

THE ROLE OF LEADER IN IMPROVING EMPLOYEE PERFORMANCE ASSESSMENT AT PT SIIX EMS INDONESIA PURCHASING SECTION

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ARTICLEINFO

Keywords:

Leadership Role,
Employee Performance
Appraisal.

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ABSTRACT

The purpose of this study was to determine the role of leadership in improving employee performance appraisal. In particular, this research has a target to (1) analyze how the process of implementing the leadership role in improving performance appraisal, (2) analyzing the supporting and inhibiting factors in the implementation of the leadership role in improving performance appraisal of employees of PT. SIIX EMS Indonesia Purchasing section. This type of research is qualitative using a case study approach. Data collection techniques used by means of observation, interviews, documentation. The data obtained were validated through: a) Persistence of observation, b) Triangulation of Data Sources, c) Adequacy of Reference. The research data is processed through the following techniques: a) Data Reduction, b) Data Presentation, c) Conclusion Drawing, which aims to obtain data to support the final results of the study. The results show that the fair dimension has not gone well, because managers in providing performance appraisals based on proximity to employees are not in accordance with KPI standards, dimensions support goals, managers in supporting work adjust to company conditions so that teamwork between employees goes well, dimensions being appreciative, managers give awards to employees who excel, but in providing performance appraisals they still use the element of closeness to employees..

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1. INTRODUCTION

Performance appraisal of an employee in an organization has an important role in carrying out company activities in order to develop and maintain the survival of the company. To create reliable human resources requires good management so that employee performance can be more optimally determined by the competence of human resources. Human resource competence is a characteristic of effective attitudes and behavior that will determine superior performance in work, so that the presence of competence will encourage someone to improve good performance and be successful in achieving organizational goals.

Improving employee performance is very fundamental to achieve maximum company results that will provide satisfaction to consumers or employees customer. Employee performance will be good if they have high skills, are willing to work for a salary and are in accordance with the agreement and have hopes for a better future, with good performance results the company will give a good assessment.

According to Wahyudi (2018) in his research on the Role of Leaders in Improving Employee Performance, it was found that leaders are able to make employees improve performance which is formed through general and specific policies made so that employees remain disciplined.

According to Ahya, et al (2020) in their research on the Role of Leaders in Efforts to Improve Employee Performance at TB. Barkat Cempaka in Banjarbaru, the results showed that performance problems always received attention in management because they were very important. related to the

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productivity of the company or organization, in connection with this, the effort to conduct a work assessment is very important.

According to Nurrahmah, et al (2021) in their research on the Role of Leaders in Efforts to Improve Employee Performance at CV.UD. Hana's Martapura, it was found that the role of a leader is very important in moving subordinates and must be able to provide firmness in order to improve employee performance which will have an impact on the company.

According to Armhela Fazrien, Sumartono, Tjahjanulin Domai (2014) in research on the Role of Leaders in Achieving Employee Performance (Studies at the Malang City Civil Service Agency) the results show that the role of leaders in achieving employee performance at the Malang City Civil Service Agency can be said to be quite good where the leader can carry out the role well so as to achieve better employee performance in order to realize the organization.

According to Edi Epron Sihombing (2021) in his research on the Role of Leaders in Improving Employee Performance at the Regional Personnel Agency of Mandailing Natal Regency, the results obtained that the head of the Regional Personnel Agency of Mandailing Natal Regency in carrying out the leadership role is interpersonal, the role of a good leader, the role of the leader as a good liaison, the role of entrepreneur and the role of resource allocation as measured are good enough so that they are able to carry out the role of monitoring each activity.

In previous studies, the difference with this research lies in the role of the leader who performs performance appraisals based on proximity to employees.

This research was conducted at PT. SIIX EMS Indonesia, an electronic assembly service industry. PT SIIX EMS Indonesia started its business as a supplier of printed circuit boards (PCBs), assembling mechanical parts and assembling electronic components. Driven by customer demand and expansion and expand its business scope by offering products and services that provide integrated solutions to its customers. PT. SIIX EMS Indonesia in the performance assessment standard used is performance based on key performance indicators (KPI). Management application performance based on key performance indicators (KPI) is not as expected. There are a number of aspects that cause the implementation of KPIs to not run smoothly. This aspect is unfair corrective action (corrective action) to employees, for example, an employee deviates between performance standards and actual performance. For example, based on the results of the performance evaluation, it is known that an employee failed to achieve his target to keep attendance ratio above 98%. Say he is a senior employee, according to KPI, if the keep attendance ratio is below 98%, the employee will not get a promotion at the end of the year. However, because the employee is familiar or close to the boss, the employee still gets a promotion. This can make performance appraisals tasteless in the eyes of other employees because of their nature which only makes evaluations without corrective actions to empower employees better and cause social jealousy.

The phenomenon that occurs is known that in evaluating employee performance appraisals, it takes a good leadership spirit in order to provide performance appraisals in accordance with key performance indicators

2. METHODS

2.1 Types of research

In this research, the method used is descriptive qualitative research method. This research method was chosen because to present data in a systematic, factual, and accurate manner regarding the facts in the field, regarding the problem of the role of leaders in improving employee performance appraisals of PT. SIIX EMS Indonesia Purchasing section.

2.2 Research Time and Place

Research time during practical work carried out from January 2020 to February 2020. The place of this research was carried out at PT. SIIX EMS Indonesia Purchasing Section.

2.3. Research Targets

The targets in this research are the employees of PT. SIIX EMS Indonesia Purchasing section.

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2.4 Instruments and Analysis Techniques

Data analysis techniques in this study used:

1. Data reduction

Sugiyono, (2019: 323) states that the longer the researcher is in the field, the more the amount of data will be, complex and complicated. For this reason, it is necessary to immediately conduct data analysis through data reduction. Reducing data means summarizing, choosing the main things, focusing on the important things, looking for themes and patterns. Thus the data that has been reduced will provide a clearer picture, and make it easier for researchers to collect further data, and look for it when needed.

2. Data presentation

Miles & Huberman in Sugiyono, (2019:325), stated that the next step in qualitative data analysis has reduced data is displaying data or presenting data. In qualitative research, data presentation can be done in the form of brief descriptions, charts, relationships between categories, flowcharts and the like. In this case, Miles & Huberman in Sugiyono, (2019:326) stated that the most frequently used to present data in qualitative research is narrative text. By presenting the data, it will be easier to understand what happened, plan further work based on what has been understood.

3. Drawing conclusions

The third step in qualitative data analysis according to the Miles & Huberman model in Sugiyono, (2019: 329) is drawing conclusions and verification. Verification is carried out because the initial conclusions put forward are still temporary, and will change if no strong evidence is found to support the next stage of data collection.

Testing the validity of the data in this study using:

1) Persistence of observation

According to Sugiyono, (2019: 367) to increase accuracy or persistence on an ongoing basis, the certainty of data and the chronological sequence of events can be recorded or recorded properly, systematically. Increasing accuracy is one way of controlling/checking work whether the data that has been collected, created, and presented is correct or not. To increase the persistence of researchers, it can be done by reading various references, books, previous research results, and related documents by comparing the research results that have been obtained. In this way, researchers will be more careful in making reports which in the end the reports made will be of higher quality.

2) Data source triangulation

To test the credibility of the data, it is done by checking the data that has been obtained through several sources. The data obtained was analyzed by the researcher so as to produce a conclusion, then an agreement (member check) was requested with three data sources (Sugiyono, 2019:369).

3) Reference adequacy

Reference is a support to prove the data that has been found by the researcher. In a research report, it is better if the data presented needs to be accompanied by photos or authentic documents, so that they become more reliable (Sugiyono, 2019:370).

3. RESULTS AND DISCUSSION

3.1 Research Results and Discussion

Data validity test, The data generated from data collection techniques, then tested the validity through the stages, as follows.

1. Persistence of observation

The researcher conducted an interview with one of the employees that: "There are a number of aspects that cause the implementation of KPIs to not run smoothly. This aspect is not fair corrective action (corrective action) to employees. There is an employee who deviates between performance standards and his actual performance. Based on the results of the performance evaluation, it is known that an employee failed to achieve his target to keep attendance ratio above 98% of senior employees, according to KPI, if the keep attendance ratio is below 98%, then the employee will not get a promotion at the end of the year. However, because the employee is familiar or close to the boss, the employee still gets a promotion. This

can make performance appraisals tasteless in the eyes of other employees because of their nature which only makes evaluations without corrective actions to empower employees better and cause social jealousy.

This statement shows that the leader does not yet have a fair nature in his leadership, so that other employees feel dissatisfied, the results of the study are supported by the theory from Kasmir (2017) explaining that the factors that can affect performance appraisals include employee satisfaction, and the company's leadership role is not yet optimal.

2. Triangulation of sources

Researchers from journals and books on the role of leaders in improving performance appraisal. The role of the leader should be able to improve employee performance because employee performance is closely related to the productivity of the company or organization, in connection with this the effort to conduct a work assessment is very important. The role of the leader in moving subordinates and must be able to provide firmness in order to improve employee performance which will have an impact on the company. However, in the results of the research on the role of leaders in performance appraisal at PT SIIX EMS Indonesia, it is still found that corrective actions (corrective actions) are not fair to employees to empower employees better and cause social jealousy in providing performance appraisals that are not in accordance with KPI standards which can make other employees not feel appreciated. So that to achieve a more optimal level of employee performance, the applicable leadership role is required fair, respectful, firm, the role of a leader who has an entrepreneurial spirit and has a resource allocation role.

3. Adequacy of references

Reference is a support to prove the data that has been found by the researcher. In the research report, it is better if the data presented needs to be accompanied by photos or authentic documents, so that they become more reliable. Researchers in using reference materials were carried out after the interviews were carried out, obtained data that had been updated and was equipped with photos with employees of PT. SIIX EMS Indonesia purchasing section.

Dimensions of leadership according to Ginting., et al (2021):

3.2 Dimensions are fair

There is a sense of togetherness of members which is a reflection of the agreement between subordinates and leaders in achieving organizational goals.

3.3 Dimensions support goals

Leaders support organizational goals by adapting organizational circumstances and enabling subordinates to work together. The researcher conducted an interview with one of the employees that: "Leadership in providing direction and encouragement to achieve the goal of adjusting to the existing conditions of the company, teamwork between employees is going well."

3.4 The dimension of being appreciative

Leaders are obliged to give awards or recognition for the work of subordinates. the researcher conducted an interview with one of the employees that: "managers in providing performance appraisals to employees who excel are always rewarded such as getting bonuses, but in providing performance appraisals it is not in accordance with KPI standards, which can make other employees feel unappreciated."

4. CONCLUSION

The conclusion in this study is that every dimension of the leadership role has not been going well. Dimensions are fair, there is an employee who deviates between performance standards and actual performance. Based on the results of the performance evaluation, it is known that an employee failed to achieve his target to keep attendance ratio above 98% of senior employees. According to KPI, if the keep attendance ratio is below 98%, then the employee will not get a promotion at the end of the year. However, because the employee is familiar or close to the boss, the employee still gets a promotion. This can make performance appraisals tasteless in the eyes of other employees because of their nature which only makes evaluations without corrective actions to empower employees better and cause social jealousy. Dimensions support the purpose of explaining that leadership in providing instruction and encouragement to achieve

the goal of adjusting to the existing conditions of the company, teamwork between employees goes well. The dimension of respect is that managers in providing performance appraisals to employees who excel are always rewarded such as getting bonuses, but in providing performance appraisals that are not in accordance with KPI standards, which can make other employees feel unappreciated.

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