

# 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 kinexjia yang efektif hams mampu menjadi alat ukur yang dapat membedakan tingkat kinerja, baik individu maupun organisasi sekaligus bersifat rnotivational. Bank X mcncrapkan 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 schingga berdampak pada basil penilaian kinerja dan faktor Iain ( insentitl motivasi karyawan ), maupun profit pemshaan.

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

.....Performance Appraisal has the important roles in the company, both for its employees and its organization. The etfective performance management system must be able to be a measurement tool which can differentiate individual and organizational perfomance 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.