

Implementation of Planning, Assessment, and Award Service Systems in Higher Education

Riska Febrianti

Department of Educational Administration
State University of Malang, Indonesia
riskafebrianti122@gmail.com

Rusma Indri Octaviani

Department of Educational Administration
State University of Malang, Indonesia
indriocaviani18@gmail.com

Abstract: The main purpose of writing this article is to explain the importance of implementing career planning, assessment and career reward systems in tertiary institutions. This research uses observation technique. Observation techniques used ranging from interviews, problem analysis and documentation. The results of this study indicate that there is a system of planning, evaluating and rewarding employee performance by organizations or institutions both in supporting employee career development. It is said that the existence of a planning, assessment and reward system can optimally enhance employee career development.

Keywords: planning, assessment, awards, higher education

I. INTRODUCTION

Every organization that stands requires Human Resources (HR) potential to manage an organization. Human resources are also referred to as actors who determine the success of an organization in achieving its goals. Therefore it is necessary to place human resources as employees in the fields and tasks according to their abilities and competencies to drive organizational success. This is not enough, it is necessary to have an employee planning system that aims to find out and recognize the background of employees in career development.

The definition of planning itself has been revealed by an expert which is about planning performance improvement which has meaning as one of the management techniques that serves to improve employee performance. This means that employees must prioritize the power of analysis based on the forces that drive and impede performance that intends to determine the form of strategy or steps used in coordinated activities to achieve organizational goals. Workers who are human resources who have entered the workforce are said in the concept of education management that this age is expected to be able to utilize the workforce optimally in order to increase productivity. It also raises good and quality work relationships in terms of pleasant relationships, tolerance and relationships that build souls with each other (Soedjono, 2016).

Every employee has a different development. There are career patterns that need to be known by a worker, as said by Siagian (2010) there are three things that need to be understood in order to know open kerier patterns including: (1) knowing career goals to be achieved at a certain position. What must be done to achieve the highest position or position in an organization; (2) there is career planning where there is someone's participation in choosing a path in the placement and career goals of employees; and (3) the desire to obtain strategies or steps used in order to develop a career and produce work.

When carrying out career planning in the organization of resources most concerned is an employee himself. So that employees can choose their own career path later, then there are five factors that are considered by employees in their work, namely: (1) getting fair treatment

in a career; (2) get a direct sense of care from superiors; (3) explore information about career opportunities and promotions yourself; (4) shows the high interest to get a promotion; and (5) have a level of satisfaction with the leadership's decision. Of the five factors will encourage staffing to participate actively and selectively in the career planning of employees in the organization.

The existence of a mature planning system will have a positive impact on employees in the form of smooth delivery of employee performance appraisals. Therefore, if the planning system which is an early stage is not well designed, it will affect the results of employee performance appraisal. This assessment system is important to be implemented in order to find out the quality of employee performance, find out the employee's weak points, motivate employees to be more productive and evaluate the organization or related institutions. Implementation of performance appraisal at the same time can be said as an evaluation for workers towards career development. Explained by Yusuf (2019) that performance appraisal is a process of evaluating employees while carrying out the work will be compared according to standards. Then provide information about the results of the evaluation to the employee. It can be said that performance appraisal is rating employees through reviewing, evaluating, and evaluating work results.

While Hasibuan states that the performance appraisal process that has been carried out by employees is one of the activities of managers or leaders in carrying out an evaluation of the behavioral process that shows employee performance (Yusuf, 2019). After that proceed with the determination of future policies for the employee. Performance appraisal according to Mulyadi (2001) determines periodically the operational effectiveness of an organization, parts of the organization and its personnel, based on predetermined targets, standards and criteria. Performance appraisal is referred to as contained in the form of assessment of caring or loyalty, honesty (integrity), leadership, teamwork, dedication and participation.

Based on the explanation above, it can be said that employee performance appraisal is an assessment of the results done individually or every employee obtained from the performance evaluation process during the

organization both in quality and quantity. The performance appraisal process undertaken by managers of employees is as follows: (1) job analysis, namely job analysis or position. this is used to make it easier to describe the type of work, responsibilities, working conditions, and various programs and activities carried out; (2) performance standards, which have the function of comparing employee work results with established standards; and (3) performance appraisal system.

There are four methods used in employee performance appraisal, namely: (1) behavior appraisal system or appraisal based on behavioral appraisal; (2) personnel / performer appraisal system is a performance evaluation based on the individual characteristics of each employee; (3) result-oriented appraisal system, which is an assessment based on the results of employee performance; and (4) contingency appraisal system is an assessment based on a combination of several elements: characteristics, behavior, and employee performance results.

Assessment indicators used in performance according to Government Regulation Number 46 of 2011 concerning Assessment of Employee Work Performance including: (1) number or quantity; (2) quality or quality; (3) time; (4) costs; (5) service orientation; (6) honesty (integrity); (7) commitments; (8) discipline; and (9) cooperation. In addition to the process there are also factors that influence employee performance achievement expressed by Lestari & Sulandari (2019), namely internal factors and external factors. The purpose of internal factors that can be seen psychologically both in terms of the level of integrity and physical and psychological function. While the external factor in question is the scope of work or the environment in the organization which also supports each individual in achieving work performance.

After going through a planning and assessment system, the last stage in career development is appreciation. Pitts said that the award is a benefit or benefit that results from carrying out tasks in accordance with the objectives in the organization, running excellent service, or taking optimal responsibility. Huselid also explained if the award is a system used to make a contribution to employees on the performance carried out, the system connects the interests of employees to the organization, so as to improve the business and performance of these employees (Prabu, 2016).

From the opinion above it is obtained if the award (reward) is one form of business organization contributes to members or employees in the form of financial and non-financial material. The form of award given can be in the form of basic salary or variable salary, achievement fee (bonus), incentive money, career / promotion opportunity, vacation, and retirement (Prabu, 2016). The reward or reward system implemented in an organization can be said to be good if the system is able to guarantee the satisfaction of the members of the organization.

There are several reward systems that are used by staffing as explained above including: (1) The salary or wage system. Salaries or wages are considered technical in nature and require very specific knowledge based on the grouping of values from job rankings. It is intended that the organization can meet the principles of fairness and fairness; and (2) an intensive system that encourages higher

work productivity. The known incentive system is classified into two main groups namely the incentive system at the individual level including piecework, commissions, bonuses, maturation curves and incentives for executives. Whereas the intensive system at the group level is incentives for production, profit sharing and cost reduction (Siagian, 2015).

Based on the description above, it can be concluded that the main components of the reward or reward system are those that are directly related to employee work performance in the form of wages and salaries, while the indirect component is in the form of incentives that need attention from managers. The definition of career (career) is the work position of someone who served a particular job in the organization from being in the lowest position to the top position. According to Muspawi (2017), it is said that a career is a point of view to assess (perceptions) the attitudes and behaviors of individuals and individuals related to activities and experiences during one's work travel span. A career is an individual development while in an organization to the top position.

The purpose of this study is to show the implementation of the planning, assessment and appreciation systems of the careers of organizational or agency employees. It is expected that with these stages employees can develop their careers well. Therefore an employee must be able to carry out his work duties so that the planning, assessment and appreciation of an organization runs smoothly so that the achievement of organizational or agency goals.

II. METHOD

The research method in this article uses the observation method. The research method is one of the scientific methods or methods used to obtain data from the research process that has the objectives and uses that have been formulated. Before plunging directly into the field, it is necessary to make a research design that is used as a strategy to regulate the research site so that researchers get data that matches the characteristics, variables and research objectives.

Observation according to Riduan (2004), namely as direct observation and systematic recording of symptoms that appear on research subjects. This type of research seeks to provide as detailed a picture as possible based on the actual situation of an event or situation that occurred. Observation technique is used to see changes in a social phenomenon that can be assessed changes so that researchers can separate between what is needed or not Margono (2007).

The technique in question is by collecting data by observing, recording, interviewing and documenting systematically about the phenomenon under study. The documentation used is taking pictures related to Employee Performance Standards (EPS). The data analysis technique used is to analyze all data that has been obtained from various sources. After the data is reviewed or analyzed, then make a summary of the transcript or field note. This summary is useful for researchers to determine which data still needs to be sought and what hypotheses need to be tested. After all is done, researchers begin to explain the whole data, and then draw conclusions.

III. RESULTS

Planning System

Based on observations regarding the performance of employees in the cooperation unit and public relations (Humas) Malang State University (UM), it was found that there was a planning process as an initial stage in the development of workers' careers. The number of employees working together with the status of Civil Servants (PNS) is as many as six people and Non-permanent Employees (PTT) as many as two people. While the number of public relations employees with PNS status is ten people and PTT is five people.

When conducting the planning process, the two units use a SWOT analysis system. This was conveyed by Indria Santy, Head of Public Relations when interviewed at the PR office explaining that the SWOT analysis was used because it was considered effective. This was done in order to find out and recognize the background of employees in career development. Planning is the initial stage in the education management process as well as the initial stage in developing career performance of employees in an organization or agency. Departing from the planning system, the final result or assessment of employee performance development can be seen.

Scoring system

After doing the initial stage, namely planning employee performance. So, performance appraisal is carried out by the organization or agency. Similar to planning, at this stage of assessment the collaboration and public relations unit also has the same assessment system. The planning stage uses the SWOT system while the employee performance appraisal system used is in accordance with the achievement sheet of Civil Servants (PNS) work targets and is based on the achievements of the targets set for each employee. While the assessment system carried out at PTT is using a monitoring sheet. Some elements are assessed among them; Employee Work Targets (SKP) and work behavior. There are six behaviors assessed including: (1) service orientation, (2) integrity, (3) commitment, (4) discipline, (5) cooperation, and (6) leadership.

The work target form for civil servants contains the identity of the official who will assess and be assessed. The aspects assessed are occupational assignment activities whether they are in accordance with the target or not. The components of the target itself include quantitative or output, qualitative or quality, time and cost. Evaluation of the achievement of civil servant work targets includes: (1) job assignment activities; (2) targets with components including quantitative or output, qualitative or quality, time and cost; (3) realization with components covering quantitative or output, qualitative or quality, time and cost; (4) calculation; and (5) SKP achievement value.

The performance appraisal of civil servants includes the identity of the appraised employee, appraisal officer and appraiser official supervisor. The elements assessed in the SKP are the work assessment including: (1) service orientation; (2) integrity; (3) commitment; (4) discipline; (5) cooperation; (6) leadership; (7) number; and (8) average value. The eight elements were assessed using a percentage and criteria reference. The value of an employee's work performance is obtained by adding up all

the elements that have been assessed and given criteria in accordance with this amount obtained.

Reward System

The results obtained from observations in the unit of cooperation and public relations at Malang State University (UM) found that the last stage in employee career development was appreciation. This award system is guided by the results of an assessment of employee performance that has been obtained.

The criterion for the award obtained from one employee with another employee is different. It depends on career development and performance capacity of each employee. That is because every employee has different characteristics, skills and levels of education. Therefore, in determining employee awards in an organization it can be done by means of qualifications as well as based on the workload that has been set.

Awards given can be in the form of congratulations and gifts. However, not all types of employee achievements or rewards are rewarded. Of the two units, the award given was in the form of a basic employee salary that had been set. In addition, employees also get facilities or infrastructure that supports performance or career development within the agency.

IV. DISCUSSION

Planning System

The planning system in the unit of cooperation and public relations is using the SWOT system. SWOT analysis according to Rangkuti (2009) is based on logic that maximizes strengths and opportunities, but at the same time can also minimize weaknesses and threats. SWOT analysis is a method used by an agency or organization in order to observe Kotler's internal and external environment (2009).

The SWOT system is used in career planning with the intention that the leader can find out how much strength the employee has in taking advantage of the opportunities that exist within the organization. It also can be used to find out the weaknesses (weaknesses) of employees, so leaders can overcome and prevent this by taking the positive side or the advantages (opportunities) of the opportunities (opportunities) that exist.

A worker must also be able to optimize the strengths (strengths) to be able to deal with various threats (threats) that come. On the other hand employees must be able to overcome the weaknesses (weaknesses) they have so that threats do not become a reality that can damage careers and can create a new threat. This is in accordance with the opinion of Jogiyanto (2005) which says that SWOT is used in assessing the strengths and weaknesses of the resources owned by the organization or agency and assessing the opportunities and challenges faced.

In addition to the SWOT system used in the planning system, the collaboration unit also uses analytical techniques to determine the organization's requirements for employee performance. When an analysis of each employee is obtained, socialization of the duties of each employee is carried out so that career planning can run optimally. So, there is a SWOT system and analysis as a planning system implementation.

Scoring system

Based on the description of the assessment system above, it was found that the two units at Malang State University used the established assessment criteria. This is in accordance with the performance evaluation indicators, namely: (1) quantity; (2) quality; (3) time; (4) costs; (5) service orientation; (6) integrity; (7) commitment; (8) discipline; and (9) cooperation. Therefore the UM unit has begun to optimize career development in order to create superior and irreplaceable human resources.

The criteria used are closely related to the awarding of employees. The assessment is carried out when the employee has received orientation from the organization or agency occupied. This means that every employee's performance is observed and measured from the beginning until the target or goal of an organization or agency is achieved.

Reward System

When giving awards to employees, the unit of cooperation and public relations (PR) uses a salary or financial system. In addition to awards that are financial in nature, there are also non-financial and physical or non-material materials. As explained by Sumardanto in Prabu (2016), the rewards given can be in the form of basic salary / basic salary, variable salary, incentives, merit payments (bonus), career / promotion opportunities, holidays, pensions.

Salaries or rewards given to employees for the results of their performance can motivate employees to continue working. If an employee gets high appreciation from other employees, it will enable the employee to continue to maintain his performance. Conversely, if the employee does not get a high award, then they will be motivated to continue to grow and improve their performance. Awards received by employees also affect career development. Therefore, the reward system must be able to guarantee the satisfaction of the members of the organization.

Huselid explained (in Sajuyigbe et al, 2013) that his view of appreciation is a system that contributes to performance by linking the interests of employees to those from the team and organization, thereby increasing business and performance

The existence of a reward system will facilitate employees in carrying out career development that can be done starting from the employee itself or often called self-actualization, which can be done by participating in training or workshops and the organization itself that will help employees in meeting the needs that support development his career (Suadnyana, 2018).

V. CONCLUSION

Based on the discussion above it can be concluded that the importance of the planning, assessment and appreciation system for employee career development. The results showed that in the scope of higher education

institutions have implemented the system, but not yet optimal. That is because every organization has different problems and solutions.

The planning system used is the SWOT analysis system. This system is considered optimal in obtaining reliable employees. While the appraisal system is based on the guidelines on the performance assessment of civil servants. When there is an assessment there is also an award given by the agency to employees in the form of wages or salaries.

The use of a reward or reward system in achieving its goals requires various principles as they should be, namely the principles of fairness, fairness, comparison that need to be upheld. Thus the employees will feel their dignity and dignity as human beings truly recognized, valued and respected.

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