



# Performance Monitoring Model to Increase Employee Productivity at STMIK Mardira Indonesia

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Performance monitoring is an important point for realizing the progress of a company. Effective performance monitoring is by conducting performance assessments of employees. Employee performance is always faced with the problem that employees do not have work achievement targets or Employee Work Targets (SKP). This research aims to find a performance monitoring model that can be applied at STMIK Mardira Indonesia. The research methodology used is a qualitative method with a case study approach and natural observation. The performance monitoring model that is suitable to be implemented at STMIK Mardira is a combination of Traditional Assessment, Management By Objective (MBO), 360-Degree Feedback models supported by a digital-based information system, namely the Human Resource Information System (HRIS).

**Keywords:** performance assessment, supervision model, human resources information system.

*Pengawasan kinerja merupakan poin penting untuk mewujudkan kemajuan suatu perusahaan. Pengawasan kinerja yang efektif adalah dengan melakukan penilaian kinerja terhadap pegawai. Kinerja pegawai selalu dihadapkan pada persoalan bahwa pegawai tidak memiliki target capaian kerja atau Sasaran Kerja Pegawai (SKP). Penelitian ini bertujuan untuk menemukan model pengawasan kinerja yang dapat diterapkan di STMIK Mardira Indonesia. Metodologi penelitian yang digunakan adalah metode kualitatif dengan pendekatan studi kasus (case studies) dan observasi alami (natural observation). Model pengawasan kinerja yang cocok diterapkan di STMIK Mardira adalah perpaduan model Traditional Assessment, Management By objective (MBO), 360-Degree Feedback dengan didukung oleh sistem informasi yang berbasis digital, yaitu Human Resource Information Sistem (HRIS) atau Sistem Informasi Sumber Daya Manusia.*

**Kata Kunci:** Penilaian kinerja, model pengawasan, sistem informasi sumber daya manusia

## INTRODUCTION

Human Resources (HR) has an important role in running an organization or company. Companies that want to achieve competitive advantage, of course, must have quality human resources. Although technology is increasingly advanced and continues to develop, the dissemination of information is getting easier and faster, and various raw materials are increasingly adequate, but without the support of qualified human resources, it is difficult for the purpose of the organization or company to succeed. As Purwadi said (2021: 7) "Human Resources as one of the resources in the organization play a very important role in the success of achieving organizational goals. (Purwadhi, 2021; 7). Human resources referred to here are employees who are workers in certain companies or organizations.

The quality of employees can be seen from their performance. So important is the role of employee performance in achieving company success, employee performance coaching needs to be done. The definition of employee performance coaching is explained by Ermita & Anisah (2013) as quoted by Sevia Puspita Sari: that coaching is an effort made to make something better. Employee performance coaching is an effort or action taken to improve, improve and develop employee performance starting from increasing employee knowledge, skills, competencies and responsibilities in carrying out their work to achieve goals with better results (Sevita Puspitasari, 2019).

Furthermore, the elements of Performance menurut B Sastrohardiwiryo (2002) include:

### 1. Loyalty

Loyalty is the determination and ability to obey, carry out and practice something that is obeyed with full awareness and responsibility. This determination and ability must be proven by the attitude and behavior of the workforce concerned with daily activities and in the act of carrying out the duties and work assigned to him. The loyalty of the workforce to a company is closely related to its devotion. The devotion in question is the contribution of sincere thoughts and energy by prioritizing the

- public interest above personal interests.
2. **Work Performance**  
Work performance is the result of work achieved by a workforce in carrying out the duties and work assigned to him. In general, the work performance of a workforce is influenced by the skills, skills, experience, and capabilities of the workforce concerned.
  3. **Responsibility**  
Responsibility is the ability of a workforce to complete the tasks and work handed over to him as well and on time. And can take risks for the decisions he takes or actions he takes.
  4. **Obedience**  
Obedience is the ability of a workforce to comply with all rules and regulations and applicable laws and regulations, obey official regulations given by authorized superiors, and the ability not to violate prohibitions determined by the company or government, both in writing and unwritten.
  5. **Honesty**  
Honesty is the sincerity of the workforce in carrying out duties and work and the ability not to abuse the authority that has been charged to them.
  6. **Cooperation**  
It is the ability of the workforce to cooperate with others in completing tasks and work that have been mandated, so as to achieve the greatest efficiency and useful results.
  7. **Initiatives**  
Is the ability of a workforce to make a decision or action that is needed without being ordered by other management.
  8. **Leadership**  
Is the ability of a workforce to convince others (other workers) so that they can be deployed optimally to carry out basic tasks. Assessment of leadership elements for workers who have confidence in the company, for top management. Middle management and lower management.

Based on what the author observes and experiences that employee productivity at STMIK Mardira Indonesia is still low, the low productivity can be seen from several phenomena, namely: (1) there are still some employees who do not have initiative and creativity at work, (2) there are still employees who are not enthusiastic, working just about obligations, (3) there are still many employees who have not been able to utilize their working time, because they often like to procrastinate work, (4) employees do not have work achievement targets or Employee Work Targets (SKP).

The low productivity of employees at STMIK Mardira Indonesia is caused by low supervision and leaders or structural officials above it. This can be seen from the phenomena, including: (1) the leader has not maximally supervised the implementation of employee duties so that employees often procrastinate work, (2) the leader has not provided maximum assistance to employees to correct existing shortcomings in the implementation of problematic employee duties, (3) the leader has not checked the work of his employees thoroughly and the leader has not paid full attention in following up on the obstacles faced by employees in carrying out their duties, (4) If there are employees whose attendance is less or often late there is no reprimand, warning or sanction action from the leader, (5) there is no evaluation of employee assessments thoroughly or each employee carried out periodically.

Good, precise and effective supervision certainly affects the improvement of employee performance, which in turn affects employee productivity. . It can also apply the other way around, weak, improper and ineffective supervision, employee performance will be weak and have an impact on low employee productivity. According to Winardi (1914) "Supervision is all activities carried out by managers in an effort to ensure that actual results are in accordance with planned results". Meanwhile, according to Basu Swasta "Supervision is a function that ensures that activities can provide the desired results". Meanwhile, according to Komaruddin "Supervision is related to the comparison between the actual implementer of the plan, and the beginning for corrective steps against deviations and meaningful plans".

Speaking of supervision, there are several indicators. According to Robbins and Coulter in Satriadi (2016, p.290) consists of four indicators, namely: 1) setting standards (Standards), namely setting benchmarks (targets) or desired results, to be done as a comparison of results when organizational activities take place. Standards are also limitations on what must be done in carrying out an activity to achieve organizational goals and targets, 2) measurement (Measurement) is a process that is repeatedly carried out and continuously and correctly, whether the intensity is in the form of daily, weekly, or monthly measurements so that it appears that it is measured between quality and the number of results, 3) comparing (Compare) is comparing the results achieved with targets or standards that have been set, perhaps higher or lower performance or equal to the standard, 4) taking action (Action) is the decision to take corrective or corrective actions. If there has been a deviation between the standard and the realization, it is necessary to take follow-up actions in the form of correcting the deviation that occurred.

Sule and Saefullah (2005: 321) explain the stages of the supervisory process, namely: (1) setting standards and methods for performance appraisal, (2) performance appraisal, (3) comparing performance with standards, (4) taking corrective action if there are problems.

## METHODOLOGY

The research method used in this study is using qualitative methods with a case study approach and natural observation. This qualitative method is carried out to explain and analyze the phenomenon of the supervision system applied by the leadership of STMIK Mardira Indonesia and find the right supervision model, to be applied in the pattern of monitoring employee performance at STMIK Mardira Indonesia. Data collection is carried out through interviews, observations and literature studies.

Interview techniques are carried out to obtain a number of comprehensive information directly from several informant sources. The informants interviewed were divided into three levels, namely Vice Chairman II for General Administration and Finance representing Top Management (TM), Head of Civil Service representing Middle Management (MM), and one employee representing Low Management (LM).

With this observation, researchers directly observe the supervision carried out by the leadership of STMIK Mardira Indonesia or structural officials to employees in terms of supervising the performance of STMIK Mardira Indonesia employees. Literature Study, which studies documents in STMIK Mardira Indonesia, among others: personnel regulations, organizational structure, standard operation system (SOP) and other documents related to performance standards / measures.

## RESULT AND DISCUSSION

### A. Setting performance standards for STMIK Mardira Indonesia employees

According to Wirawan (2009) performance standards are targets, objectives, objectives and work efforts of employees within a certain period of time. In carrying out their work, employees must direct all their energy, thoughts, skills, knowledge, and work time to achieve what is determined by performance standards. Performance standards at STMIK Mardira Indonesia for each section or for each employee do not yet exist.

Even if there is, it is only in the form of the main duties regulated in the statute of STMIK Mardira Indonesia. Even then, it is only a normative provision, in the form of a narrative, without being known and understood by every employee. There is no effort to socialize the statutes of STMIK Mardira, especially those related to the duties and authorities of each section. Statutes are not translated into more specific operational standards, so performance standards that can be used as assessment standards for individual employees are almost non-existent. To establish performance appraisal standards for STMIK Mardira Indonesia employees, assessment standard indicators are needed, including:

1. Employee attendance presentation  
This prestinence of employee attendance is to provide an overview of employee commitment and discipline at work, as well as employee compliance with personnel regulations related to working time.
2. Punctuality of Employees at Work  
Punctuality is related to punctuality of entry and punctuality of return. In addition to monitoring discipline, compliance with regulations, assessing employee punctuality can be used as a reference for measures of efficiency, punctuality and speed in carrying out work. The less time it takes to complete a job, the more efficient the employee's performance. If there is a delay in entering and returning home first, it needs to be monitored further, whether it occurs repeatedly, thus reducing the duration of work which indirectly also reduces productivity.
3. Character  
Because STMIK Mardira Indonesia is a private university that must prioritize service to students, the spirit of service and friendliness must be part of the character of STMIK Mardira Indonesia employees. For certain parts of storing data confidentiality, for example in the BAAK section which must maintain the confidentiality of student identities and student grades, STMIK Mardira Indonesia employees must have an Honest character.
4. Behavior  
What is meant by behavior related to measuring this performance mark is the behavior of workers towards other workers, whether they are often involved in conflicts or not, whether workers often skip class, and so on.
5. Initiative  
Worker initiatives are related to workers who can work independently without too much supervision, can solve problems in a precise way "out of the box", initiatives to try new things to give real results, initiatives to trigger new conflicts in the Company.

Employee performance standards are made in the format of general employee performance standards, structural performance standard formats and staff performance standard formats. Performance standards are generally related to attendance presentation, accuracy in coming and going to work, character, behavior and initiative. Structural performance rests are related to duties and responsibilities as stipulated in the statute of STMIK Mardira Indonesia. These staff performance standards are made by each staff and approved by the leadership above him. Staff performance standards are created for a period of time each week, drawn up and approved on Saturday and evaluated on Saturday the following week. Staff performance standards containing Employee Performance Standards (SKP) contain the formulation of a number of activities/work that will be carried out by the staff concerned for a period of one week.

## B. Assessing the Performance of STMIK Mardira Indonesia Employees

### 1. Performance Assessment Objectives

As stipulated in the personnel regulations of STMIK Mardira Indonesia that performance assessment is intended to be the basis for the appointment of structural officers, changes in rank/class, periodic salary increases, awards and / or employee coaching.

### 2. Steps of the Performance Appraisal Process

In conducting performance appraisals at STMIK Mardira Indonesia, it is necessary to carry out the steps of the performance assessment process as stated by Dessler, namely :

- a. First, define the work to establish its obligations and standards of work.
- b. Second, assess the actual performance of employees relative to established standards (this usually involves several appraisal forms)
- c. Third, provide feedback sessions conducted by superiors and subordinates i.e. communicate the performance and progress of subordinates with the aim of helping them to eliminate performance deficiencies or to continue to perform above standards.

To take the first step, namely defining the work, establishing obligations and standards of work, it is necessary to group job responsibilities, namely job responsibilities as staff and and job responsibilities as structural officials. Staff job description, contains the formulation of activities or work that are the responsibilities and duties of each staff, which is often called the Employee Performance Standard (SKP). This employee performance standard is a division of work as part of the task, which is divided into the duties of each staff. The duties of each of these staff can increase their duties according to the development of the situation. The responsibilities of the duties of the structural officer from the start of the Chairman. Vice chairmen, heads of study programs, heads of institutions and heads of sections are outlined in the statute of STMIK Mardira Indonesia and the standard duties outlined above in this chapter.

The second step in the performance assessment process is to assess the actual performance of employees in accordance with predetermined standards. Assessing this performance is a category of assessing the work of each staff and assessing the work of structural officials. To assess the performance of staff and structural officials, of course, an assessment format must be made that can be used as a guideline for assessment.

After assessing the actualization of employee performance in accordance with previously established performance standards (employee performance standards), the third step is to conduct an evaluation, by comparing the employee performance standards that have been formulated with their realization. The results of this performance evaluation are communicated with employees, as feedback material so that employees can find out their shortcomings and weaknesses, so that the realization of employee performance targets in the next time will be better. The results of this evaluation are also at the same time to take corrective action and evaluate the standards that have been set if the objectives are not achieved, need to be changed or not. The description of the stages in the performance assessment process can be illustrated, as follows:

### 3. Performance assessment model that is suitable to be applied at STMIK Mardira Indonesia

Of the several types of Wirawan (2009: 82) performance appraisal models cited by Qurrotu Ayun (2011: V.3), for employee performance appraisal at STMIK Mardira Indonesia, the author recommends combining three performance appraisal methods, namely traditional assessment, Management By Objective (MBO) and 360-degree feedback method.

#### 1) Traditional Assessment

In traditional assessment, the head of general/staffing/leadership above directly assesses employee performance based on observations. The head of the general / personnel / leadership section at his ats meets face-to-face and discusses the results of employee work, duties and responsibilities carried out, and work targets achieved. The implementation can be done at any time, but can be done regularly, for example at any time, every day or every week. Based on these observations, the assessor makes a record of the results of the assessment in the form of a scale assessment of the aspects he assesses.

#### 2) Management By objective (MBO)

This method assesses performance based on the goals set in a certain period. The goals set can be seen from what is formulated in employee performance standards. This employee performance standard can be assessed for a period of one week or one month.

#### 3) 360-Degree Feedback

The 360-Feedback employee performance assessment method uses feedback from the circle of influence around employees, which includes managers, coworkers, customers/customers and direct reports. Feedback from managers is to ask for assessment from their managers / superiors about the employee being assessed. Feedback from colleagues is to ask for assessment from colleagues about employees who are assessed related to behavior, attitude, cooperation with

other employees. The feedback from customers is to ask for feedback from students about the service of the employee to be assessed.

The results of performance assessment using the three models above with different implementation times, can also be used as a reference for conducting annual performance assessments, which are carried out at the end of the academic year. However, to conduct this comprehensive performance assessment, both staff and structural officials need to form an assessment team consisting of: Foundation Element, Vice Chairman II, Staffing, representative of employees, and HR consultant.

Because STMIK Mardira Indonesia is a high school based on science and expertise in the fields of management, informatics and computers, of course the management of Human Resources in general and especially in carrying out performance assessment must also be supported by a digital-based information system called Human Resource Information System (HRIS) or Human Resource Information System. Human Resource Information System (HRIS) is software or system used to collect and store employee data of a company. According to Snell and Bohlander (2010) quoted by Dandy Evan Kiswara, Human Resource Information System (HRIS) is a computerized system that provides the latest and accurate data for decision-making purposes. Meanwhile, according to Gulati (2012), HRIS is software that has a database and allows to input, store, and manipulate data from employees in the Company. Dandy Evan Kiswara concluded HRIS is an integrated method to collect, store, analyze and control the flow of information about HR throughout the organization.

## CONCLUSIONS AND SUGGESTIONS

Based on the results of the research as the author discussed and described above, the author can conclude:

1. To increase employee productivity, it is imperative that employee performance supervision must be carried out. There are stages that must be passed in the performance supervision process, namely setting standards, determining measurements, measuring implementation, comparing implementation with standards and analyzing deviations and taking corrective actions if needed.
2. An effective form of performance monitoring is employee performance assessment. To carry out employee performance assessment, the first stage that must be done is to set employee performance standards. At STMIK Mardira Indonesia, employee performance standard documents, both individually and unit, do not yet exist. Therefore, employee performance standards must be made and established, so that there is a reference for assessing employee performance. Employee Performance Standards (SKP) that must be made are general performance standards, unit/section performance standards, and performance standards for each staff. To conduct employee assessment, there must be a research format that is a reference or guideline for assessing employee performance.
3. The employee performance appraisal model that is suitable to be applied at STMIK Mardira Indonesia, is to combine three assessment methods, namely traditional, assessment, Management By Objective (MBO) and 360-degree feedback methods. To run the three performance assessment models must be supported by a digital-based information system called the Human Resource Information System (HRIS).

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