

# Conceptual Framework for Implementing Performance Application on Personnel Performance Assessment System in Military Agencies

Yudo Aji Susanto<sup>1</sup>, Vishnu Juwono<sup>\*2</sup>

<sup>1,2</sup>Fakultas Ilmu Administrasi, Universitas Indonesia  
vjuwono@ui.ac.id

## Abstract

*Performance evaluations evaluate an employee's performance and give a forum for discussing past, present, and future performance requirements. Performance evaluation is also known as employee rating, employee evaluation, performance review, or outcomes evaluation. Performance evaluations are commonly used to administer pay and compensation, provide performance feedback, and assess the strengths and shortcomings of particular employees. There are several reasons for the prevalence of performance evaluations among office, professional, technical, supervisory, middle management, and nonunion manufacturing employees. A recent report by Bersin & Associates indicates that performance management, which includes self, manager, and multisource reviews and goal setting, provides an organization with increased operational competence, legal compliance, enhanced corporate growth, and increased transformational processes and performance. Indeed, performance evaluations may give answers to a vast array of work-related concerns, and bad performance can be rectified by providing a road map for success. Even after receiving a favorable evaluation, employees benefit from assessments that assist them identify how to enhance their job performance. In addition, although an employer may not be required to have a basis to terminate an employee, performance reviews might be used to justify such actions if they become necessary.*

## Keywords

performance appraisals;  
operational; process



## I. Introduction

Public sector organizations in the 21st century require "good people, good systems, and good intentions." Good people emphasize the ability of people to support the performance and achievement of shared goals, while the excellent system is related to recruitment, classification, compensation, training, and evaluation. Then good intentions include tasks that people propose to complete and values that guide work (Berman et al., 2016). For this reason, in realizing optimal performance, a strategy is applied in the form of performance appraisal.

Performance analysis, better known as "performance appraisal," is an appraisal process based on several components. Performance appraisal is the core component and is a system designed relatively and accurately to assess individual performance (Daley 2017). This assessment focuses on the extent to which individuals see themselves as responsible for their tasks in producing something productive related to organizational goals and priorities, no longer focusing only on work behavior or individual competencies. In this performance analysis, assessment/evaluation is carried out as a form of supervision and

supports the training and development needed by individuals in maintaining performance productivity.

Within the Indonesian Armed Forces organization itself, the performance appraisal system for the Indonesian Army-Army personnel has been regulated through the Decree of the Army Chief of Staff Number: Kep/995/XII/2016 dated December 7, 2016, concerning Individual Performance Assessment in the Army. Indonesian National Army-Army to support the bureaucratic reform of the Indonesian National Army. The individual scoring system is guided by all units within the Indonesian National Army-Army, including the Yonzipur 16/DA Unit. The appraiser's supervisor carries out this personal appraisal system or an official level above the appraiser. The material used as an assessment is the achievement of performance (consisting of implementation of programs/activities, implementation of individual actions, quality of assignments/jobs) and required competencies (knowledge, expertise/skills, behavior) that can be applied in units of the Indonesian Armed Forces.

The Combat Engineer Battalion 16/Dhika Anoraga (Yonzipur 16/DA) is one of the combat aid battalion units under the Iskandar Muda Regional Military Command (Kodam), which was once famous for its achievements, both by the team and personnel. Some of the accomplishments that have been achieved by Yonzipur 16/DA include the election of Company C Ton III Yonzipur 16/DA Kodam IM representing Kodam IM to compete in the KASAD II Cup 2015 (Hermawan, 2015), and the overall winner of the Pra Ton Tangkas Sanggamara Bangkit Test, Ton The Kiban Yonzipur 16/DA dump truck and the fastest military swimming personnel achievement by Praka H. Basri Ton I Company C Yonzipur 16/DA in the Picking Test of the Agile Pre Platoon of Combat Units and Combat Assistance of the Iskandar Muda Military Command in 2017 (Budi, 2017).

With the emergence of violations that often occur, the question now is how the Theory of Appropriate Performance can be applied in the work environment. How is the conceptual framework for Appraisal Performance on Job Appraisal in the military background, and how is the conceptual framework for the factors that influence the implementation of Appreciate Performance on Work Appraisal so that it runs optimally. This article discusses all three of them.

## **II. Research Method**

This study uses the post-positivism paradigm, which is included in analytical descriptive research using a qualitative scientific approach; if the researcher starts by discussing theories, it is equipped with collecting supporting data that refutes the views, then begins to make the necessary revisions before beginning the next test. The research approach with post-positivism is used to understand the facts that have been collected using a deductive to inductive flow where the research comes from a theory. With this paradigm and approach, this research will be able to explain the analysis of the application of Performance Appraisal on the system. Performance assessment of the personnel of the 16th Combat Engineer Battalion/DA Kodam Iskandar Muda.

### III. Results and Discussion

#### 3.1. Experience implementing Performance Appraisal

In the military context, the implementation of Performance Appraisal is carried out to support the bureaucratic reform of the Indonesian National Army. The individual assessment system is guided by all units within the Indonesian National Army. It has been regulated through the Decree of the Army Chief of Staff Number: Kep/995/XII/2016 dated December 7, 2016, concerning Individual Performance Assessment in the Indonesian Army-Army. Individual performance analysis systems are part of the demands of organizational needs (Berman et al., 2016), individual performance analysis is also a tool or method used to improve organizational performance (DeNisi & Sonesh, 2010 in Anyers, 2015). Employee performance is also assessed through the use of Performance Appraisal (Amha and Brhane, 2020), which focuses on the relationship between employee performance measurement and management (Mbore and Cheruiyot, 2017); employee and management performance is also assessed through the use of Performance Appraisal (Lai and Cheruiyot, 2017); the impact of transformational leadership on performance is also assessed through the use of Performance Appraisal (Lai and Brhane, 2020); and the impact of paternal (Evans and Bae, 2019) centers on simulating a model for evaluating the performance of an individual, For example, (Loga&Chand, 2019) focused on the APA in the public sector in developed nations; (Evans&Bae, 2017) estimated the limits of performance evaluation systems in finding the best performers ( Djufri, et al, 2019) (Klindzic et al, 2020) highlighted the nine individual bundles and group PFP practices and their co-effect, (Lin&Kellough, 2019) focused on the literature gap by investigating supervisors' opinions of individual performance assessments, (Dennis M. Daley, 2017) concentrated on behavioral linkages. a) Madhakomala, 2020, focuses on the model of performance appraisal evaluation tools for logistics workers while discussing performance appraisal on the perceptions of performance rewards. From some of the studies above, both developed and developing nations share comparable difficulties connected to performance rating).

Moreover, developed countries have more complex problems than developing countries. However, all countries are currently preparing themselves to have quality in their human resources. If it is reviewed more deeply in previous research, it will find a suitable concept for military agencies.

According to (Amha and Brhane, 2020), employees' performance is critical to the success of public, non-public, and private businesses, which is why they conducted their study. Studying the factors that influence employee performance in public organizations, such as Dessie's municipal office, is a major goal of this research. The office investigates the practices of motivation, leadership, work environment, and employee performance in the implementation of these internal practices.. Descriptive and explanatory research methods are used to investigate this issue.

After reviewing the literature on performance measurement implementation, (Mbore and Cheruiyot, 2017) discovered that performance measurement is at the stage of identifying obstacles and traps to avoid based on the experience of practitioners. Many initiatives in the African public sector to establish results-based management have failed. From a theoretical perspective, this study proposes an approach to evaluating the effectiveness of a company's performance measurement system that builds on that theoretical foundation. Performance measurement systems need to be continually aligned with results-based performance management, according to this paper's findings.

Lai and colleagues (2020) Using a multi-source and multi-temporal study design, they were able to decrease methodological variability. A sample of 507 nurses working in 44 teams were used to test the hypothesis. Workplace involvement still serves as a mediating factor in the relationship between transformational leadership, job performance, and helping behavior even after controlling for a variety of relevant variables (such as the leader-member exchange, role-based self-efficacy, and transactional leadership).

In their research, (Ugurlouglu et al., 2018) indicate that the paternalistic leadership factor has a direct influence on the performance of employees and their desire to quit the workplace. ( Leaders in healthcare businesses may wish to consider emphasizing kindness as a way to improve the work of their employees. To stress benevolence and morality, hospital leaders might decrease their desire to quit work.

Performance appraisal is an uncomfortable and emotional process for managers and results in a defensive attitude, as explained by Plessis and colleagues (Evans and Bae, 2019) in developing a simulation model for events-distributed representation of United States Army officers in the applicable forced distribution performance appraisal system. Furthermore, the input parameters controlled by the simulation system are evaluated and optimized by ranking simulation optimization and engineering selection.

In other words, the APA system ensures that PAS will get the predicted outcomes, as shown by (Loga&Chand, 2019). By using basic employee engagement and key performance measures, the morale of the staff and the conduct of the employees improved. System structure and dynamics have an impact on employee assessment findings, according to (Evans&Bae, 2017). Having fewer subordinate appraisers has been shown to have a considerable impact on the accuracy of performance evaluations in this scenario. However, increasing the amount of time each person spends on a task has no influence on the accuracy of the system (Djufri et al., 2019) proved that Spider Plot diagrams can quickly explain individual performance analyzes of managers in different units. With this type of model, it is hoped that planning can be easily mapped through performance appraisals to be used in planning careers.

In this study (Klindzic et al., 2020), the research method used is an empirical study by distributing questionnaires to be analyzed using descriptive statistical analysis methods, correlation analysis, category principal component analysis, and multiple regression analysis. Increasing ratings, incorrect criteria, and a lack of assistance are some of the most problematic components of performance evaluation (Lin & Kellough, 2019). Supervisor views were influenced by the usage of performance-based awards, supervisors' attitudes about the impartiality of their performance evaluations, and supervisors' age.

In a research done by (Dennis M. Daley, 2017), he wants to examine the link between behavior and performance appraisal in regards to the perceptions of reward. Using data from the 2012 Federal Employee Perspective Survey, regression analysis was performed on the perceptions of performance awards (fairness and accuracy of assessment, accountability of results, goals, priorities set, input, training, and development).

To establish an evaluation model for logistics personnel's performance, it was determined that the criteria were logistics activities (A), logistics functions (F), and logistics principles (Madhakomala, 2020). (L). Five KPIs (A1-A5) are used for logistics operations, five KPIs (F1-F5) for logistics functions, and seven KPIs (L) for logistics principles (L1-L7). The logistic criteria, with a value of 0.413, have the highest calculated value of the KPI criteria that must be satisfied. To help the Indonesian National Armed Forces Organization and the general public, this study is anticipated to serve as a model for analyzing performance reviews.

### 3.2. Conceptual Framework for Application of Appraisal Performance

Appraisal performance adalah sebuah strategi yang merupakan bagian dari work management. In creating a productive work environment, an effort is needed to improve performance. This process shows that managers must ensure employee activities and results are by company goals. Performance appraisal is a process organized by the company to evaluate or evaluate each employee's performance. The human resources department of a company uses the results of performance appraisals as basic information used to assess the effectiveness and success of various policies on human resources. A good appraisal must provide an accurate picture of the performance being measured by evaluating employee performance. Assessed. Assessment must have a relationship with work (job-related) by actually setting the behavior or work of employees. The performance appraisal process must be able to identify performance standards, measure the criteria used to conduct assessments, and provide feedback to employees regarding the results of their reviews to improve performance in the future and improve performance that is considered not following the standards. Performance measurement (performance measurement) is a number or rating used to provide an assessment of employee performance. (Dewi Hanggraeni, 2012) (Soekidjo Notoatmodjo, 2009).

Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

Performance assessment is the process of evaluating or assessing the performance of employees by businesses. In 1987, Handoko (Handoko) The term "evaluation" refers to the process of comparing the actual results of a project with the expected ones. (Siagian, 1989) Siagian An evaluation of an employee's present and/or prior performance is known as a Performance Assessment or Performance Appraisal. Function standards are established, employees' actual performance is assessed against the existing standards, and feedback is provided to employees in order to assist them reduce inefficient performance or sustain above-average performance. This is how performance appraisals work (Dessler, 2015).

This link exists because both Appraisal Performance and Performance Management are essential tools for gaining an advantage in the market (p.341). An ongoing process of recognizing, assessing, and developing the performance of individuals and teams and matching their arrangement with organizational goals is known as performance management (p.293). Furthermore, performance appraisal may be described as a collection of employee performance data based on the evaluation of employee performance through appraisal activities (Cascio & Aguinis, 2011).

Evaluation of Capabilities The cornerstone to an organization's ability to develop its employees is performance review. It is a manifestation of an employee's performance appraisal form that a performance evaluation is. Performance appraisal is an organizational process in assessing the performance of its employees. Performance appraisal provides an overview of the state of employees and, at the same time, can give feedback (feedback) for employees (Sulistiyani, 2015). In principle, performance appraisal is a way of measuring the contributions of individuals within the company made to the company.

Performance management is all about improving or synchronizing improvements to create value. Thus, it can be concluded that performance management is a system that

manages, analyzes, measures, and evaluates organizational and employee performance to be effective and productive and create economic value for all levels of the organization. So it can be concluded that Performance Appraisal is a formal system carried out by companies in measuring and evaluating actual employee performance compared to predetermined standards. Researchers use it as a dimension in performance appraisals to monitor initial goals and the availability of assessment data: performance, surprise inspections, rewards and punishments, and annual assessments (Cokins, 2009).

### 3.3. Factors Affecting Appraisal Performance

Performance management is all about improving or synchronizing improvements to create value. Thus, it can be concluded that performance management is a system that manages, analyzes, measures, and evaluates organizational and employee performance to be effective and productive and create economic value for all levels of the organization. So it can be concluded that Performance Appraisal is a formal system carried out by companies in measuring and evaluating actual employee performance compared to predetermined standards. Researchers use it as a dimension in performance appraisals to set initial goals and monitor and provide assessment data: performance, surprise inspections, rewards and punishments, and annual assessments. (Cokins, 2009).

## IV. Conclusion

The application of Appraisal Performance in military agencies tries to accommodate the institutional structure of the Indonesian National Armed Forces to have qualified human resources; with the demands of the 21st century, of course, an organization needs to have a combined strategy between "good people, good systems, and good intentions." Appraisal Performance is an assessment platform based on several components with performance values as the core component and is a system designed relatively and accurately to assess individual performance. If this performance appraisal can be carried out properly, the violations will decrease, and personnel motivation will continue to increase over time. For Appraisal Performance to run optimally at the performance appraisal stage, the influencing factors need to be considered both before carrying out the performance appraisal and support—in the form of an internal environment that supports diversity, organizational willingness, and performance motivation.

## References

- Amha, G. G., & Brhane, F. (2020). Determinant of Employee Performance in Public Organizations: The Case of Dessie City Municipality Office. *International Journal of Marketing & Human Resource Research*, 1(01), 1-13.
- Ayers, R. S. (2013). Building Goal Alignment in Performance Appraisal Programs. *Public Personnel Management*, 42(4), 495-520.
- Ayers, R. S. (2015). Aligning Individual and Organizational Performance: Goal Alignment in Federal Government Agency Performance Appraisal Programs. *Public Personnel Management*, 44(2), 169-191.
- Becker, H., & Ulrich. (2009). *The HR Scorecard: Mengaitkan Manusia, Strategi dan Kinerja*. Jakarta: Erlangga Group.
- Berman, Evan M., Bowman, James S., West, Jonathan P., Wart, Montgomery R. Van. (2016). *Human resource management in public service paradoxes, processes, and*

- problems* (5<sup>th</sup> ed.). Los Angeles, London, New Delhi, Singapore, Washington DC, Boston: SAGE Publications.
- Bogdan, M. (2020). Expectations in the Military Environment Regarding the Approach of Personnel Strategies According to the Principles of E-Marketing. *Review of the Air Force Academy*, 1 (41).
- Daley, D. M. (2017). The Path to Performance Rewards: Perception among Federal Employees on the Promise of Performance Appraisal. *Compensation and Benefits Review*, 49 (3), 161-176.
- Dessler, G. (2015). *Manajemen Sumber Daya Manusia*. Jakarta: Salemba Empat
- Djufri, M., Tambi, A. M. B. A., Mamat, M., & Hadi, I. (2019, July). Spider Plot Model for Analysis of Individual Appraisal Performance Towards Career Planning in Organizations. In *Journal of Physics: Conference Series* (Vol. 1179, No. 1, p. 012162). IOP Publishing.
- Evans, L. A., & Bae, K. H. G. (2019). US Army Performance Appraisal Policy Analysis: A Simulation Optimization Approach. *Journal of Defense Modeling and Simulation: Applications, Methodology, Technology*, 16(2), 191-205.
- Evans, L., & Bae, K. H. (2017). Simulation-Based Analysis of a Forced Distribution Performance Appraisal System. *Emerald Insight Publications*, 120-136.
- Friedman, B. (2009). Human Resource Management Role Implications for Corporate Reputation. *Corporate Reputation Review*, 12, 229-244
- Hargis, M. B. & Bradley, D. B. (2011). Strategic Human Resource Management In Small and Growing Firms: Aligning Valuable Resources. *Academy of Strategic Management Journal*, 10(2), 105-125.
- Kim, J. (2016). Impact of performance Appraisal Justice on the Effectiveness of Pay for-Performance Systems After Civil Service Reform. *Public Personnel Management*, 45(2), 148-170.
- Klindžić, M., & Galetić, L. (2020). Combining Individual and Collective Employee Incentives to Enhance Organizational Performance. *Društvena Istraživanja*, 29(1), 71-90.
- Lin, Y. C., & Kellough, J. E. (2019). Performance Appraisal Problems in the Public Sector: Examining Supervisors' Perceptions. *Public Personnel Management*, 48(2), 179-202.
- Locke, E. A., & Latham, G. P. (2002). Building a Practically Useful Theory of Goal Setting and Task Motivation. *American Psychologist*, 57 (9), 705-717.
- Loga, P. (2019). Performance Appraisal Systems and Public Sector Efficiency in Small Island Developing States the Case of Fiji. *Emerald Insight Publications*, 974-992.
- Madhakolama, R., Gunawan, K., Marsiningsih, S. A. K. (2020). Development of Performance Appraisal Model for Logistic Staff Personnel with the Key Performance Indicator (KPI) and Analytical Hierarchy Process (AHP). *Journal of Resource Management*, 2(21).
- Madhani, P. M. (2014). Aligning Compensation Systems with Organization Culture. *Compensation & Benefits Review*, 46(2), 103-115.
- Mathis, L. Robert dan Jackson, H, John. 2006. *Manajemen Sumber Daya Manusia*. Jakarta: Salemba Empat.
- Mbore, C. & Cheruiyot, T. (2017). Employee Performance Measurement and Management in the African Public Sector. *International Journal of Sciences: Basic and Applied Research (IJSBAR)*, 36(1), 187-201.
- Mondy, R. W. (2008). *Manajemen Sumber Daya Manusia*. Jakarta: Erlangga.
- Niati, D. R., Siregar, Z. M. E., & Prayoga, Y. (2021). The Effect of Training on Work Performance and Career Development: The Role of Motivation as Intervening

- Variable. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 4(2), 2385–2393.  
<https://doi.org/10.33258/birci.v4i2.1940>
- Noe, R. A., Hollenbeck, J. R., Gerhart, B. & Wright, P.M. (2008). *Human Resource Management: Gaining a Competitive Advantage*. New York: McGraw Hill.
- Noe, R. A., John, R. Hollenbeck., Barry, G., & Patrick M. W. (2011). *Fundamentals of Human Resource Management*. New York: McGraw Hill.
- Oh, S. S., & Lewis, G. B. (2009). Can Performance Appraisal Systems Inspire Intrinsically Motivated Employees? *Review of Public Personnel Administration*, 29(1), 158-167.
- Orr, R., Sakurai, T., Scott, J., Movshovich, J., Dawes, J. J., Lockie, R., Schram, B. (2021) The Use of Fitness Testing to Predict Occupational Performance in Tactical Personnel: A Critical Review. *International Journal of Environment Research and Public Health*, 18, 7480.
- Paarlberg, L. E., & Lavigna, R. (2010). Transformational Leadership and Public Service Motivation: Driving Individual and Organizational Performance. *Public Administration Review*, 70 (5), 710–718.
- Paarlberg, L. E., & Perry, J. L. (2007). Values Management: Aligning Individual Values and Organization Goals. *American Review of Public Administration*, 37 (4), 387-408.
- Plessis, T. D., & Niekerk, A. V. (2017). Factors Influencing Managers' Attitudes towards Performance Appraisal. *SA Journal of Human Resource Management*, 1-10.
- Plessis, T. D., & Van, N. A. (2017). Factors Influencing Managers' Attitudes towards Performance Appraisal. *SA Journal of Human Resource Management*, 15(0), 1-10
- Robbins, Stephen P., & Mary, C. (2007). *Management, Prentice-Hall International Edition*.
- Sebastian, L. C., Syailendra, E. A., & Marzuki, K. I. (2018). Civil-Military Relations in Indonesia after the Reform Period. *Asia policy*, 13(3), 49-78.
- Seet, P. S., & Kropp, F. (2019). Understanding Early-Stage Firm Performance: the Explanatory Role of Individual and Firm-Level Factors. *International Journal of Manpower*, 42 (2), 260-285.
- Shah, M. M., et al. (2020). The Development Impact of PT. Medco E & P Malaka on Economic Aspects in East Aceh Regency. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)* Volume 3, No 1, Page: 276-286.
- Ugurluoglu, O., Aldogan, E. U., Turgut, M., & Ozatkan, Y. (2018). The Effect of Paternalistic Leadership on Job Performance and Intention to Leave the Job. *Journal of Health Management*, 20(1), 46-55.
- Werdhiastutie, A. et al. (2020). Achievement Motivation as Antecedents of Quality Improvement of Organizational Human Resources. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)* Volume 3, No 2, Page: 747-752.