

Analysis of Employee Performance Appraisal Using the Behaviorally Anchor Rating Scale Method at CV. BBC

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ABSTRACT : *The CV. BBC is a company engaged in the food sector that processes meat, arak (traditional Balinese drink), and cooking spices. Some of the company's employees still have multiple responsibilities, there are no reference variables used to improve employee performance, and a lack of technical training and self-development. This study aims to determine performance variables, employee performance assessment using the BARS method, and provide recommendations for performance assessment. Employee performance assessment uses 10 employees. The results of the study can identify six performance assessment variables, namely attendance, responsibility, cooperation, compliance, honesty, and initiative. The percentage level of variables ranges from 68% - 87% with a description of high - very high. The recommendation that can be given is that variables in the "very high" category need to be maintained and improved, while variables in the "high" category need intensive training and communication between superiors and employees. Employee performance assessment using the BARS method at CV. BBC can be carried out effectively to increase company productivity.*

KEYWORDS - *BARS method, employees, performance assessment*

I. INTRODUCTION

Companies today are competing to produce products that are in accordance with consumer desires. The role of employees by displaying the best performance is needed in producing products or services that match the target market. For this reason, employee performance in the company is very important to measure. Performance measurement must be carried out with the right performance variables according to the situation and conditions of the company. Employee performance appraisal in a company is expected to provide motivation and positive and effective influence for employees to achieve optimal company goals.

CV. BBC is a company engaged in processed meat foods (pork, chicken and duck), *arak* (a traditional Balinese drink), and Balinese spices. The company is in West Denpasar, Bali. During the 15 years of the company's operation, it turns out that there are still some employees who hold two responsibilities (job desk), such as in the case of pork delivery and production. This occurs as a result of the absence of a clear division of tasks, no reference variables used in improving employee performance productivity, and a lack of technical training and self-development for employees.

Performance appraisal techniques using the Behaviourally Anchor Rating Scale (BARS) method are objective in determining employee behavior benchmarks and assessment parameters are not influenced by subjective factors. The BARS method focuses on employee behavior when working and compares the provisions of existing behavior standards in the company (Rustiawan et al., 2023). The 360 Degree Feedback method has little in common with the BARS method where this method assesses employee behavior while working and provides feedback to employees aimed at self-development, but this method still allows for biased assessments due to feedback from others (Hosain, 2016). The advantage of the BARS method compared to other methods is that the assessment results become more objective because the observed behavior is specifically given a rating scale from the existing performance behavior standards in the company.

The implementation of employee performance appraisals at CV. BBC can be a solution in determining the distribution of tasks and increasing employee effectiveness at work. The owner and supervisor of each field can provide recommendations to employees after conducting performance appraisals. These recommendations are useful for employees and increasing company productivity. Therefore, this research was conducted entitled Analysis of Employee Performance Appraisal with Behaviorally Anchor Rating Scale Method at CV. BBC. This study aims to determine company performance variables, determine the assessment of CV. BBC employees using the BARS method, and develop recommendations for employee performance appraisals.

II. LITERATURE REVIEW

2.1 Behaviorally Anchor Rating Scale (BARS) Method

The Behaviorally Anchor Rating Scale method, also known as the BARS method, was developed in 1963 by Smith and Kendall. Initially, they expressed dissatisfaction with subjective assessments using

traditional graphical rating scales. The BARS method is a type of performance rating scale management using behavior as the rating scale and focusing on traits for progressive performance (Waithanje & Mandere, 2020). The BARS method is a method that combines a work behavior approach with employee personal traits (Dessler, 2013). In this method, the vertical behavior scale for each work indicator consists of 5 - 10 and each dimension is arranged based on an anchor. The BARS method itself focuses on employee traits such as devotion, work processes, and employee work efficiency. This method emphasizes the quality and quantity of work and employee behavior at work.

2.2 Disadvantages and Advantages of the Behaviorally Anchor Rating Scale Method

There are disadvantages and advantages of the Behaviorally Anchor Rating Scale method itself (Evita, et.al., 2017), namely:

1) Disadvantages:

1. Takes a lot of time. The application of the BARS method requires a lot of time in the assessment process. This is due to the assessment based on individual employee behavior.
2. Requires continuous updates. The application of the BARS method requires continuous updating, as there are several changes to existing roles and standards.

2) Advantages:

1. Clearer and more accurate measures. In the BARS method, development is usually carried out by people who are experts and know the work and requirements in the field of human resources, resulting in more accurate job performance.
2. Clearer critical standards and assessment standards. Critical events in the scale will be explained and related to superior performance and average performance so that the standard of assessment will be clear.
3. Feedback. The existence of critical events will make it easier for ratings to be assessed which will later become feedback from the assessment.
4. Independent dimension. Systematically group critical events starting from 5 - 10 into performance dimensions that are related to each other.
5. Consistency. Performance appraisals using the BARS method are relatively reliable because they are conducted by different appraisers.

2.3 Assessment of Behaviorally Anchor Rating Scale Method

The BARS method assessment is carried out by supervisors, HRD, and employees in a company by determining the anchor of each indicator which will be given an assessment ranging from 1 - 5 on each anchor. Indicators are obtained from variables that affect employee performance which are used as performance appraisals such as attendance, responsibility, cooperation, honesty, initiative, and compliance. Anchor itself is a detailed description of a person's behavior that shows performance on each indicator criterion. The anchor criteria in question are a person's attitude or behavior that reflects himself in doing a job to produce performance for the organization or company. Rating is an assessment described in the form of numbers, ranging from 1 (very high), 2 (high), 3 (sufficient), 4 (low), and 5 (very low) (Putrianty, 2008).

2.4 Employees

An important asset of the company is employees. According to the Republic of Indonesia Law Number 13 of 2003 concerning Manpower, an employee is any person who can carry out work, either producing goods or services to meet their own needs or the needs of the community. Employees have an active role in the success of the company, because they can set plans, processes and know the company's goals to be achieved.

Types of employees are divided based on employment status within the company. Employees are divided into permanent employees and contract employees, which are seen from the employment agreement, rights and obligations between parties when establishing a working relationship within a certain period (Putra et al., 2015).

1. Permanent Employees are employees who have entered into a work agreement with the company and are not bound by a specified time limit. Permanent employees earn income regularly, have higher rights than other employees, and are usually not bound by employment agreements from other companies.
2. Contract employees are workers who are hired when the company needs workers and usually workers have a working relationship in a company that has been contracted by signing an agreement according to a certain period for the needs of the company.

2.5 Factors Affecting Employee Performance

Employee performance in the traditional approach is better known as job performance in doing tasks, while in modern / broad terms it is defined as workers' understanding of the ability to organize to work together to get the job done (Carpini, et al., 2017). These factors affect performance both internally and externally which comes from the employee and the environment around the company. According to the opinion of Diamantidis & Chatzoglou, (2018) factors that affect employee performance come from the work environment (organizational culture, employee communication) and employees themselves (motivation, adaptability, and skills)

III. RESEARCH METHOD

The research was conducted at CV BBC located in Denpasar City, Bali. The study population was all employees and company owners. Sampling using purposive sampling technique, based on certain considerations, namely employees who have worked for more than 5 years and are representatives of each field of work in the company. The selected sample was half of the 10 employees of CV BBC.

A preliminary survey was conducted to the company for observation and in-depth interview sessions with the company owner. Observations and interviews to identify performance improvement variables, variable weights, indicators and anchors used in employee performance appraisals.

The employee performance appraisal form uses a Likert scale on each indicator of each variable. The Likert scale is used to measure the opinions and attitudes of employees who will be described based on the indicators of each variable and rated from 1-5 (Table 1).

Table 1. Likert scale of performance appraisal variable indicators

Description	Symbol	Number
Strongly Agree	SS	5
Agree	S	4
Enough	C	3
Disagree	KS	2
Strongly Disagree	STS	1

Source: Hasan (2002)

Analysis of employee performance appraisal begins with calculating the average value of indicators using the Weight Means Score (WMS) formula (Sugiyono, 2012), then proceeds to calculate the percentage of indicators and variables. The range of values obtained is then interpreted and classified according to the criteria in Table 2.

Table 2. Classification and interpretation of Weight Means Score indicators and variables

Value Range	Interpretation	Criteria
4.01 – 5.00	Strongly Agree	Very High
3.01 – 4.00	Agree	High
2.01 – 3.00	Enough	Medium
1.01 – 2.00	Disagree	Low
0.01 – 1.00	Strongly Disagree	Very Low

Source: Sugiyono (2012)

The results of the calculation of the total average of each variable are categorized in the form of a table of achievement levels of employee performance appraisal (Table 3).

Table 3. Employee performance achievement level

No.	Level of Performance Achievement	Description
1.	80% to 100%	Very High
2.	60% to 79.99%	High
3.	40% to 59.99%	Enough
4.	20% to 39.99%	Low
5.	0% to 19.99%	Very Low

Source: Putrianty (2008)

IV. RESULT AND DISCUSSION

4.1 Characteristics of Respondents

Respondents used in this study amounted to 10 employees of CV. BBC. The characteristics of respondents in this study consisted of male gender (40%) and female (60%). Age range 26 - 35 years (20%), 36 - 45 years (20%), 46 - 60 years (50%), 61 - 70 years (10%). The fields of work are administration (10%), production (60%), packaging (20%), and shipping (10%). The working period of employees in the range of 6 - 10 years (50%) and above 11 years (50%) with a bachelor's education background (60%) and high school (40%).

4.2 Determination of Employee Performance Variables, Indicators and Anchors

4.2.1 Employee Performance Variables

There are 6 variables identified and used in the performance assessment of CV. BBC employees, namely attendance, responsibility, teamwork, compliance, honesty and initiative. Attendance relates to the discipline and presence of employees at work. Responsible is related to the attitude in completing tasks properly and on time. Teamwork is a variable to improve coordination between co-workers so that the work is completed optimally (Yusuf, 2018). Compliance is a variable of employee discipline in obeying and carrying out the company's SOP. Honesty is a variable to build trust between fellow employees and superiors at work. Initiative is a variable of creativity and innovation in employees to solve and find solutions to (Klieger, et al., 2018). Initiative is a variable of creativity and innovation within employees to get the job done. Each variable is given a weight according to its level of importance in the company. The weight of each variable is obtained from the results of a questionnaire filled out by the owner and supervisor of each field. The weight value of employee performance variables is in the range of 14-19%, with the highest weight on the responsibility variable (19%) and the lowest weight on the attendance and initiative variable (14%). The variables and variable weights of the CV. BBC employee performance assessment can be seen in Table 4.

Table 4. Employee performance variables and weights

No	Variable	Weight
1.	Attendance	17%
2.	Responsible	19%
3.	Teamwork	16%
4.	Compliance	16%
5.	Honesty	18%
6.	Initiative	14%

4.2.2 Employee Performance Indicators

Employee performance indicators are obtained from discussions with company owners and literature reviews (Putrianty, 2008; Evita et al., 2017). Each variable used in employee performance appraisal at CV. BBC is broken down into 27 indicators to support each employee performance variable. The indicators of employee performance assessment of CV. BBC can be seen in Table 5.

Table 5. CV. BBC employee performance indicators

No	Variable	Indicators
1.	A. Attendance	A1 Discipline by always showing up on time
		A2 Maximum 3 delays (a month)
		A3 Fill out employee attendance
2.	B. Responsible	B1 Doing task according to the instructions and instructions that have been given
		B2 Train yourself on the job
		B3 Serious and concentrated at work
		B4 Accuracy in doing work
		B5 Collect assignments on time
3.	C. Teamwork	C1 Able to coordinate and communicate with various parties both superiors and fellow employees
		C2 Receive feedback from superiors and employees
		C3 Participate together in team/group work
		C4 Able to work actively in team/group activities
4.	D. Compliance	D1 Comply with company regulations, policies and SOP
		D2 Work in accordance with the procedures that apply in the company
		D3 Comply with health and safety regulations
		D4 Maintain work ethics
		D5 Communicate openly about the obstacles faces
5.	E. Honesty	E1 Submit work reports that are true without exaggeration
		E2 Admitting mistakes and not blaming others
		E3 Avoid conflicts of interest openly
		E4 Not involved in manipulating data
		E5 Not misuse company information and data
6.	F. Initiative	F1 Dare to make decisions in a situation of urgency
		F2 Take the initiative to try new things for the development of the company
		F3 Actively seek new opportunities to improve work out

- F4 Often propose creative ideas to the company
 F5 Engage proactively and take initiative beyond routine tasks

4.2.3 Employee Performance Anchor

Anchor is a rubric as an assessment standard used in the BARS method in the process of evaluating the performance and quality of work performed by employees. The anchor in the BARS method is in the form of a table containing values/ratings ranging from 5 (strongly agree) to 1 (strongly disagree). CV BBC employee performance anchors obtained from discussions with company owners and journal literature (Kustiadi & Ikatrinasari, 2018; Awani et al., 2018) are presented in Table 6.

Table 6. Performance assessment variables and anchors (Evita, et al., 2017 & direct interviews with owners)

Variable	Ratings	Anchor
Attendance	5	Discipline is always present on time, with a 0% absence rate
	4	Always show up on time with <5% absence rate
	3	Always present but sometimes late with an absence rate of <10%
	2	Attendance rate >10% and sometimes late
	1	Frequent late arrivals and absences without a clear reason
Responsible	5	100% always do the task according to the instructions and instructions given.
	4	Always do the task according to the instructions and instructions and occasionally make mistakes in doing < 5%
	3	Doing assigned tasks sometimes late and not as instructed <10%
	2	Often late in working and submitting and there are still many mistakes <10%
	1	Very often does not do the assigned tasks
Teamwork	5	100% able to coordinate and communicate with various parties, as well as respect and appreciate the input and opinions of others
	4	Knowing the tasks of others in accordance with their duties and accepting suggestions / input from others
	3	80% know the outline of other people's tasks related to their duties and sometimes confirm their opinions beforehand.
	2	90% do not accept collective decisions if they contradict their opinions and do not know the exact tasks of others related to their duties.
	1	Completely unable to coordinate and accept others' opinions
Compliance	5	100% comply with company regulations, policies and SOPs given by superiors
	4	< 5% do not comply with company regulations, policies and SOPs given by superiors
	3	<10% do not comply with company rules, policies and SOPs.
	2	50% violate company regulations, policies and SOPs given by superiors
	1	80% violate company regulations, policies and SOPs given by superiors
Honesty	5	100% always provide reports to superiors regarding work results with the actual situation without exaggeration.
	4	<5% do not provide reports to superiors regarding work results with the actual situation
	3	Work results reported to superiors do not match the actual situation but are still within reasonable limits
	2	50% provide reports to superiors regarding work results with exaggerated circumstances
	1	90% provide work reports to superiors that are not in accordance with the actual situation
Initiative	5	In a situation of urgency, 100% can make decisions that do not conflict with the policies and regulations of the organization/company.
	4	During critical situations/circumstances 90% can make decisions
	3	50% wait for orders and instructions from superiors to act in urgent situations
	2	70% feel fear and panic when a situation/ situation is urgently required to decide
	1	Being indifferent and unwilling to be required to make decisions in urgent situations / circumstances

4.3 Analysis of Employee Performance Appraisal

The results of the employee performance assessment of CV. BBC using 6 variables and 27 indicators are presented in Table 7. Employee performance assessment results in variable percentage levels ranging from 68% - 87%. Based on the classification, the criteria for the level of achievement of employee performance with this percentage is classified as high - very high. The variables of attendance, responsibility, teamwork, compliance, and honesty have very high values. This is achieved because in the employee performance assessment at CV. BBC most employees have performed their duties well, comply with SOPs, arrive on time, cooperate well between co-workers, and do not manipulate company data. The initiative variable has a value with a high classification, this is because there are still some CV. BBC employees who have not dared to make decisions when pressed and rarely propose creative ideas or input that can develop the company. Therefore, companies must be more demanding of their employees in innovating and providing rewards that can increase employee initiative so that their performance becomes better (Yasmeardi et al., 2019).

Table 7. Data analysis of variables and indicators of employee performance CV. BBC

No Variables	Variable	No Indicators	Code Indicators	Amount	Average	Indicator percentage	Variable percentage	Level of performance achievement
1	A. Attendance	1	A1	45	4.5	90%	81%	Very High
		2	A2	35	3.5	70%		
		3	A3	42	4.2	84%		
2	B. Responsible	4	B1	46	4.6	92%	86%	Very High
		5	B2	39	3.9	78%		
		6	B3	42	4.2	84%		
		7	B4	45	4.5	90%		
		8	B5	43	4.3	86%		
3	C. Teamwork	9	C1	41	4.1	82%	80%	Very High
		10	C2	38	3.8	76%		
		11	C3	40	4.0	80%		
		12	C4	41	4.1	82%		
4	D. Compliance	13	D1	44	4.4	88%	84%	Very High
		14	D2	44	4.4	88%		
		15	D3	43	4.3	86%		
		16	D4	42	4.2	84%		
		17	D5	37	3.7	74%		
5	E. Honesty	18	E1	44	4.4	88%	87%	Very High**
		19	E2	41	4.1	82%		
		20	E3	43	4.3	86%		
		21	E4	45	4.5	90%		
		22	E5	44	4.4	88%		
6	F. Initiative	23	F1	32	3.2	64%	68%	Very High*
		24	F2	32	3.2	64%		
		25	F3	35	3.5	70%		
		26	F4	35	3.5	70%		
		27	F5	35	3.5	70%		

Description:

** : Highest variable percentage value

* : Smallest variable percentage value

4.4 Employee Performance Analysis

The calculation of the average indicator and percentage weight of each variable is carried out to determine the performance of each employee. The calculation of the level of achievement of CV. BBC employee performance can be seen in Table 8.

Table 8. Calculation of the level of achievement of employee performance CV. BBC

No	Employees	Amount	Average	Sum of Weight	Percentage Weight	Performance Achievement Level
1.	K1	114	4.22	19.04	85%	Very High
2.	K2	120	4.44	20.11	89%	Very High
3.	K3	116	4.30	19.43	86%	Very High
4.	K4	110	4.07	18.50	82%	Very High
5.	K5	111	4.11	18.81	84%	Very High
6.	K6	95	3.52	15.93	71%	High*
7.	K7	121	4.48	20.26	90%	Very High**
8.	K8	96	3.56	16.23	72%	High
9.	K9	106	3.93	17.67	79%	High
10.	K10	104	3.85	17.53	78%	High

Description:

** : Highest weight percentage value

* : Smallest weight percentage value

In Table 8, employees who have the largest percentage of weight (90%) are employees K7 (Head of duck and chicken production). This happens because the variables of responsibility and compliance show the attitude of completing tasks, leading other employees according to their fields and complying with task SOPs which have high weights getting very good scores. In addition, each indicator (B3, B4, D1, D2, D3, D4, and D5) has a score of 5 (perfect).

The employee who has the smallest weight percentage (71%) is employee K6 (Member of the packaging section). This happens because the variables of responsibility and initiative are still low. An increase in the accuracy of completing tasks is needed according to indicator B4 which has a value of 3 and the courage to propose ideas for the company according to indicator F1 with a value of 2 which is classified as low. According to Suprihati (2014), the higher the value of variables in one employee, the more employee performance increases and has a significant effect on improving employee performance.

4.5 Recommendations for Employee Performance Assessment of CV. BBC

Employee performance appraisal recommendations are made after the company owner knows the level of performance achievement of each variable. This assessment is expected to provide motivation to employees, job satisfaction and increase company productivity. Recommendations that can be given are:

1. The initiative variable at CV BBC has a percentage value that is still quite low (68%), although based on the classification of performance achievement levels it is high (Table 7). The recommendation that needs to be done is that it is hoped that the company owner and supervisor of each work field in CV. BBC can communicate in the form of bonding (emotional bonding) and coaching / mentoring and self-development training (seminars, workshops) between employees. The variable aspects of attendance, teamwork, honesty, responsibility, and compliance have values that are classified as very high compared to other variables. This variable is already very good and needs to be maintained and improved. Providing rewards (certificates), bonuses and salary increases need to be done for employees.
2. Employees K1, K2, K3, K4, K5, and K7 have scores in the "very high" category (Table 8). Performance appraisal recommendations that can be made by CV. BBC companies are to provide rewards in the form of bonuses, salary increases, health insurance and certificates as awards. Employees K6, K8, K9, and K10 have scores in the "high" category. Performance appraisal recommendations that can be made by the company are building bonds (emotional bonds) between superiors and employees and providing self-development training (seminars, leadership training, creativity training, and initiatives).

V. CONCLUSION AND SUGGESTION

5.1 Conclusion

Based on the research that has been done, it can be concluded as follows:

1. Performance variables identified and influential in improving employee performance at CV BBC are attendance, responsibility, teamwork, compliance, honesty, and initiative. Variable weights as a reference for assessment and influence on improving employee performance range from 14-19%. The variable weight of attendance is 17%, responsibility is 19%, teamwork is 16%, compliance is 16%, honesty is 18%, and initiative is 14%.
2. The results of the performance assessment of CV. BBC employees using the BARS method include the category of "Very High" performance achievement level, which is shown through the percentage of attendance variables (81%), responsible (86%), teamwork (80%), compliance (84%), and honesty (87%), but the honesty variable is still in the "High" category with a percentage of 68%.

3. Performance appraisal recommendations on variable aspects of attendance, teamwork, honesty, responsibility, and compliance, which have scores classified as "very high" need to be maintained and improved while the variable aspect of initiative with the "high" category needs training and intensive communication between superiors and employees.

5.2 Suggestion

Performance appraisals using the BARS method need to be carried out regularly and continuously so that the company's human resource development policies can be carried out appropriately to increase company productivity.

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