

Development, Training, Performance Assessment And Employee Achievement (A Literature Review)

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Submission date: 16-May-2024 01:54PM (UTC+0700)

Submission ID: 2380834590

File name: EKONOMIKA45_Vol.11,_No.2,_Juni_2024,_pp._490-505.docx (328.54K)

Word count: 5200

Character count: 31522



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Abstrack

The era of globalization requires companies including hospitals to improve their services. One of them is to improve the management of the company's human resources (HR), because HR is considered an invaluable organizational asset. The company is responsible for improving the abilities and competencies of employees through development programs, performance appraisals, and achievement appraisals. This article aims to evaluate literature related to the implementation of development and training programs, employee performance appraisal methods, and employee achievement appraisal methods. This study uses a literature review by searching research journals using Google Scholar with keywords such as development management, training, performance, and HR achievements in Indonesian and English. The results show that employee development and training must be tailored to the needs, goals, and facilities of the company, and require periodic evaluations to improve employee performance and ultimately work performance. There are various

methods of performance appraisal, including the Analytical Hierarchy Process (AHP) method which uses criteria such as discipline, achievement, responsibility, and field competence. In conclusion, this employee performance and achievement appraisal will help the company in making decisions related to employee promotion, dismissal, or mutation.

Keywords: Development, Appraisal, Employee Achievement.

Abstrak

Era globalisasi menuntut perusahaan termasuk rumah sakit untuk meningkatkan pelayanannya. Salah satunya yaitu meningkatkan pengelolaan sumber daya manusia (SDM) perusahaan, karena SDM dianggap sebagai aset organisasi yang tidak ternilai. Perusahaan bertanggung jawab untuk meningkatkan kemampuan dan kompetensi karyawan melalui program pengembangan, penilaian kinerja, dan penilaian prestasi. Artikel ini bertujuan untuk mengevaluasi literatur terkait pelaksanaan program pengembangan dan pelatihan, metode penilaian kinerja karyawan, dan metode penilaian prestasi karyawan. Penelitian ini menggunakan literature review dengan mencari jurnal penelitian menggunakan Google Scholar dengan kata kunci seperti manajemen pengembangan, pelatihan, kinerja, dan prestasi SDM dalam bahasa Indonesia dan Inggris. Hasil penelitian menunjukkan bahwa pengembangan dan pelatihan karyawan harus disesuaikan dengan kebutuhan, tujuan, dan fasilitas perusahaan, serta memerlukan evaluasi berkala untuk meningkatkan kinerja karyawan dan akhirnya prestasi kerja. Terdapat berbagai metode penilaian kinerja, termasuk metode Analytical Hierarchy Process (AHP) yang menggunakan kriteria seperti kedisiplinan, prestasi, tanggung jawab, dan kompetensi bidang. Kesimpulannya, penilaian kinerja dan prestasi karyawan ini akan membantu perusahaan dalam mengambil keputusan terkait promosi, pemberhentian, atau mutasi karyawan.

Kata Kunci: Pengembangan, Penilaian, Prestasi Karyawan.

INTRODUCTION

The era of globalization requires companies to adjust to developments in all fields to achieve the desired goals. Service companies such as hospitals produce intangible products so human resources (HR) are a very important element both in the production and delivery of services in quality services in hospitals (Salami, et al., 2020). The process of providing high-quality services challenges socioeconomic needs. Limited human resources (HR) forces many companies to face the turbulence of organizational change, rapid innovation, competition, and technological advances. The lack of employee skills in all sectors, including health, has a negative impact on efforts to expand and improve the quality of health services (Sasai and Njoroge, 2021). To improve the quality of employees related to HR, of course, related to competency development. Competence in general can be understood as a combination of an employee's knowledge, skills, and attitudes to carry out their work (Salami, et al., 2020). The importance of the company in managing human resources so that work productivity increases so that it is expected that HR output will increase and company goals, especially in the field of health services, can be achieved. Public hospitals that seek to acquire and increase employee commitment should improve development and skills through employee training (Sasai and Njoroge, 2021). Training to employees is provided to motivate and foster employee confidence and professionalism to improve performance in the health care system and impact work performance. However, work performance does not always develop immediately after training, sometimes some experience degradation. This situation

can be caused by various things such as inappropriate qualifications of employees who attend training, inappropriate speakers, content of training materials, methods, location, environment, and training time (Alhidayatullah, et al., 2023).

This study aims to present a literature review related to the determination of the implementation of development and training programs, employee performance appraisal methods, and employee achievement appraisal methods. The results of this study are expected to provide information and references about employee development and appraisal as well as methods to improve employee performance and achievement.

Based on the context, problems can be formulated that will be discussed to build hypotheses for further research, namely:

1. How to establish the design of the development and training program implementation?
2. What is the method of evaluating employee performance?
3. What is the Employee Achievement Appraisal method?

LITERATURE REVIEW

Determination of Employee Development and Training Implementation Design

According to Kurnawati (2020), HR development is a planned effort from the organization to improve HR competencies that are carried out continuously in the long term, which is carried out to ensure the availability of human resources to the needs of the position and is shown to improve individual performance which leads to organizational performance. Methods that can be done in the implementation of employee development according to Dessler (2020), namely Strategy's Role Management Development, which is carried out in line with the company's strategic plan; Candidate Assessment and the 9-Box Grid, namely filling higher positions by applying assessments and 9 competency boxes; Managerial on The Job Training and Rotation, namely by coaching, action learning, stretch assignment (encouraging employees to complete work beyond their comfort zone); Off the Job Management Training and Development Techniques (outside the work environment through seminars, campus programs, role play, corporate university, executive training, certification learning system).

Training is a means and effort to improve the performance of employees who were previously not good, minimizing human error caused by a lack of knowledge, education, and lack of confidence from workers (Supardi and Yusman, 2021). And according to Jackson, et

al. (2018), training has the main objective of improving performance shortly and certain jobs by increasing employee competence. Methods that can be done in employee training according to Dessler (2020), namely On the Job Training (training someone to learn something while doing it); Informal Training (meeting activities, attending conferences, searching for information on the internet, etc.); Apprenticeship Training (a combination of formal learning and long-term supervised training); Work Instruction Training (making strides in completing work); Lecture (giving lectures); Programmatic Training (teaching skills involves questions or facts and providing feedback); Audiovisual Based Training (through DVDs, files, audio cassettes to simulate various problems in solving them); Vestibule Training (simulation outside the workplace similar to real conditions).

Companies with high competitiveness must have a strategy to design learning process standards systematically or efficient training models to improve employee performance. According to Rajabipoor and Forghany (2021), a practice design and staff training were obtained to produce better and up-to-date employee education based on 5 models, namely:

1. Training needs assessment
 - whether to solve individual problems.
 - whether to solve organizational problems.
2. Training Objectives
 - whether for knowledge (knowledge goal).
 - whether for skills (skill goal).
 - whether for attitude/behavior (attitudinal goal).
3. Training methods and materials.
4. Training evaluation
 - External evaluation.
 - Internal evaluation.
5. Training facilities
 - Budget and Credit.
 - Equipment and Premises.

Employee Performance Appraisal Methods

Performance is work performance or work results that can be done by a person or group of people in an organization to achieve organizational goals, by their authority and responsibility by not violating laws and ethics. Performance is basically what employees do or don't do. According to Huwalni (2021), employee performance common to most jobs

includes quantity of results, quality of results, timeliness of results, diligence, and ability to cooperate. Employee performance is influenced by the different individual characteristics of each individual. Workers need feedback on their performance as a foresight to how they should act. Thus, the evaluation must describe the performance of employees. There are indicators to measure employee performance achievements. According to Mangkunegara in Maihesti (2020), the indicators are assessed based on the quality of work, quantity of work, responsibility, initiative, cooperation, and obedience. Performance appraisal methods according to Nasution (2000) include:

1. Ranking (Ranking Method) by comparing fellow employees in one work unit.
2. Employee Comparison by comparing an employee who has a good or excellent achievement value. To all employees in the company or work unit.
3. Graphic Scale Method with the determination of elements tailored to the interests of the company doing this assessment.
4. Weight Checklist by providing several questions to answer related to the variety, and behavior of employees in doing work. So that it can explain its behavior and work results.
5. Stories that Explain (Description Essays) by describing the main elements of strength, and duration in carrying out work.

According to Setyadi, et al. (2018), companies also need to implement employee performance appraisals for promotion or selection of employee achievements. So leaders can use the application of a computerized Decision Support System that can facilitate the process of evaluating employee performance, in the form of the Analytical Hierarchy Process (AHP) method. This method can be used for web-based employee performance appraisal and uses employee assessment criteria including discipline, work performance, responsibility, and field competence. Results that can be able to provide the best ranking order, resulting in criteria with the highest weight for leadership consideration in making decisions.

According to Mujiastuti, et al. (2019), there is also a method of evaluating employee performance to get the best employees, namely using the Simple Additive Weighting (SAW) method. This method is known as the weighted addition method. The assessment is carried out with 5 criteria to produce the largest value that will be selected as the best alternative. The 5 criteria are:

1. Daily attendance such as permits, alpa, sickness, and absenteeism.
2. Attitude/ethical criteria can be assessed based on warning letters received by employees.

3. Craft criteria (time discipline) can be assessed based on late entry and leave work hours earlier than the predetermined hours based on the results of the attendance machine recapitulation.
4. Quality of work, in the form of reliability, initiative, and creativity in work.
5. The quantity of work is the result of the target work of employees in each division.

Benchmarks for Employee Achievement Appraisal

Job performance appraisal is a process where superiors evaluate or assess and make reports on work performance, level of achievement, willingness, and potential for further development (Suastha, 2006). Job performance assessment is commonly referred to as performance rating, performance appraisal, personnel assessment, employment evaluation, merit rating, efficiency rating, and service rating. This job performance assessment is intended to measure the extent to which employees can perform the duties and responsibilities given. According to the Regulation of the Minister of Health of the Republic of Indonesia Number 1 of 2019 states that the results of employee work performance are the results of the implementation of duties carried out from every employee action in carrying out duties and using organizational resources. The purpose of evaluating one's work performance is to achieve goals and know the company's goals.

Job performance assessment is measuring actual employee behavior in the workplace in a multidimensional manner, with indicators including work quality, quantity of work, working time, and cooperation with colleagues. In addition, there are several measuring tools for employee work performance using aspects of loyalty, work performance, honesty, discipline, creativity, initiative, leadership cooperation, personality, proficiency, and responsibility (Hasibuan, 2013). So that the company can produce employees with their best work performance.

Wardhana (2014) stated that there are eight elements assessed in the implementation of work, namely: Loyalty, Work Performance, Responsibility, Obedience, Honesty, Cooperation, Initiative, and Leadership.

1. Elements of work performance. This is achieved by an employee who carries out his duties influenced by his skills, skills, experience, sincerity, and work environment.
2. Element of responsibility. It is the ability to complete the work carried out well, on time, and dare to take risks for the decisions taken.
3. The element of obedience. Is obedient to all rules.
4. An element of honesty. It is sincerity in carrying out duties without abusing authority.

5. Elements of cooperation. They can cooperate with others in completing tasks.
6. Initiatives/Initiatives. Is the ability to make decisions by the necessary actions.

The method of evaluating employee performance can be used with past and future approaches (Wardhana, 2014):

1. Past-Oriented Methods

A method that has the purpose of objectively assessing a certain period in the past for the good of the company. His strength is an achievement that has occurred and for some things is easy to measure. The downside is that achievements cannot be changed, but employees get feedback that leads to efforts to better job performance. Techniques that include this method are:

- a. Rating Scale

Judge subjectively on the lowest to highest scale. Appraisals are based on the opinion of the appraiser and many cases are not directly related to job performance.

- b. Checklist Methods

Assess by giving a certain weight to each matter related to the degree of importance. Relatively practical and standardized.

- c. The Right Method of Choice

Assess by selecting the most common statements in pairs of statements about the employee being rated.

- d. Critical Event Methods

Assess to record statements describing good or bad behavior related to job performance.

- e. Achievement Record Method

The method is similar to critical events by recording achievements used primarily by professionals.

2. Future-Oriented Methods

The method of looking at future achievements with the evaluation of potential employees to formulate goals. There are four approaches used:

- a. Self-Assessment

Methods that employees carry out with self-evaluation towards the improvement of the company.

- b. Goal-Based Management

Method by looking at goals objectively and can be measured and recognized by employees and managers.

c. Psychological Assessment

Method by using the services of psychologists to assess the potential of future individuals. Includes the interview process, psychological tests, discussions with supervisors, and review of previous evaluations. Test results in the form of reports.

d. Assessment Center

Methods that rely on various types of evaluation and multiple assessments. Conducted through an in-depth interview process, psychological tests, personal background history, group assessments by other individuals, group discussions without a leader, assessments by psychologists and managers, and job simulations to see one's potential.

RESEARCH METHODS

The writing of this scientific article is in the form of a literature study or literature review, by collecting references consisting of several previous studies which are then compiled to conclude (Mardalis, 1999). The results of the compilation of several previous studies were used to conclude: (1) How to determine the implementation of development and training programs. (2) How is the method of employee performance appraisal. (3) How is the method of employee achievement appraisal. The procedure in this study was carried out with the following steps (Kulhau, 2002):

1. Choose a theme
2. Explore information
3. Determination of research direction
4. Collect data sources
5. Compile a report

Data analysis techniques used in this study use content analysis methods that can be used to obtain valid interventions and can be re-examined according to the context (Krippendoff, 1993). The books and articles studied are on the theory discussed, especially in the field of Human Resource Management (HR). In the analysis, selection, comparison, merging, and sorting will be carried out so that relevant ones are found (Sabarguna, 2005). All scientific articles cited are sourced from the Google Scholar search engine with HR development management keywords using Indonesian and English. Relevant previous research:

No.	Author (year)	Title	Previous Research Results
1	Blake, et al. (2022)	Managing Minds at Work: Development of a Digital Line Manager Training Program.	The program is considered appropriate, useful, relevant, and easy to use by managers of any sector, type of organization, and size. The program also has a positive impact on managers' behavioral attitudes and intentions related to preventing mental health disorders and promoting mental well-being in the workplace.
2	Bondar, et al. (2020)	Distance e-learning in The System of Professional Development of Corporation Managers: Challenges Of COVID-19.	There are competencies related to the skills and abilities required to complete a particular job and knowledge-related competencies required for specific tasks in a profession, specialty, or position within an organization.
3	Rajabipoor and Forghany (2021)	Study of Staff Training at Educational Hospitals by a Qualitative Approach.	Teaching hospitals require practice design and staff training to produce more up-to-date education and practical learning. 5 qualitative data analysis results were obtained, namely training needs assessment, training objectives, training methods, training evaluation, and training facilities.
4	Sasai and Njoroge (2021)	Training Design and Employee Skills Development in Mathari National Teaching and Referral Hospital, Nairobi City County, Kenya.	Employees agree that there is a need for a thorough assessment of each trainee, and the interrelation of his job-relevant knowledge and skills. Training provides a new format for completing tasks and adapting to employee competencies.
5	Alharbi and Aloyuni (2023)	The Importance of Training and Development of Employees in Improving the Quality of Health Services.	There is a link between healthcare quality practices and staff training and development in the health sector. The importance of selecting a sufficient number of managers to ensure the quality of health services.
6	Salami, et al. (2022)	Impact of Training and Development on the Performance of Public Hospitals in Abuja-FCT, Nigeria.	Good training and development has the potential to make a positive contribution to hospital performance
7	Moradi, et al. (2020)	Hospital Managers' Skills	Human relations skills, strategic vision, perception, as well as work experience, and

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		Required and Onward Challenges: A Qualitative Study.	34 personal characteristics are among the skills needed for hospital managers. Because to meet the satisfaction of individuals who receive services and improve the health status of community members.
8	Badreddine and Aoun (2019)	Performance Appraisal Systems in Hiram Hospital and Its Relationship with Employees' Performance: Empirical Study.	The a need for training and development programs to help employees conduct self-assessments and discuss with superiors if needed.
9	Hermina and Yosepha (2019)	The Model of Employee Performance.	It is explained that leadership style, motivation, and work discipline significantly influence employee performance, both simultaneously and partially.
10	Muriuki and Wanyoike (2021)	Performance Appraisal and Employee Performance.	Training and development can help improve the skills and competencies of employees thereby improving their performance.
11	Alhidayatul, et al. (2023)	<i>Efektivitas Pelatihan Kerja dalam Meningkatkan Prestasi Kerja Karyawan.</i>	Training instructors, training materials, training methods, and training objectives have a positive and significant influence on employee work performance, while trainee variables have no significant influence on employee work performance.
12	Syah, et al. (2018)	<i>Model Pengembangan Sumber Daya Manusia Bagian Produksi pada PT. Frisian Flag Cabang Makassar.</i>	The company's training and development programs, such as on-the-job and off-the-job training, personality development, and granting college permits and educational scholarships, have increased employees' knowledge, skills, and motivation.
13	Erni and Badwi (2023)	<i>Pengembangan Sumber Daya Manusia Pegawai Rumah Sakit Tahun 2021.</i>	Most employees do not continue their formal education to a higher level, do not actively participate in training, and promotion requires certain conditions. So it still needs further attention.
14	Gustiana, et al. (2022)	<i>Pelatihan dan Pengembangan Sumber Daya Manusia (Suatu Kajian Literatur Review Ilmu Manajemen Sumber Daya Manusia).</i>	Training and development need to be carried out fairly, transparently, and evaluated to determine the results of the implementation of the training and development program.
15	Salami, et al. (2020)	<i>Pengembangan SDM Rumah Sakit dalam Menghadapi Era Globalisasi dan</i>	This Community Service (PKM) activity is expected to be able to apply the knowledge they have gained in everyday life, especially in the company environment.

		<i>Persaingan Bebas.</i>	
16	Mujiastuti, et al. (2019)	<i>Sistem Penilaian Kinerja Karyawan Menggunakan Metode Simple Additive Weighting (SAW).</i>	Standard employee performance appraisal criteria that focus on 5 criteria (attendance, attitude/ethics, time discipline, quality of work, and quantity of work), and facilitate ranking of employee performance results.
17	Hidayah, et al. (2023)	<i>Gambaran Penilaian Kinerja Karyawan di RSUD Mohammad Natsir Solok Tahun 2022.</i>	The picture of quality, quantity, punctuality, and effectiveness of the work of RSUD Mohammad Natsir Solok employees is high, although some are still low.
18	Nursyahputri and Saragi (2019)	<i>Pengaruh Pelatihan terhadap Prestasi Kerja Karyawan Pada Unit HCBP PT Telekomunikasi Indonesia (TBK).</i>	The effect of simultaneous training on employee work performance, while the rest was influenced by other variables that were not studied in this study.
19	Setyadi, et al. (2018)	<i>Sistem Penilaian Kinerja Pegawai dengan Metode Analytical Hierarchy Process (AHP) (Studi Kasus pada Kantor Stasiun Meteorologi El Tari Kupang).</i>	This journal concludes that the developed system successfully implements the AHP method and can assist in decision-making related to the promotion and selection of outstanding employees. This evaluation system has been tested and produces the same rating as manual evaluation using the AHP method, with 100% accuracy.
20	Chusminah and Haryati (2019)	<i>Analisis Penilaian Kinerja Pegawai pada Bagian Kepegawaian dan Umum Direktorat Jenderal P2P Kementerian Kesehatan.</i>	The performance assessment of employees in the Personnel and General Affairs Section of the Directorate General of P2P of the Ministry of Health during the January-December 2017 period has performance results that can be categorized as "good" with an average value between 76-90.

RESULTS AND DISCUSSION

Employee Development and Training

Development and Training are different things. HR development is a planned effort from the organization to improve HR competencies that are carried out continuously in the long term, while training is a means and effort to improve the performance of employees who were previously not good, minimizing human error caused by lack of knowledge, education, and lack of confidence from workers.

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Employee Development and Training Methods

From the literature studies that have been conducted, there are many methods in employee development and training. Of the many methods, there are several methods that we think are effective and to study the literature studied. For employee development, methods that can be done in its implementation are:

1. Strategy's Role Management Development.
2. Candidate Assessment and the 9-Box Grid.
3. Managerial On The Job Training and Rotation (Coaching).
4. Action learning, stretch assignment (Encouraging employees to complete work beyond their comfort zone).
5. Off the Job Management Training and Development Techniques (Outside the work environment).

While the methods that can be done in the implementation of employee training include:

1. On the Job Training (training someone to learn something while doing it).
2. Informal training.
3. Internship training.
4. Work Instruction Training.
5. Lecture (giving lectures).
6. Programmatic Training.
7. Audiovisual Based Training.
8. Vestibule Training (simulation outside the workplace similar to real conditions).

Employee Performance Appraisal Methods

Employee Performance Appraisal is obtained through structured and accountable measurements because the results of this assessment will affect performance evaluation in achieving organizational goals. Methods of employee performance appraisal that can be done include:

1. Ranking Method: comparing fellow employees in one work unit.
2. Employee Comparison: compare the achievements of an employee with other employees.
3. Graphic Scale Method: Determining elements by the interests of the company and making graphs.

4. Weight Checklist: records the results of employee behavior questionnaires in doing work to explain their behavior and work results.
5. Description Essays: describes the main elements of strengths and weaknesses in carrying out work.

Benchmarks for Employee Achievement Appraisal

Employee achievement appraisal can be done by measuring actual employee behavior in the workplace in a multidimensional manner. Some elements that can be used in conducting assessment benchmarks include:

1. Elements of Work Performance (achieved by being influenced by skills, skills, experience, sincerity, and work environment).
2. Element of responsibility (ability to complete work).
3. The element of obedience.
4. Element of honesty (sincerity in carrying out duties).
5. Elements of Cooperation.
6. Initiative (ability to make decisions by the necessary actions).

Conceptual Framework

Based on the discussion above, the conceptual framework of this article on HR training and development can be described as follows:

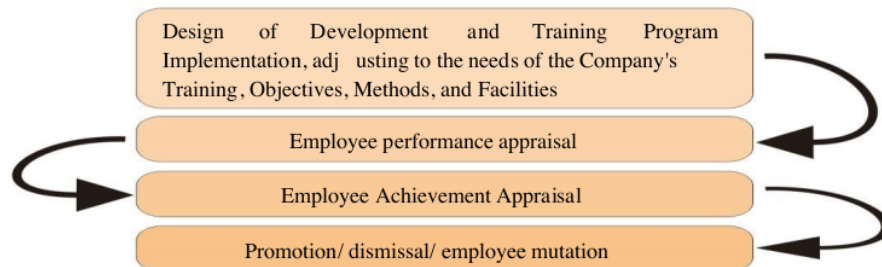


Figure 1. Conceptual Framework HR Training and Development

Melalui proses tersebut, karyawan diberikan pelatihan dan pengembangan yang relevan dengan kinerja pekerjaannya, sehingga diharapkan dapat menjalankan tanggung jawab pekerjaannya dengan sebaik - baiknya. (Abdul Aziz Sholeh et.al.

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2024 :82) Kondisi kerja yang baik adalah ketika manusia dapat melaksanakan pekerjaan secara optimal sehat, aman dan nyaman (Pandu Widodo, Hesti et al 2024:73)

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CONCLUSION AND RECOMMENDATION

Based on the discussion above, the following conclusions can be drawn: 1) A literature review related to the determination of the implementation of development and training programs has been presented and has resulted, namely in determining the implementation of development and training programs, each company has a benchmark for evaluating employee performance and achievement, this will later help the company in making decisions to promote, dismiss, or transfer employees. 2) The employee performance appraisal method is a tool that can be used for the success of the company. So that each company has its performance appraisal standards. The assessment is carried out with predetermined criteria. There are several tools that can be used to assess employee performance in the company, but it is better to choose the most objective, easy, and on target. 3) The employee achievement appraisal method is a tool used to evaluate work, motivate, and verify that individual employees are by established performance standards. This research was conducted using the literature review method of 20 (twenty) scientific journals consisting of 10 national journals and 10 international journals relevant to employee development and employee achievement assessment. It is recommended for subsequent researchers to add scientific journal articles and research variables, to get a more comprehensive picture.

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