

## Penyempurnaan Sistem Penilaian Kinerja di Bank X = The Perfection of Performance Appraisal System at Bank X

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### Abstrak

Penilaian kinerja memiliki peran penting di perusahaan, baik bagi karyawan maupun organisasinya. Sistem pengelolaan kinerja yang efektif harus mampu menjadi alat ukur yang dapat membedakan tingkat kinerja, baik individu maupun organisasi sekaligus bersifat motivasional. Bank X menerapkan sistem penilaian kinerja kombinasi berdasarkan hasil kerja ( result based ) dan pmses kerja ( competency based ).

Keraguan akan penerapan sistem penilaian kinerja muncul karena inkonsistensi reward sejak tahun 2005 sehingga berdampak pada hasil penilaian kinerja dan faktor lain ( insentif motivasi karyawan ), maupun profit perusahaan.

Studi dilakukan untuk menelaah sumber penyebab timbulnya masalah yaitu pada proses penilaian, dan perilaku penilai serta sistem penilaian yang digunakan. Rekomendasi dapat berkaitan dengan hal ini, yaitu penyempurnaan proses penilaian, dan penyempurnaan sistem penilaian.

.....Performance Appraisal has the important roles in the company, both for its employees and its organization. The effective performance management system must be able to be a measurement tool which can differentiate individual and organizational performance levels and can motivate and can motivate the employees. Bank X applies the performance appraisal system combining the result-based system and competency-based system.

The hesitancy of this system is due to reward inconsistency which has been happened since 2005 so it results in performance appraisal, other factors (insentive, employee's motivation). and company's profit. This research examines the appraisal process, assessor behavior, and appraisal system as the sources of the problems. This research suggests that appraisal process and appraisal system be perfected.