Journal for Studies in Management and Planning
Available at https://journals.eduindex.org/index.php/jsmap

ISSN: 2395-0463
Volume 05 Issue 10
October 2019

Understanding the Meaning of Objectivity in Performance Appraisal Systems

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ABSTRACT

Performance appraisal system is one tool to measure or assess employee productivity in carrying out the work.The results of the assessment can be used as input to improve the work performance of the employee concerned in the future, but to realize it requires an objective assessment system so as to create a conducive work climate. Therefore, this article discusses how to interpret objectivity in a performance appraisal system because there are still many supervisors or assessment teams that have not been able to be objective in conducting an assessment due to several factors that are more personal than prioritizing professionalism at work.

I. INTRODUCTION

The main element in an organization is human resources, this element is considered very important and becomes the main compared to capital, technology and money. That is because humans themselves control other elements. Therefore, human resource management is considered to be a very important thing. In addition to recruitment, development and maintenance in managing human resources also requires performance appraisal in order to find shortcomings from HR to be immediately repaired or at least any deficiencies detected can be one aspect of the assessment in preparing HR development.

There are currently companies or organizations that are trying to have a performance appraisal system, but sometimes arise problems or difficulties that arise in the implementation of his and it is caused by a lack of understanding of the functionaries of human resources as well as the top leadership of the organization about what exactly is the meaning, purpose and the benefits of a performance appraisal system . In their research Bowra and Nasir (2014) stated that job satisfaction is one of the factors that is influenced by performance appraisal . This means that employee performance appraisal systems are very important and become one of the benchmarks of employee work satisfaction. The performance appraisal practice plays a very important role in organizations to determine and manage the level of HR performance (Ahmad & Bujang, 2013).

Organizations play an important role in improving employee performance through performance appraisals (Mayhew, 2017). Performance appraisal is used by organizations to measure employee performance and provide feedback to employees (Schmitz, 2012). Performance appraisal is one method for evaluating employee behavior in the workplace, the assessment usually includes quantitative and qualitative aspects of employee performance. Performance appraisal not only tells employees how well they are performing but also influences the level of effort in the future .

The presence of a performance appraisal system on employees does not always run smoothly and without problems. Hidayat (2019) identified several major problems in performance appraisal, including (1) assessment is not comprehensive from time to time, tends to cause different perceptions and attitudes for each employee because there are no assessment notes based on direct observations from superiors on performance the employee. (2) performance appraisal is often considered to be objective and tends to be as formal as other procedural procedures still contain a lot of controversy because the subjectivity element is dominated by the perception of superiors. (3) performance appraisal is said to be a formality because there are some employees who fill out the performance appraisal form that should be filled by the leadership. And many more problems related to employee work assessment .

The problem that often arises in the assessment process lies in how objectivity of the assessment can be maintained. By maintaining the objectivity of the assessment, the results of the assessment will be maintained accuracy and validity. To maintain an objective assessment appraisers should avoid the existence of likes and dislikes. Performance appraisals conducted are not objective and correct will result in disappointment and dissatisfaction for some individuals or groups assessed, this will certainly result in a decrease in employee performance.

II. PERFORMANCE APPRAISAL SYSTEM

According to Rizaldi (2002) performance appraisal or employee work performance is a system used to assess and know the extent to which employees comprehend and carry out their work as a whole both from work ability, work discipline, work relations to leadership and other special matters in accordance with the level and field of

ISSN: 2395-0463
Volume 05 Issue 10
October 2019

work. . Performance appraisal is the process of evaluating how well employees do their work when compared to a set of standards and then communicating the information to employees, performance appraisal is often an unwelcome and negative activity and is considered not to require expertise and therefore the appraisal system is not fully explained to employees (Mathis & Jackson, 2011; Daoanis, 2012).

Work assessment activities can improve personnel decisions and provide feedback to employees on what they have done. However, feedback from assessments can be used if problems are found when diagnosing work performance .

Human resource management is the source of the birth of performance appraisal activities which in essence is a process of observation or observation of the work carried out by a worker. Based on these observations , measurements can be made that the results are used as a reference for the determination of decisions regarding the success and failure of these workers at work (Nawawi, 2002).

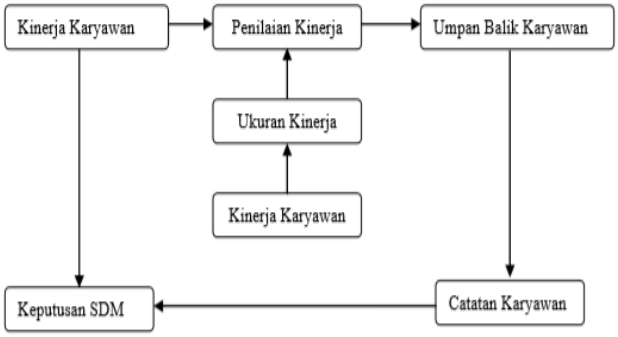
Performance appraisal is variously called employee appraisal, employee evaluation, performance appraisal, performance evaluation, or appraisal of results. The performance appraisal process must be carried out very carefully by getting *feedback* from both the leader and peers. That is because the psychological aspect of the assessment is very easy to cause feelings of being offended because of the sensitive nature of humans, moreover if the results of the assessment are not in accordance with the effort that has been done or can be interpreted as not objective assessment .

Information assessors result a n are very valuable to the leaders . Performance appraisal is widely used to manage wages and salaries, provide performance feedback, and identify individual employee strengths and weaknesses. Most employers use performance assessments for an office worker, professional, technical, supervisory, middle management and non-union , and there are many reasons why performance appraisal is needed . Performance appraisal acts as a tool to look for what needs to be done by people in the organization to achieve the goals of the work including in meeting challenges in the form of the use of technological skills or changes in other work attributes (Armstrong, 2006). Therefore, performance appraisal is not just me m let employees know how well they're doing but also as an evaluation tool for the development of potential employees so that once held the performance appraisal process it will be born a training program which was established to ensure that employees acquire knowledge necessary for the classification of employment respectively -everyone.

The steps taken in carrying out the performance appraisal process consist of, defining work, evaluating performance and providing feedback. In addition, In Handoko (2000) explains the main elements in work assessment, which are described as follows;

Picture 1. Main Elements of Performance Assessment
Source: Handoko (2000)

Elements of a good performance appraisal include; compile the objectives to be carried out by workers and leaders at the end of the assessment, a list of specific competencies or skills that will be measured by examples of work achievements or successes, the existence of an appropriate rating or rating scale, there is room for workers to assess themselves, assessment space for supervisor / leader, space for specific activities of the leadership about the performance of its workers, advocating the development of workers and the aim to adjust to the next assessment date (Messmer, Max, 2000).



The criteria used to assess the performance of an employee include; Quality, Quantity, Timeliness, Cost effectiveness, the need for supervision, interpersonal and training. (Rozario, 2018) . In addition, according to Cascio (2010) there are five criteria performance appraisal include (1) the relevant (2) the sensitivity, (3) reliability, (4) the acceptability and practicality. The effectiveness of performance appraisal is also determined by the criteria which include, *fit with strategy*, *validity*, *reliability*, *acceptability* and *specific feedback* (Noe, 2012).

Performance appraisals that are based on several criteria such as the nature or character of individuals, employee behavior at work and the achievements they obtain are able to provide information to the appraiser about the performance of his organization better and more clearly. With that, an objective assessment can be realized.

Based on Government Regulation of the Republic of Indonesia Number 46 of 2011 Concerning Evaluation of Civil Servants' Work Performance Article 1 paragraph 2 the performance evaluation of PNS employees includes the

ISSN: 2395-0463
Volume 05 Issue 10
October 2019

following elements: 1) Employee Work Targets (quantity, quality, time, fees); 2) Employee Work Behavior includes service orientation, integrity, commitment, discipline , cooperation, and leadership (Meilinda et. Al. 2019) .

Rationale and Purpose of Performance Appraisal

In assessing the performance of required number of reasons, as for the reasons referred to in Dessler (1986) among others. First, the assessment carried out provides information about the existence of promotions and salary determination . Second, assessment provides an opportunity for a person and his subordinates to review the behavior associated with the work of subordinates. This allows to be able to develop a plan to correct the deterioration of what might have been explored by the assessment and encourage the good things that have been done by subordinates.

In general, the objectives of performance evaluation according to Preethy (2017) include; to provide feedback on employee performance, to identify training needs, as criteria for allocating employee benefits, as a basis for decision making relating to salary increases, promotions etc. In addition, to provide diagnostic tools for the development of an organization, as a communication facility for employees and their superiors, to improve employee performance through counseling and coaching, and to motivate employees through recognition and support.

Problems In Assessment

Performance appraisal may not produce what we want due to some common problems that often occur when conducting performance appraisals, as for the problems referred to described below (Mondy & Noe, 2012; Soni, 2016) ;

1. Lack of Objectivity
   One disadvantage of traditional performance assessment methods is the lack of objectivity. In the *rating scale* method , for example, commonly used factors such as attitude, loyalty and personality are factors that are difficult to measure. The use of *job related factors* can increase objectivity.
2. Assessor Biases
   The presence of a "halo effect" makes the assessment more subjective and based on what is felt by the assessor of employees. If the appraisers like the attitude of the employees then given a high score is different if the employee is considered unfriendly it will be rated low.
3. Ambiguity in Standards
   The existence of unclear standards in the assessment will make the supervisor or the assessment team provide different assessment standards for each different employee. Therefore, standards must be established so that the assessment is more memorable.
4. Central tendency
   It is a tendency to evaluate all employees in the same way, such as giving their assessment at an average level, whereas as we know each employee has a different level of ability by him we must remain objective in the assessment so as not to immediately generalize the assessment.
5. Some traits remain without judgment
   From the performance appraisal only a few can be measured its quality because each individual is different from each other starting from the background, values and behavior that makes there are only aspects that are left to remain and are excluded in the assessment.
6. Too loose or too hard
   This problem is encountered when the assessor or supervisor conducts an assessment of subordinates whose positions are high or low in the company structure.
7. Similarity Error
   The supervisor or assessment team tries to see the quality of the subordinates they have, if the employees have similar characteristics, they will be given a high rating.

Performance Assessment Method

There are a number of very popular methods used in assessing performance, including (Mesmer, Max, 2000) ;

1. *Essay Appraisals*, in this method the leader provides a written analysis of the employee's performance during the assessment period . This method is considered simpler and easier for administration but its effectiveness depends on the writing skills of the evaluator or evaluator.
2. *Management by Objectives*, this method is widely used as an assessment structure. Specifically, workers and leaders meet early in the assessment period to arrange sentences that present realistic, specific and measurable. This method is considered not going to work well for workers who have little flexibility in carrying out the work.
3. *Job rating checklist*, in this method the HR department provides each assessor with prepared statements or statements relating to specific aspects of performance that are usually answered with a "yes" or "no"

ISSN: 2395-0463
Volume 05 Issue 10
October 2019

answer. But this method is considered less than ideal if the department's job description changes frequently.

4. *Forced Choice*, this method generally comes in two forms; a pair of statements and rankings made by force. Appraisers are allowed to choose between the two statements that best describe the employee's performance.
5. *Behaviorally Anchored Rating Scala (BARS)* , this scale usually takes the form of behavior ratings from very bad to very good and correlates this rating with specific actions or *threat statements* . The effectiveness of this method depends on the accuracy and accuracy of this statement.
6. *Multi-Rater Assessments (360-degree)* , this method is a relatively new method. This research method gets information from supervisors, themselves, coworkers and sometimes people from outside the company.

Whatever method is chosen in the performance appraisal program will only succeed if the objectives of the system have been clearly communicated to all workers. For companies that are still full of KKN or non-objective assessments, implementation of one or a combination of the six methods above is very important and relevant. Through i application of the method, the assessor or evaluator will be able to know the scale or ranking that describe employee performance ratings and information relevant to the performance appraisal process with a more precise and accurate. The accuracy and accuracy of the information can be used as a basis for consideration in the assessment so that it can produce a clean, accurate and objective assessment as a manifestation of employee achievement. Thus, the pattern of assessment that is not objective will decrease little by little.

III. MEANING OF OBJECTIVITY

Objectivity is a quality that provides value for services provided by members. The principle of objectivity requires members to be fair, impartial, honestly intellectual, not prejudiced or biased, and free from conflicts of interest or under the influence of other parties (Mulyadi, 2002). Members work in a variety of different capacities and must demonstrate their objectivity in various situations. Objectivity is a belief, a quality that provides value for services (Arens and Loebbecke, 2003).

It was further explained that the principle of objectivity establishes an obligation for evaluators to be impartial, intellectually honest and free of conflicts of interest. Although this principle cannot be measured with certainty, but the principle of objectivity is a necessity, meaning that every member of the profession must carry out and work on it. Objectivity is also interpreted as not biased in all matters relating to an activity or agreement (Ibrani, 2007).

Associated with the performance appraisal process for solving the problem of objectivity in the assessment takes a decision support system performance assessment to assess the performance of employees fairly and providing valuable objective assesment and reduce subjectivity in the process of appraisal. objective Assessments can assist management in taking the decision to give rewards based on performance of employees in accordance with the criteria established by the company.

IV. CONCLUSION

The principle of objectivity in the employee performance appraisal system is very important to be applied in order to realize a fair assessment and bear positive implications for an organization. In the performance appraisal system related to the lack of objectivity is still one of the problems that is often faced, by him the appraisal system is needed to reduce indications of non-objective assessments as discussed earlier. Objectivity is expected to be present in every performance appraisal in order to be able to reduce nepotism and realize fairness and establish policies proportional to employees. Therefore, for every evaluator, leader, employee and any element that plays a role in providing performance appraisal, it is very important in understanding the meaning of objectivity in advance, so there will not be an impression of the birth of an assessment derived from compassion or subordinate respect for superiors, moreover by not involving personal interest in the assessment and expected from an objective assessment a policy that will not only benefit some parties but will provide equal opportunities for those who have competence will increase job satisfaction because employees feel their performance is appreciated which can also have a positive impact on the organization itself.

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ISSN: 2395-0463
Volume 05 Issue 10
October 2019

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