tugas sesuai standar dan waktu yang telah ditetapkan						
1. Pengumpulan laporan rancangan program	terlambat lebih dari 3 minggu	2	0	0	2	
2. Pengumpulan laporan evaluasi program	terlambat lebih dari 3 minggu	2	0	0	2	
3. Keterlambatan Hadir	selalu tepat waktu	0	0	4	4	
4. Laporan evaluasi keberhasilan program	lebih dari 50%	0	0	4	4	

Figure 2. e-MBO display

e-MBO to improve employee performance

After the external validation test was declared feasible and the tool had been implemented, researchers then tested the efficacy of e-MBO to improve employee performance. This test aimed to determine whether e-MBO could enhance employee performance. Testing was conducted by gathering data through employee performance questionnaires based on Robbins' theory (2015). The participants in the study are 21 employees. Figure 3 illustrates the variances in employee performance before and after implementing the e-MBO performance assessment. Three months after the implementation of the e-MBO performance assessment system, data collection for the posttest was finalized. Table 5 presents the results from the pretest and posttest of employee performance.

Table 4. Descriptive Statistical Test Results

Variabel	N	Minimum	Maximum	Mean	Std. Deviation
Pretest	21	82.00	148.00	122.00	16.62528
Posttest	21	135.00	168.00	151.52	9.14669

Table 4 shows that the average employee performance score prior to implementing the e-MBO performance assessment was 122.00, and increased to 151.52 after implementing it. Figure 3 displays the posttest and pretest diagrams.

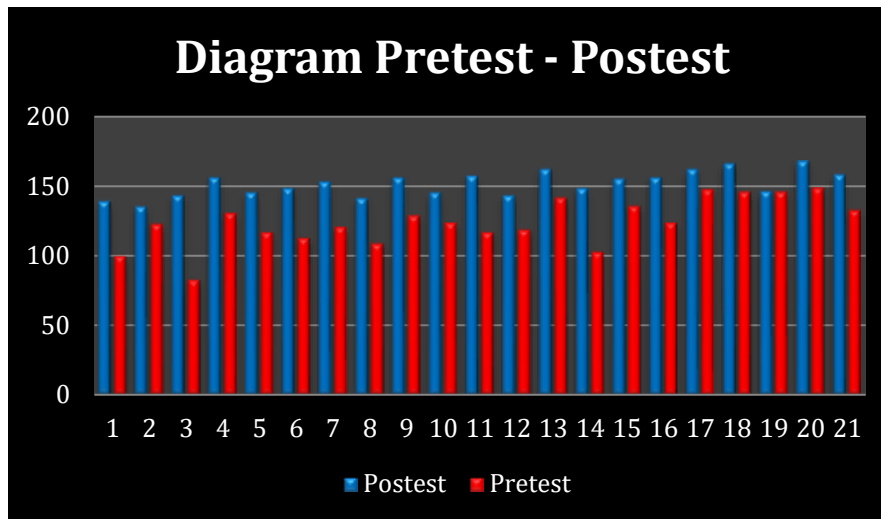


Figure 3. Pretest-Posttest Diagram

Furthermore, normality and homogeneity tests must be performed as prerequisites before conducting a paired sample t-test. Table 5 displays the homogeneity test results and the normality test results.

Table 5. Normality Test Results

		Unstandardized Residual
N		21
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	5.80251080
Most Extreme Differences	Absolute	.121
	Positive	.080
	Negative	-.121
Kolmogorov-Smirnov Z		.556
Asymp. Sig. (2-tailed)		.916

The normality test results show a significance value of 0.916, exceeding the threshold of >0.05. This indicates that the distribution of the pre-and-post-test data is normal. To determine if there were any differences in the data, the researcher then conducted a homogeneity test on the two groups. Table 6 presents the results of the homogeneity test.

Table 6. Homogeneity Test Results

Levene Statistic	df1	df2	Sig.
3.636	1	40	.064

Table 7 shows a significance value of 0.064, which is higher than the threshold value of >0.05 . These findings suggest that the study's data is homogeneous, indicating that it originates from the same population. Therefore, hypothesis testing can be utilized for data analysis in this study. The t-test was employed to compare the pre-test and post-test results for conducting the hypothesis test.

The e-MBO performance assessment system was implemented for three months before conducting the t-test. This was done to determine if there were any changes in employee performance data before and after the e-MBO performance assessment was implemented. The t-test was carried out using the SPSS software. The results of the test are as follows:

Table 7. t-test Test Results

Variabel	T	Df	Sig (2-tailed)
Pretest-Posttest	-12.103	20	.000

The significance value (2-tailed) based on the t-test is 0.000, which is less than 0.05. Therefore, there was a significant difference in employee performance before and after the e-MBO performance evaluation was implemented. Another method to assess if employee performance changed before and after the e-MBO performance assessment is by comparing the t-count value with the t-table. Table 8 shows that the t-count value is -12.103. This negative t-count result suggests that the pretest performance had a lower average value compared to the posttest performance.

The research findings indicate that e-MBO performance assessment is an effective tool to evaluate employee performance. Therefore, the research hypothesis, stating that the e-MBO instrument is effectively used to assess employee performance, is accepted. The results of the interview stage (FGD) at the needs analysis and product validation stage led to the design, development, and manufacture of e-MBO in accordance with industry needs. These results align with previous research indicating that implementing performance appraisals assisted by electronic systems can help evaluate employee performance effectively (Taufik, et al., 2014). A performance assessment system using a computer can enhance the effectiveness of performance assessment in terms of data accuracy, ensuring that errors do not occur during final scoring (Palasara, Anggraeni, & Qomaruddin, 2020).

Moreover, this research answers the second research hypothesis, stating that implementing effective performance appraisals can help improve employee performance. This is in line with earlier studies, finding that show performance reviews affect employee performance (Rani & Mayasari, 2015; Pratama & Sukarno, 2021). Feedback on employee performance is provided by the company as a result of the e-MBO performance assessment. Company feedback can potentially enhance employee performance (Shahzad, 2013). An evaluation of performance will encourage employees to become more engaged at work, boosting output (Prasasti et al., 2016).

E-MBO has special characteristics, namely the performance assessment media and employee involvement in determining indicators and assessment items. The media used in e-MBO is Microsoft Excel, which is simple and does not require complex maintenance. Meanwhile, employee involvement is important

so that both management and employees understand the institution's expectations regarding employee performance and employees can provide their perspectives. This differs from the MBO performance assessment developed by Taufik et al. (2014), which created an MBO performance assessment system without involving employee participation. Consequently, performance appraisals are conducted, but employee input is disregarded. Additionally, the performance assessment media has primarily utilized website platforms (Palasara et al., 2020), leading to increased complexity in maintenance requirements.

Research and development of e-MBO performance assessment will bring changes to performance models and patterns. The e-MBO assessment requires a shift from an immeasurable work system to a measurable one. Additionally, PTC will ensure that the established performance targets can be effectively implemented and evaluated. It is believed that implementing this performance assessment can enhance employee performance. This belief is supported by the results of data analysis using a t-test, which yielded a significance value of 0.000, indicating a significant difference before and after the implementation of the e-MBO performance assessment.

Erwandi et al. (2022) stated that employee performance is influenced by the quality of work. Employees are motivated to complete their tasks with an emphasis on quality for this evaluation. When employees are driven to deliver high-quality work, tasks or programs will be executed according to the company's success criteria. Promoting high-quality work will also lead to a decrease in customer complaints, and a reduction in complaints signifies that employee performance aligns with or surpasses customer expectations.

However, the e-MBO employee performance assessment also considers discipline. According to Yantika et al. (2018), effective work can be compromised by a lack of discipline. Employee punctuality and compliance with company policies are crucial aspects of discipline in the e-MBO performance evaluation process. The company's rules are established to guarantee that employees remain on the right track during work hours. Work processes can run smoothly when employers motivate their employees to follow the regulations.

In the meantime, the objective of the e-MBO accuracy assessment is to ensure that staff members can complete assignments within the time and quality parameters set by the organization. Employee performance in fulfilling assigned tasks has a direct influence on work accuracy (Ayun, 2011). Motivating employees to meet work standards will enhance their productivity in terms of quality, quantity, and timeliness. Employees who consistently achieve this will become accustomed to it and develop independence.

The goal of employee performance evaluations is to enhance employee performance. Employees who meet the company's terms and conditions can receive career development and salary increases by implementing the e-MBO performance assessment. Overall data analysis results generally indicate that e-MBO performance assessment can enhance employee performance. Applications for employee performance assessments can facilitate institutional officials' and managers' ability to track changes in employee performance over time (Bilgah, 2018). Both management and staff evaluate that the e-MBO assessment system can enhance employee performance. Performance can be improved in the areas of discipline, accuracy, work quality, and technical ability thanks to this performance assessment.

Implementing employee performance appraisal in an organization can positively impact the organization. Murdianto (2014) states that the performance appraisal system will influence employee motivation for the better. This is because more transparent and objective performance targets allow employees to adjust and set their work goals according to the organization's expectations. Furthermore, Rokhimakhumullah and Rosidi (2017) states that the performance appraisal system will encourage the implementation of an organizational culture that is in accordance with the organization's vision, thus improving the quality of work. A performance appraisal system that is linked to organizational culture will produce better performance.

With the results of this research, other organizations or institutions can adapt or improve the e-MBO performance assessment system by considering the unique characteristics of their organization, such as work culture, organizational structure, and organizational goals. Organizations with a collaborative work culture may need a performance appraisal approach emphasizing team achievements over individual accomplishments. Moreover, addressing organizational needs and communicating them to employees is crucial to collaboratively establish the necessary achievement goals.

In this research, several weaknesses need to be considered. First, the scope of the research is limited because it only focuses on employees who work as therapists, so the results may not be widely applicable to all positions. Additionally, because it only targets employees in the therapist role, the sample size may not be adequate to represent the diversity of the entire employee population. This limitation can impact the generalizability of the research findings. Therefore, it is expected that future research will broaden the sample coverage across various positions to enhance the applicability of the research results to a broader audience.

CONCLUSION

The findings of this study show that performance appraisal using e-MBO has proven to be an effective tool for evaluating employee performance. The research hypothesis stating that the e-MBO instrument effectively assesses employee performance is accepted. The interview process and product validation resulted in the design, development, and creation of e-MBO that is in accordance with industry needs and in line with previous studies stating that performance appraisal assisted by electronic systems can help evaluate employee performance well. Furthermore, this study answers the second hypothesis, stating that effective implementation of performance appraisal can help improve employee performance. Performance feedback provided by the company through e-MBO can potentially improve employee performance and encourage their involvement in work. In addition, e-MBO has special characteristics, namely performance appraisal media and employee involvement in determining indicators and assessment items, which are different from previous MBO performance appraisals.

ACKNOWLEDGMENT

The authors would like to express their gratitude to the Sriwijaya State Polytechnic leadership and the P3M Polsri implementing unit for their financial support of the 2023 Innovation Service Scheme.

REFERENCES

- Abdillah, N, S., Satrya, A., Priyati, R, Y. (2022). Pengaruh penilaian kinerja dan beban kerja terhadap kinerja pegawai dengan motivasi sebagai variabel mediasi pada Direktorat Sistem Informasi dan Teknologi Perbendaharaan. *JRMSI-Jurnal Riset Manajemen Sains Indonesia*, 13(1), 168-187
- Abdullah, M, A., Aldisa, R, T. (2023). Perbandingan metode preference selection index dan kombinasi preference selection index dan TOPSIS dalam penilaian kinerja karyawan hotel. *KLIK: Kajian Ilmiah Informatika dan Komputer*, 3(6), 1080-10877.
- Ayun, Q. (2011). Penilaian kinerja (performance appraisal) pada karyawan di perusahaan. *Majalah Ilmiah Informatika*, 2(3), 74-88.
- Budihardjo, M. (2015). *Panduan penilaian kinerja karyawan*. Jakarta: Raih Asa Sukses.
- Evita, S, N., Muizu, W, O, Z., & Atmojo, R, T, W. (2017). Penilaian kinerja karyawan dengan menggunakan behaviorally anchor rating scale dan management by objectives (studi kasus pada PT. Qwords Company International). *Pekbis Jurnal*, 9(1), 18-32.
- Erwandi, D., Sauri, S., Hanafiah. (2022). Manajemen penilaian kinerja guru (PKG) untuk meningkatkan kompetensi guru Sekolah Menengah Pertama di Kota Bandung. *Jurnal Pendidikan dan Konseling*, 4(3), 2099-2104.
- Heri., Handayani, F. (2020). Pengaruh kompetensi terhadap kinerja pegawai pada bidang kepemudaan Dinas Pemuda dan Olahraga Kota Bandung. *Jurnal Ilmiah "Neo Politea"*, 12(2), 17-29.
- ile, C, M., Edokpolor, J, E. (2022). Work self-efficacy and job performance of business educator in public universities. *insight: jurnal ilmiah psikologi*, 24(1), 01-12.
<https://doi.org/10.26468/psikologi.v24i1.2314>
- Kurniawan, Alam, S., & Albar, E. (2020). Pengaruh kompensasi terhadap kinerja pegawai melalui kepuasan kerja sebagai variabel intervening (Pada dinas perhubungan Kota Makassar tahun 2019-2020). *Niagawan*.
- Mangkunegara, A. P. (2013). *Manajemen sumber daya manusia perusahaan*. Bandung: Remaja Rosdakarya.
- Mondy, R & Wayne. (2008). *Manajemen sumber daya manusia*. Jakarta: Erlangga.
- Murdianto, A. M. (2014). Pengaruh sistem penilaian kinerja terhadap motivasi karyawan kantor pusat PT. Infomedia Nusantara di Jakarta. *e-Proceeding of Management*, 1(3), 15-25.
- Nuriadni, A., Hadiprajitno, P, B. (2022). Manfaat penerapan sistem informasi akuntansi terhadap kinerja karyawan dengan pendekatan TAM. *Diponegoro Journal of Accounting*, 11(1), 1-11.
- Palasara, N., Anggraeni, A., & Qomaruddin, M. (2020). Implementasi website penilaian kinerja paramedis pada rumah sakit. *Jurnal Riset Komputer*, 7(3), 469-476.
<http://dx.doi.org/10.30865/jurikom.v7i3.2168>

- Permana, Y, S, W., Mujanah, S. (2019). Analisis pengaruh budaya organisasi, dukungan organisasional dan sistem penilaian kinerja terhadap kinerja karyawan melalui organizational citizen. *Jurnal Manajemen & Accounting Research Global*, 4(1), 224-235.
- Prasasti, F., Hutagol, M, P., Affandi, M, J. (2016). Pengaruh penilaian kinerja terhadap kinerja karyawan bagian pemasaran melalui faktor pendorong motivasi (Studi kasus: Bank XYZ KCU Bekasi). *Jurnal Aplikasi Bisnis dan Manajemen*, 2(3), 248-257.
- Pratama, I, W., Sukarno, G. (2021). Analisis penilaian kinerja, reward, dan punishment terhadap kinerja pegawai pada badan kepegawaian daerah Provinsi Jawa Timur. *Jurnal STEI Ekonomi*, 30(2), 20-32.
- Rani, I, H., & Mayasari, M. (2015). Pengaruh penilaian kinerja terhadap kinerja karyawan dengan motivasi sebagai variabel moderasi. *Jurnal Akuntansi, Ekonomi, dan Manajemen Bisnis*, 3(2), 164-170.
- Richey, R, C., & Kleim, J, D. (2014). Developmental research methode: Creating knowledge from instructional design and development practice. *Journal of Computing in Higher Education*, 16. 23-38. <https://dx.doi.org/10.1007/BF02961473>
- Rivai., Veithzal., & Basri. (2005). *Performance appraisal: Sistem yang tepat untuk menilai kinerja karyawan dan meningkatkan daya saing perusahaan*. Jakarta: Raja Grafindo Persada.
- Robbins, S. (2015). *Perilaku organisasi*. Klaten: PT Intan Sejati Klaten.
- Syahridlo, A., Hasiholan, LB., & Fathoni, A. (2020). The effect of leader member exchange, change oriented leadership and management by objective on bsc-based performance measurement with employee engagement as variables. *Journal of Management*, 6(1).
- Saputra, D., Sucipto, A., Damayanti., Masputra, M, A., Rizky, H. (2023). Implementasi metode BARS (Behaviour Anchored Rating Scale) pada sistem penilaian kinerja pegawai (studi kasus: PT. Laksana Aneka Sarana). *TELEFORTECH: Journal of Telematics and Information Technology*, 3(1), 12-20.
- Shahzad, S. (2013). Determining motivation through reward. *International Review of Management and business*, 2(1), 57-64.
- Siregar, R, S. (2023). Sistem pendukung keputusan penilaian kinerja pegawai kontrak di kantor dinas pendidikan kabupaten labuhanbatu menggunakan metode ARAS (Additive Ratio Assessment). *KOMIK (Konferensi Nasional Teknologi Informasi dan Komputer)*, 6(1), 60-69.
- Sugijono. (2015). Penilaian kinerja dalam manajemen sumber daya manusia. *ORBITH*, 11(3), 214-222.
- Suweko, H., Dwiantoro, L. 2020. Kepemimpinan tranformasional dalam meningkatkan kepuasan kerja perawat: Literature review. *Jurnal ilmu keperawatan dan kebidanan*, 11(1), 106-112.
- Tangkuman, K., Tewal, B., Trang, I. (2015). Penilaian kinerja, reward, dan punishment terhadap kinerja karyawan pada PT. Pertamina (persero) cabang pemasaran Suluttenggo. *Jurnal EMBA*, 3(2), 884-895.
- Taufik., Fithri, P., Prathama, Y, E. (2014). Perancangan aplikasi sistem penilaian kinerja karyawan dengan metode MBO dan BARS. *Jurnal Optimasi Sistem Industri*, 13(2), 760-770.
- Triemiatry., Abastian, D., Fadli, U., Khalida, L, R. (2023). Analisis komparatif kinerja karyawan tetap dan karyawan tidak tetap di bagian cetak Perum Peruri. *J-MAS (Jurnal Manajemen dan Sains)*, 8(2), 1332-1339.
- Vosloban, R. I. (2012). The influence of the employee's performance on the company's growth: A managerial perspective. *Procedia Economics and Finance*, 3(12), 660-665.

- Widjaja, W. (2021). Analisis kinerja karyawan dan faktor-faktor yang mempengaruhinya: Studi kasus di PT X). *Jurnal Ekonomi & Manajemen Universitas Bina Sarana Informatika*, 19(1), 32-40.
- Yantika, Y., Herlambang, T., Rozzadi, Y. (2018). Pengaruh lingkungan kerja, etos kerja, dan disiplin kerja terhadap kinerja karyawan (studi kasus pada Pemkab Bondowoso). *Jurnal Manajemen Bisnis Indonesia*, 4(2), 174-188.