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## Evaluation of Employee Performance Assessment System at Altavensa Mini Market Tanjungpinang City

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**Abstract.** *This study aims to evaluate the performance appraisal system at MiniMarket Altavensa Tanjungpinang City. The research method used is qualitative research with data collection techniques used are interviews and observations. The sample used is purposive sampling. With the information, namely the study interviewed the mother (ET) as the owner, while the data analysis used is individual performance data. The results of the study indicate that the evaluation of this system can be seen from the results of the work, where most employees show success in achieving good work targets, such as daily sales targets, employee attendance rates are quite good, because there are still employees who are late from the specified working hours, the quality of service provided by employees is able to provide friendly and satisfying service to customers even during busy times such as promotions on religious holidays and communication between employees and managers is quite good seen from the way they communicate such as employees who respect the opinions of decision makers in completing tasks for common goals without creating hostility or discomfort.*

**Keywords** Performance Appraisal, Appraisal System, Mini Market Employees

### INTRODUCTION

Performance appraisal is a process carried out by an organization to evaluate the quality of employee work systematically, objectively, and in a structured manner. In a competitive business environment, especially in the retail sector such as Mini Market Altavensa Tanjungpinang City, an effective performance appraisal system is needed to ensure that employees work according to targets, are productive, and are able to provide optimal contributions to the company. According to Grote(Wijayanti & Wimbari, 2012)Performance appraisal has an important role in human resource management (HRM), namely to provide regular feedback, set targets, and support employee career development.

In the midst of the development of the retail industry in Indonesia, mini markets are one of the businesses that are experiencing rapid growth. Increasingly tight competition requires retail companies to continue to improve the quality of customer service and operational efficiency. Altavensa Mini Market as one of the retail companies in Tanjungpinang City has challenges in managing employee performance in order to provide quality service and achieve sales targets. One of the obstacles faced is the

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implementation of a performance appraisal system that has not been running optimally, so that the results of employee performance evaluations are often not used optimally to develop their potential.

In the era of globalization, every company is required to adapt and develop in order to compete in an increasingly competitive market. One of the key factors in achieving this goal is effective human resources (HR). Quality and trained human resources are an important asset for a company, including at the Altavensa Mini Market in Tanjungpinang City. Employee performance assessment is one method used to evaluate and improve individual performance in an organization.

Employee performance assessment is one of the important aspects in human resource management (HRD) which aims to evaluate employee performance based on established standards. According to Grote (2002) in (Wijayanti & Wimbari, 2012), performance appraisal serves as a tool to provide feedback, identify development needs, and support managerial decision making regarding promotions, training, and compensation.

To overcome the problems that arise, a systematic approach is needed in evaluating and improving the performance appraisal system. This problem-solving plan includes collecting data through interviews and surveys with employees, developing clearer and more objective assessment criteria, and training managers and supervisors to provide more effective feedback. Thus, it is hoped that employees can better understand the assessment process and feel the real benefits of the results of their performance evaluations.

Mini Market Altavensa, as one of the retail companies operating in Tanjungpinang City, has challenges in ensuring that employee performance runs optimally and in accordance with the company's vision and mission. In a competitive retail industry environment, good customer service, work productivity, and operational efficiency are key factors for a company's success. The purpose of this study is to evaluate the performance appraisal system at Mini Market Altavensa Tanjungpinang City.

Research by (Aulinasari et al., 2023) with the title Analysis of Employee Performance Assessment Implementation CV. Awing Citra Abadi Teknik revealed that improvements in the assessment system allow employees to focus on their tasks. This

study also emphasizes the importance of follow-up of assessment results for employee development.

## **LITERATURE REVIEW**

### **Performance**

According to Rivai and Sagala (2009) in(Hernawa et al., 2014)Performance is determined by motivation and ability, according to. Performance is the real behavior shown by each employee as a result of the work they do according to their role in the company. Wibowo (2014) states that performance is about what is done and how to do it.

According to Silaen et al. 2021, performance is the result of a systematic evaluation and is based on group activity performance indicators consisting of input, output, results, benefits and impacts. indicators.

Iqbal, Ahmad, Haider, Batool, and Ain (2011) in(Setiobudi, 2017)states that good organizational performance is closely related to good employee performance. Optimal employee performance does not just happen, but is influenced by various factors, such as managerial standards, knowledge and skills, commitment, and performance appraisal.

### **Performance Evaluation**

According to Mohammad Ali (2014), evaluation is an action that is usually carried out to assess the feasibility of planning, implementation, and results of a program or policy. Rivai (2013), explains that performance evaluation aims to provide feedback to employees regarding the organization's assessment of their work results. This evaluation is also used as a basis for determining the allocation of rewards such as salary, bonuses, or other incentives, as well as in making decisions regarding salary increases and additional compensation. Performance assessment is more focused on the individual assessment of each worker.

According to Wirawan (2009) in(Nurani, 2015), the purpose of performance evaluation is as follows: 1.) To provide feedback to valued employees on how they work, 2.) A tool for demotion and promotion, 3.) The best source of inspiration, 4.)Determination and measurement of performance objectives, 5.) Poor performance counseling, 6.) Staff empowerment

### **Performance assessment**

The opinion of Syamsuriansyah et al. (2020) in (Tullah et al., 2024) states that performance assessment is the result of a systematic evaluation process, based on a series of performance indicators that include aspects of input, output, results, benefits, and impacts. Based on the various definitions that have been presented, it can be concluded that performance assessment is related to the extent to which individuals carry out the tasks that have been given well.

Mathis, Robert L. (2006) in (Hartini, 2023) explains that performance appraisal is a process to evaluate the extent to which an employee performs his/her duties in accordance with established standards. The results of this evaluation are then conveyed to employees through various methods such as ranking, performance review, work result evaluation, and overall performance assessment.

### **Performance Appraisal Methods**

The following are various employee performance assessment methods that can be applied. (Heksarini, 2022):

1. 360-Degree Feedback: This method involves input from multiple sources, including superiors, peers, subordinates, and clients. The advantage is that it provides a broad and objective perspective, but there is the potential for bias from raters who do not understand the context.
2. BARS (Behaviorally Anchored Rating Scale) Method: Combines traditional assessment with specific employee behavior. Its advantages are clear assessment standards and consistency in evaluation, providing accurate performance analysis.
3. Work Standard Method: Assesses performance based on company-set standards, such as speed and volume of output. The advantage is that it motivates employees to meet predetermined criteria.
4. MBO (Management by Objectives) Method: Performance is assessed based on the achievement of specific objectives within a specific time frame using SMART indicators. This method encourages focus on end results and target achievement.
5. Ranking Method: Employees are ranked based on overall performance. The advantage is that it provides a hierarchical picture of performance, which is useful for evaluation and reward.

### **Performance Appraisal System**

Performance appraisal system is a tool used by organizations to assess and measure employee contributions in achieving organizational goals. Through an effective appraisal system, companies can identify employee strengths and weaknesses, provide constructive feedback, and plan employee development. This step is very important to maintain and improve productivity and efficiency. (Tullah et al., 2024)

According to Grote in (Wijayanti & Wimbari, 2012) an effective performance appraisal system in a company is a continuous process consisting of four main phases:

1. **Planning:** At this stage, the superior and subordinate hold a meeting to discuss and agree on work objectives. The discussion covers aspects such as required competencies, expected behaviors, and work responsibilities that must be fulfilled by the employee.
2. **Implementation:** Employees work to achieve the goals that have been set. In this phase, the role of superiors as mentors is very important to motivate employees to improve their performance, so that the planned goals can be achieved optimally.
3. **Measurement:** This stage involves reflecting on the tasks completed by the employee. The results of this measurement are used to evaluate employee performance and can influence decisions regarding compensation or other rewards.
4. **Review:** At this stage, the superior and subordinate meet again to evaluate the performance results in depth. The discussion includes the achievements that have been achieved, as well as setting new goals and tasks for the next period.

## **METHODS**

The research method used is qualitative research with data collection techniques used are interviews and observations. The approach used to understand social phenomena from the perspective of the subject being studied. This approach emphasizes the meaning, experience, and intervention of individuals and groups in their social and cultural contexts. The data collection technique used is through interviews, observations, and document analysis, as well as analyzing data descriptively to gain a deep understanding of the subject being studied. The sample used is purposive sampling. With the information, namely the study interviewed the mother (ET) as the owner, the data analysis used is individual performance data, the individual performance data in question is monitoring

and providing useful feedback to inform employees about what needs to be improved, creating a positive work environment that is useful for creating a supportive atmosphere and communication between leaders and employees, increasing employee attendance in order to maintain productivity.

## **RESULTS AND DISCUSSION**

### **Planning**

The performance appraisal system at Altavensa Mini Market is designed with the main objective of ensuring that employee performance is in accordance with company standards, increasing productivity, and creating a conducive work environment. In the planning process, managers provide specific targets to employees, such as daily sales achievements that each employee must achieve to support company goals. In addition, managers also emphasize the importance of improving the quality of customer service, which is a key aspect in maintaining customer satisfaction and the success of mini market operations, especially during busy periods such as promotions.

The planning process also includes developing job-relevant skills, such as good customer communication skills and a friendly attitude in providing service, which are very important in the retail sector. This allows employees to be better prepared to face challenges, especially when the market is busy or there is a big promotion. In addition, managers explain the values that employees need to apply, including punctuality in working, high discipline in carrying out tasks, and a good work ethic. The ability to work in a team is also an important part of this planning, because good cooperation between employees can increase productivity and overall work quality.

With this careful planning, Mini Market Altavensa tries to ensure that every employee understands the expectations given and can work optimally in accordance with the company's goals. Performance assessments based on this planning also become the basis for employee evaluation and development in the future.

### **Implementation**

The implementation of the performance appraisal system at Altavensa Mini Market is carried out with a focus on achieving previously set work goals. In this process,

employees strive to meet targets with direct guidance from managers who play a role in providing motivation and support. Assessments are carried out every three months, using key indicators such as punctuality, productivity, customer service, and teamwork ability.

Managers also monitor day-to-day performance, ensuring that employees provide friendly and satisfactory service, especially during busy periods such as promotions. In addition, this process involves input from co-workers to provide a more holistic perspective. Employees who show good performance are rewarded with bonuses or promotions, while those who need improvement are given special training to enhance their abilities. This approach creates a conducive working environment and supports business sustainability through improving employee skills and motivation.

### **Measurement**

Performance measurement at Altavensa Mini Market is done by evaluating employee work results based on previously established indicators. This measurement process focuses on several aspects of performance that are considered important for the success of the company. One of the main indicators is the level of daily target achievement, which includes sales target achievement and employee productivity. This is very relevant to the company's goal of achieving daily sales targets and increasing operational efficiency.

In addition, the level of attendance is also an aspect that is assessed, although there are some obstacles such as delays that still occur. Employees who are present on time and comply with the set working hours show a good level of discipline and contribute to smooth operations.

Service quality is also an important indicator in performance measurement. In the interview, it was mentioned that employees are expected to provide friendly and satisfying service to customers, even during busy times such as promotions. Employees who can maintain service quality in stressful situations, such as during promotional periods, are considered to have succeeded in meeting the company's expectations in terms of customer service.

Furthermore, communication between employees and managers is also assessed in this evaluation process. Good communication between employees and managers is important to ensure that all tasks and responsibilities can be completed properly. This evaluation also includes the extent to which employees can work together in a team and respect the opinions of others to achieve common goals without creating tension.

The results of this measurement are used as a basis for decision-making regarding awards such as bonuses or promotions for employees who show good performance. For employees who still need improvement, the results of this evaluation are also a reference for providing special training to improve their abilities. Through the use of clear and transparent indicators, this assessment system aims to ensure that the performance evaluation process is carried out fairly, objectively, and has a positive impact on employee development and the company as a whole.

## **Review**

The review stage in the performance appraisal system at Altavensa Mini Market involves evaluating performance results through discussions between superiors and subordinates. In this stage, managers and employees evaluate the achievements that have been achieved based on established indicators, such as punctuality, productivity, service quality, and teamwork ability. The results of this evaluation provide an overview of how well employees meet company standards and whether the set work objectives have been achieved.

However, there are challenges that need to be faced, such as resistance from some employees to evaluations that are considered strict. This can be caused by feelings of discomfort or inconsistency with the assessment method applied. In addition, another problem faced is the lack of accurate data related to employee performance, which can affect objectivity in the assessment.

As a follow-up to the performance evaluation, the company plans to provide further training to employees who need improvement, both in terms of technical skills and work attitudes. Employees who show good performance will also receive awards, such as bonuses or promotions. To improve the assessment system, steps such as the development of a technology-based system will be implemented. One of them is the



integration of a digital attendance system that will provide more accurate attendance data and minimize tardiness. In addition, to improve communication and transparency, the company proposes that managers hold weekly briefings with employees. This aims to ensure continuous feedback, improve communication between managers and employees, and resolve problems or challenges that arise more effectively.

## **CONCLUSION**

Overall, the results of the study indicate that Minimarket Altavensa Tanjungpinang has successfully supported several key aspects such as increasing productivity, customer service, and communication between employees. The assessment process conducted every three months includes structured planning, implementation with manager guidance, clear indicator-based measurement, and review of results involving direct discussion. However, several challenges are still faced, such as employee resistance to evaluation and lack of accurate data.

To improve the effectiveness of the system, companies can integrate technology such as digital attendance systems and hold weekly briefings to improve communication. In addition, follow-up in the form of training and awards to high-performing employees can strengthen motivation and overall business sustainability. This system needs to be continuously refined to be more objective and in accordance with the needs of the company and its employees.

## **LIMITATION**

The owner of Altavensa Minimarket in Tanjung Pinang City is advised to implement a digital attendance system. With this system, the owner can monitor employee attendance more accurately, reduce the potential for manual recording errors, and speed up the administrative process related to attendance. In addition, we also recommend that the owner of Altavensa hold regular briefings and evaluations every week. This activity will help improve communication between the owner and employees, provide space for employees to provide input, and allow the owner to provide constructive direction and feedback. With these steps, we are sure that Altavensa Minimarket can create a more effective and productive work environment.

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