

Efektifitas pelaksanaan sistem manajemen kinerja dalam organisasi : studi kasus di PT. Astra Graphia Tbk dalam implementasi manajemen kinerja dengan sistem on-line = Effectiveness implementation performance management system In organization : case study at PT. Astra Graphia Tbk in implementation performance management with on-line system

Janty Purnama, author

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Abstrak

<i>The company convinces that they have to execute a process carefully in order to achieve a best performance, to increase the competitive ability and to achieve the satisfaction of employee and customers. One of the system that can bridge that needs is through the performance management implementation. Agreement and planning is a definite basis to determine if each individual can produce, understand and execute their objectives. Therefore, they will realize that their objectives and individual activity can give impact to the result of department and organization directly.

While execution on the monitoring and feedback will give contribution to the motivation and individual energy in order to achieve their definite goals. And finally an evaluation is an appreciation from the management to their employees totally in one evaluation period. Management is expected to appreciate the employees' goals achievement objectively. It can be done through the existing working standard and through the quality and qualification on the individual dimension - dimension on the definite job standardization.

As a process, the management can work smoothly if the three variables support each other : agreement & job planning, monitoring process and feedback and effective performance appraisal. In this research. the goals that will be achieved is to know the correlation between the agreement and job planning. monitoring and feedback and performance appraisal by an effective performance management in PT Astra Graphia Tbk. This research uses the method of quantitative descriptive.

We take the employees of PT Astra Graphia Tbk. as a research population. These employees have been participated in the on-line performance management from the level II, III, IV & V. Their number is 730 person. The data was taken by providing a list of questions and direct interview with the respondents. Then the researcher tested the data validation and reliability with the correlation Split Half 1lfethod and Spearman Brown formula. After that, an analysis can be done with the correlation technical of product moment Pearson.

From the valid and reliable research, we can get the result as follows :

1. There is a positive and significant correlation between the agreement and planning and the effective good management with the correlation coefficient number (r) : 0.747.
2. There is a positive and significant correlation between the variable of monitoring and feedback with the effective good management with the correlation coefficient (r) : 0.790

3. There is a positive and significant correlation between the job evaluation and the effective good management with the correlation coefficient (r) : 0.877

Therefore we can conclude that the variables that was taken in this research have a strong and significant correlation. That means that effectiveness implementation of performance management system in PT Astra Graphia Tbk have positive and significant relation in its element, specially process assessment of performance having highest value or all the element have supported process execution of performance management which was effective. In this case role of technology (on-line system) follow to assist in achievement of effectiveness execution of performance management system, seen from satisfied responder answer in process of performance appraisal.

We can get the research recommendation as follow :

1. Doing a socialization on the implementation of a good management with the on line mechanism, explaining on the company vision and mission and clarifying on the job evaluation to avoid the subjectivity and improper evaluation.
2. Doing a training on the objective setting so that employee can arrange and set their goals smartly (specific, measurable, reasonable and time limit) and be able to determine the individual objectives in one period of management.
3. Implementing the employees' LDP. So that it can work well and give support to the agreement and planning (PP).