LEMBAR PENGESAHAN

JURNAL

PERANCANGAN SISTEM PENILAIAN KINERJA DI

RESTORAN ABC

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ABSTRACT

Business world full of unexpected twist, there are lot of things that can go wrong in the world of entreprenuer and there are many industries that trhive in Indonesia, one of them its culinary or restaurant business. The increase in growth per capita in Indonesia drives people to have increasing disposable income for entertaintment and it connects to increasing the quantity of new restaurant business across Indonesia. Increasing competition in culinary or restaurant business means that business must be efficient and effective in strategy to operating daily or periodic operations. Performance is one of many factors in business that must be develop when dealing with a lot of competition and for business to operate in maximum capacity entreprenuer need to evaluate the performance of the employee periodicaly, when it comes to evaluate the performance business need to do performance appraisal. The object of these research is restaurant ABC located in the city of Bojonegoro, Restaurant ABC is the biggest restarant in the city. From the results of the interview the author found a number of main problem points inside the restaurant ABC, and from these points, the author designed a new form of performance appraisal suitable for restaurant in the era of increasing competition, it is expected to help restaurant ABC and increasing the performance inside the restaurant ABC.

Key Words: Performance Appraisal, Job Analysis, Culinary, Management, Restaurant Business

Perancangan Sistem Penilaian Kinerja di Restoran ABC

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This study aims to solve existing problems by designing employee performance appraisals for ABC restaurants with the aim of being able to adjust the business to the conditions of competitive culinary business in the current era. This study uses interview methods and observations to find out the current ABC restaurant conditions and the problems that occur and are being faced. From the results of interviews and observations found the main problems in the restaurant, and from these problems the author designed a new performance assessment that is in accordance with these problems. This design is expected to be able to help ABC restaurants in competing with other restaurants and able to improve the performance of employees in the restaurant.

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1. INTRODUCTION

The world economy is currently in a period of growth where overall it reaches 3.8% in 2017 and is projected to increase in 2018 to 3.9%, Indonesia and other developing countries experience higher economic growth of 4.8% in 2017 and in 2018 it is projected to be 4.9% where Indonesia is estimated to reach 5.3% in 2018 (International Monetary Fund, 2018). The growth that occurred was driven by economic activity by each country which was driven by various industries which became contributors in their drive. According to the statistics center in 2016 there were 3 sub-sectors that supported the creative economy in Indonesia, namely culinary, fashion and craft, where the culinary sub-sector was the biggest contributor of 41.4% or IDR 382 trillion and in 2017 the statistics center issued a 10-year report lastly, the average per capita expenditure was used for food and beverages by 51% of total expenditure.

The economic development of a country is inseparable from the increase in the welfare of each individual within the country, an increase in welfare triggers an increase in consumption so that it can also be a driver in relation to the economic development of a country. The tourism

industry is one of the industries driven because one of the factors that increases the tourism industry is economic development. More specifically the restaurant business is one part of the tourism industry which also experienced significant growth, namely in 2011 it was recorded at 2,977 medium and large restaurant businesses opened throughout Indonesia (Kemenpar, 2012). This number has increased from year to year in 2007 only

ABC Restaurant is one of the largest restaurants in the city of Bojonegoro and is on a shaft road in the city close to the train station and the city center. This restaurant provides various types of local, national and foreign specialties. ABC Restaurant also has several types of businesses besides restaurants namely ballroom rental, catering, and karaoke along with complementary facilities such as bank ATMs and prayer rooms which are all located in 1 restaurant area. There are also various kinds of attractive promotional activities that make this restaurant one of the biggest and most famous restaurants in the city of Bojonegoro. With a large enough type of business capacity, good business management is needed to help the success of ABC restaurants.

ABC restaurant employees reach 80 people and can be adjusted accordingly when there is an event so that good management really needs to be done. Even though ABC restaurants are well-known restaurants in their area, they still require anticipatory measures to maintain business stability amid conditions of economic competition. The current condition in

ABC restaurants does not have a standard reference system for performance appraisal that is used, which raises problems that according to the owner, the employee turnover rate, especially at the waitress position is quite high and some managers have resigned and turned out to work elsewhere. It was found in the results of interviews with a division manager and subordinates that the appraisal performance used was very subjective because there was no standard assessment or written standard so that the assessment was only from superior to subordinate and only based on observation. This made the work environment not conducive due to the emergence of jealousy or conflict between employees. The following is the participant's statement in the ABC restaurant, where researchers ask questions such as:
1. What is the current performance appraisal in the ABC restaurant?
2. Is it explained about the assessment?
3. Is there a review of performance appraisal?

The following are the results of interviews with several participants who according to researchers represent the views of other participants :

"*There is no such thing as a judgment here, the manager directly assesses himself and gives a bonus if there is, without any clarity even though I feel I work longer and better than my friends but I don't get a bonus because my grades are worse*" - Waitress Restaurant A

"*Every month there is a meeting like that, to discuss performance, but*

often it doesn't work smoothly, instead discuss other things, while discussing its performance is only a short amount of time usually used to chat. the ends are not used "- Event Manager

"*The assessment for now is only based on my observation, because the boss is not given instructions how to judge and I am free to judge for myself, only told to judge which subordinates are good, I am also judged by that boss, who values me and friends - My friends also don't know exactly what it is because my boss determines our value, but even though the value doesn't have any effect because it's still not 100% run, so it's just there - just there"* - Kitchen Manager

"*For now there is no performance appraisal in the restaurant, it all depends on each manager who has an interest in evaluating subordinates, but in the future the owner said he has planned a clear performance appraisal, so far I have only judged the overall performance of the restaurant from the revenue turnover equal*"- General Manager

"*So far, in restaurants, the performance values are direct management, and are usually discussed at the end of each month with each of their subordinates, but yes, if you say it is objective, you know, because so far the performance appraisal goes directly to the boss and indeed this is a problem because I heard - hear that many feel unfair in performance appraisal but yes until now the appraisal performance has not been implemented properly, just a formality*"-Owner

From the interviews conducted by researchers, it was seen that there was a prominent element of subjectivity in terms of performance appraisal, even though ABC restaurant was a fairly large restaurant with a monthly turnover of 400 million to 500 million rupiah per month. This problem raises the desire of researchers to create standard performance appraisal that can be used by ABC restaurants.

Performance appraisal itself has a definition that is a documented system to see individual performance per period (Moon, 1993), and if the company implements a performance appraisal system, there are several benefits, namely: (1)Performance development,(2)Assisting compensation, and (3)Training or development needs (Wether & Davis, 1996). According to Herachwati (2013) there are a number of negative impacts that can occur if performance appraisal is not implemented properly or not, such as (1)Increased employee turnover, (2)Decreased employee self-esteem, (3)Reduced employee motivation to improve performance, and (4)The appearance of bias. With the emergence of these problems it is necessary for ABC restaurants to perform appraisal performance.

It can be concluded that from the results of interviews with participants it was seen that there was dissatisfaction in the performance appraisal in the ABC restaurant, because it was only a formality and was not carried out as well as possible, because non-running performance appraisal was one factor in the high resignation rate. The next factor related to performance appraisal is a job

description that is still not clearly defined in the ABC restaurant which then causes uncertainty in the scope of the existing positions. Because the job description is still unclear, job analysis is needed to describe the position, which consists of aspects such as 1) Name of office, 2) Reporting of the employer's work, 3) Subordinate work reporting, 4) Objectives in general, 5) Activities, assignments , and main responsibilities (Armstrong, 2009). In principle, every employee needs to have a performance appraisal system to monitor his or her current development, whether the performance is in accordance with what is needed by the organization. By knowing the performance results of each employee, it is expected to be able to support the achievement of organizational goals Rothwell (2000) suggests that factors that affect individual performance such as data and information, resources, equipment and environment, motivation and incentives and rewards. Employee commitment and performance can be improved if the organization has a clear scope limitation where a structured and clear performance appraisal system is implemented. With the existence of a good performance appraisal within the organization, it is expected to increase the performance of the individual / employee. According to Championing better work and working lives (2016) performance appraisal has a positive relationship to job performance.

In general, the making and application of performance appraisal is different or often has its own characteristics for each business, where there are several factors that influence the diversity of performance appraisals such as business location, number of employees, type of position and other factors. The existence of standard and written standards in performance appraisal provides certainty for each position within the organization to obtain objective performance appraisal so as to help the organization to achieve its objectives. According to Wether & Davis (1996) there are several benefits that employees get if performance appraisal is applied in organizations such as equal opportunities in the scope of work, can be used for determining bonuses, and planning and career development. Before performing a performance appraisal, it is necessary to do job analysis first, according to Hartley (1999) Job analysis is a procedure in which a person determines the tasks, positions, and characteristics of a person for a position. From the definition, it is necessary to first analyze the positions in the ABC restaurant, which then from the analysis results are used to design the appraisal performance. Through this research, the researchers aimed to design a performance appraisal system based on performance dimensions which was obtained from the analysis of positions and specifics in Restaurant ABC for each position within the organizational structure.

2. RESEARCH METHOD

This research is a qualitative research. This research focuses on designing ABC performance appraisal systems. In the design of the performance appraisal system, it is necessary to conduct a series of job

analysis processes as a basis for implementation before compiling a performance appraisal. Preparation of job analysis will be carried out at each level of position in the ABC restaurant.

The research design that will be used in this study is action research. Action Research is a method designed with the aim of improving an implementation process and consists of several stages namely action, evaluation and critical reflection (Koshy, Koshy and Waterman, 2011). Action Research is a process that consists of: Plan, where researchers plan in advance what will be studied and the purpose of the study. Act, where researchers take action to retrieve data and all requirements related to research which are then used to achieve results. Observe, where researchers pay attention to how the continuation of the results of the action is appropriate or not. Reflect, where the results are reviewed regularly to adjust to the situation and conditions

The four stages become a cycle (Lewin, 1993). This research will also contain an evaluation of the existing system in ABC restaurants so that later data can be obtained regarding restaurant needs. The research conducted was to design ABC restaurant performance appraisal system based on job analysis / job description.

Participants in this study were all employees working at ABC restaurants in each division and all available positions. ABC Restaurant has 4 divisions and has 14 positions. Starting from the highest position, namely the general manager (General Manager) where there are 2 staff who are directly under the leadership of the general manager namely Administrative Staff and Warehouse Staff. In addition to these positions there are other divisions such as the restaurant division, there are several positions, namely the restaurant manager and his team, namely the restaurant cashier and restaurant waiter. Then there is the kitchen division which contains the position of kitchen manager with his team of kitchen staff. The karaoke division includes karaoke managers, karaoke waiters and karaoke cashiers. The event division includes event managers and event staff. The security and hygiene division includes security and hygiene managers, security staff / security and cleaning staff / cleaning service divisions under the supervision of the restaurant division. Based on the above positions, the researcher will conduct job analysis on positions available at ABC restaurants which will then be continued in the creation of a performance appraisal design system.

Data collection methods used by researchers include three methods, namely interviews, observation, and document analysis. Interviews will be conducted with parties related to the object of research, owners, managers, and also some employees who represent other employees as actors in the object of research. Interviews conducted were direct and face-to-face interviews in 5-8 meetings with $\pm$ 1 hour each time for the owner and $\pm$ 1 hour for the manager, and $\pm$ 15 minutes for each employee using written notes and voice recorder via handphone. If there are still some

things that are lacking at the time of the direct interview, the writer can confirm via telephone or private message.

The researcher also observed the ABC Restaurant operational activities, where it was conducted to find out the real conditions in the field that might not be obtained from the results of interviews. The researcher observed 5-8 times of the visit with $\pm$ 2 hours each observation.

The researcher also collected and analyzed supporting documents to explain the results of the interview to get a deeper understanding of the object of research. Supporting documents include organizational structure, employee job description and documents that contain information about regulations in the business as well as standard operational procedures. This is needed to gain an understanding of employee job analysis which can then be used in making appraisal performance.

3. RESULT AND DISCUSSION

From the assessment results described in the previous chapter, it is known that there are several problems in ABC Restaurant where the performance appraisal system is still very subjective and not in accordance with the job analysis that should contain job descriptions and job specifications. As it is known that at ABC Restaurant doing job analysis is not appropriate, because it makes ABC restaurants unable to design performance appraisal systems using previous job analysis. Based on the

problems faced, the researcher therefore designed a performance appraisal system based on job analysis which included job descriptions and job specifications. In designing a performance appraisal system, researchers will carry out two steps of work, the first being that the researcher will carry out job analysis consisting of / including job descriptions and job specifications. With the preparation of this position analysis, it is expected that later employees can find out their duties, responsibilities and limits of authority. In addition, also, with a good job description is expected to help employees to work effectively and efficiently. And with the job description and specifications of work based on competency, it can help recruiters in conducting employee recruitment and selection processes and determining training topics for employee needs.

Second, namely designing a performance appraisal system based on job analysis which includes job descriptions and job specifications, where the result is quantitative performance appraisal using KPI (Key Performance Indicator) based on job descriptions. Job appraisal will later use 180∘ Degree Appraisal which will be filled by superiors and conduct self evaluations, with the existence of this performance appraisal it is expected that ABC restaurants can conduct an assessment more objectively so that later they can develop the company more precisely in the future

At this stage the researcher makes a position analysis first where from the analysis of the position will be made appraisal performance. The

compilation of job descriptions and job specifications in this study uses the stages of Dessler (2015), namely:

Stage 1:

Researchers in collecting data use interview and observation methods which will then be carried out to each position in the ABC restaurant in order to obtain relevant and relevant information regarding the existing job descriptions.

Stage 2:

Reviewing relevant restaurant data, for example, the organizational structure, standard operating procedures, and description of the work owned by the ABC restaurant along with other data that can be used in this study. Where the implementation is, the researcher asks related data in ABC restaurants such as organizational structure, vision and mission, current job description. In addition to analyzing the suitability of the job description provided and the researcher asked ABC restaurant for approval to conduct a re-job analysis.

Stage 3:

Choose the position to be re-analyzed. At this stage, all divisions within the organizational structure are re-analyzed by starting from the restaurant and catering division, restaurants, karaoke, events, security and hygiene divisions, in addition to general manager positions and administrative and warehouse positions, a re-job analysis is also conducted. If described, the kitchen division consists of 2 positions, namely kitchen and catering manager, and kitchen staff. The restaurant and catering division contains 3 positions namely restaurant manager, restaurant waiter, and restaurant cashier. The karaoke division also contains 3 positions namely karaoke manager, karaoke waiter and karaoke cashier. The event division consists of 2 positions namely event manager and event staff. While for the security and hygiene division, there are 3 positions, namely security and hygiene manager, security staff / security and cleaning staff / cleaning service.

Stage 4:

Conduct an analysis of the data obtained from the restaurant related to office activities. The implementation is, the researcher prepares a format for job analysis that includes job descriptions and job specifications cited from Dessler (2015) and of course adjusts according to ABC's restaurant needs. Following are job descriptions according to Dessler (2015):

1. Job identification
2. Summary of position
3. Relationship position
4. Responsibilities and obligations
5. Authority of office
6. Performance standards
7. Job specifications

Stage 5:

Clarifying the results of job analysis with related parties. The implementation, namely, researchers after processing data from interviews, observations, and data collection - related data to clarify the results of the data to each party involved from their respective divisions. This is done to ensure the completeness and suitability of the responsibilities and duties of each position to be arranged so that all parties agree and know the scope of their work.

Stage 6:

Develop a job analysis that includes job descriptions and job specifications that describe the activities and responsibilities of the position. The implementation is that researchers fill out form data that has been approved by the owner and manager of each division related to the preparation of job analysis

The next stage after making a description of the work of each position, the researchers began to carry out the design stage of appraisal design. According to Aamodt (2010) there are 9 stages in making a performance appraisal, along with the steps of performance appraisal conducted at Restoran ABC in the city of Bojonegoro.

1. Set goals for Performance Appraisal

The researcher visited ABC Restaurant in Bojonegoro on January 15, 2019, which then held a discussion with the Owner and General Manager to discuss what they wanted to achieve in performing a performance appraisal, and what problems they wanted to solve through performance appraisal. After conducting a new discussion it was found that there are two objectives why the appraisal performance in ABC Restaurant is needed.

Appraisal performance conducted at ABC Restaurant is used to assess the performance of employees who have two objectives from the results of discussions, namely to improve performance by providing feedback on the performance that has been done by employees and reduce subjectivity that occurs in performance appraisal.

2. Identification of environmental and cultural limitations

After conducting discussions to determine the objectives and benefits of performance appraisal, the researcher identified the environment and culture in ABC Restaurant where according to Owner Culture in the Restaurant ABC emphasized kinship in work but also had to be professional in accordance with his position, where employees were required to provide services that as good as possible. Whereas the limitations so far occur because the performance appraisal is purely subjective so as to make the performance appraisal ineffective.

3. Determine who evaluates employee performance

The researcher, after knowing the cultural scope in ABC's restaurant, then continued the discussion to determine who the party will do the assessment for each position with the owner and managers. The result of the discussion with the owner and manager in Restoran ABC was agreed that the appraiser was the boss for each position in the ABC restaurant due to business scale reasons and the ease of performing appraisal performance.

4. Choose the best method

As a result of the agreement with Restoran ABC, employee appraisal performance was conducted using the 180∘ Degree Appraisal method and dimensions focused on performance, namely by using performance indicators determined from the description of each position in the ABC Restaurant and agreed with related parties. . This method has two assessors, namely from superiors - subordinates, then each position

assesses that their performance is expected in the presence of two sides and there are indicators that are expected to reduce the subjectivity that occurs in the ABC restaurant.

5. Train the assessor

On January 26, 2019, the researcher conducted a socialization regarding the design of the performance appraisal to be made for ABC restaurants to each party. Then the parties involved in the ABC Restaurant conducted a trial related to the performance appraisal measuring instrument made by the researcher. So that the suitability and incompatibility with reality found in ABC Restaurant were found.

6. Observing behavior and documenting

Then after conducting a trial, the researcher again conducted a discussion with the appraisal regarding the method of observation and documentation for the form performance appraisal. The performance appraisal will be documented into one report containing the performance of each employee and stored by the admin staff and this report can be used every period to monitor the progress of the employee's assessed performance.

7. Performance Evaluation

Performance evaluation was agreed upon during discussions with ABC restaurants, namely conducting a review every 3 months where each position has a value for the performance assessed.

8. Communicate the results of the Performance appraisal

The results of performance appraisal that have been processed using the performance appraisal form made by researchers will be submitted to each position which is assessed every 6 months and starts every week for 2 hours consisting of 1 hour preparation and 1 hour for the interview process, where it is used to evaluate each employee being assessed.

9. Decision making

The results of the performance appraisal at the same time as the employees in Restaurant ABC will be followed up by the related parties for further decisions which often take the form of human resource activities with the relevance of developing the performance of each employee. For example, such as training, promotion / demotion / rotation, and even termination of employment. In its application in ABC restaurants researchers and the management team agree on the stages that will be carried out when performing a performance appraisal, namely

1. Conduct a meeting with the assessment team first and conduct a discussion on who will be assessed by each assessor, the time needed, and what will be assessed.

2. The appraiser meets the parties that will be assessed and conducts the assessment process, adjusted for the method of assessment, for example if it requires observation within a certain period of time, or data collection - data is document and record so that it can be used to perform appraisal performance.

3. The next action is that the appraiser gives a value in the available column with a value of 1, which means poor performance

up to 3 which means the performance is above average.

4. After all the indicators have been given a value then the next action is to add all the values and divide it according to the number of indicators, for example there are 5 indicators and the total value of the employee is 12, so 12 is divided by 5 gets the 2.4 the bahwak table has average / standard performance and there are actions that can be taken by the assessor / management such as training / bonus / promotion / rotation for the party being assessed.

5. The next action is to explain the results of the assessment to the relevant parties at a specified time, namely 6 months to review and adjust.

6. The final stage is the results that have been explained to the relevant parties and then documented in the place provided and will be used for comparison with future performance.

4. CONCLUSION

The results of the discussion from the above analysis reveal the problems faced by ABC restaurants, and to solve the problems faced are formulated to make appropriate performance assessments for ABC restaurants. The author determines several stages in making a performance appraisal which first analyzes the position for each position in the ABC restaurant and then continues with a performance assessment. There are six stages that are carried out to make a job analysis and nine stages to make a

performance assessment. The stages are made and adapted to ABC restaurants so that they can be used to resolve the problems that occur.

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