

## Analisis hubungan iklim organisasi, pelatihan metode 360° feedback, dukungan manajemen terhadap pelaksanaan penilaian kinerja dengan menggunakan metode 360° feedback : studi kasus di PT. X

Chendra K. Hanjaya, author

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### Abstrak

Being a globally competitive manufacturer of premier product brands has been a vision for PT. X as a multinational company. PT. X has been developing competitiveness edge continuously, one way of other goes through employee performance improvement. In the view of the fact that the biggest proportion of employee hold by Production Department, the company realized that they need a suitable performance appraisal system. Particularly for leadership skill performance appraisal, HRD has applied 360° feedback method as a tool to evaluate the performance of their employees. However the success of managing and application of 360° feedback method is determined by system support that can accommodate the company's needs.

This research has an objective to review correlation between the organization climate, the 360° feedback method training, and the management support to the implementation of 3600 feedback performance appraisal, case study at PT.X. Production Department was determined as research's population from manager level to operator level with total of 298 employees. Based on Krejcie table, 165 samples were required, with disproportionate random sampling method to represent all strata.

Ken & Blanchard told that situation - organization climate was important in managing performance. While Edward & Ewen told that training was required to gain optimum benefit from 3600 feedback performance appraisal. In other side Armstrong told us that performance management is the process that was controlled by management to improve organization performance.

Five parts closed questionnaire was applied to collect the data. First eight questions are related with socio-demography. Second thirteen questions represent organization climate (XI). The third part consists of nine questions represent 3600 feedback method training (X2). While fourth seventh questions represent management support (X3). The last part with twelve questions represent the implementation of 3600 feedback method performance appraisal (Y).

Data processing and analysis was calculated with SPSS (Statistical Package for Social Science) version 10.0. A correlation analysis of sociodemography characteristic to the implementation of 3600 feedback performance appraisal was acquired from cross tabulation while correlation between organization climate, 3600 feedback method training, management support to the implementation of 3600 feedback performance appraisal was calculated with Rho Spearman method.

The research showed that the socio-demographic characteristic, only employee's age and education background has a connection with the implementation of 3600 feedback performance appraisal.

Based on Rho Spearman statistic correlation, the organization climate (Xi) and the implementation of 360° feedback performance appraisal (Y) showed  $r = 0.252$  with 0.002 significance value. Correlation of the 360° feedback method training (X2) and the implementation of 3600 feedback performance appraisal (Y) showed value of  $r = 0.494$  with 0.000 significance value. Finally, correlation of the management support (X3) and the implementation of 360° feedback performance appraisal (Y) showed value of  $r = 0.392$  with 0.000 significance value.

As a conclusion, those three variables above, organization climate, 3600 feedback method training and management support were expected to be improved and enhanced to support the implementation of 3600 feedback performance appraisal (Y). Hence we hope the company will maintain and gain competitive advantage continuously.