



E-MBO PERFORMANCE ASSESSMENT MODEL TO IMPROVE THE PERFORMANCE OF CHILD GROWTH AND DEVELOPMENT SERVICES EMPLOYEE

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Abstract. Workers that perform well are those who can complete their tasks according to the assignment and successfully navigate any challenges they may encounter while doing so. The purpose of this study is to evaluate the impact of MBO performance appraisal on employee performance as well as to develop an e-MBO performance appraisal system. The Palembang Therapy Center Institute is home to this study. Purposive sampling was used to choose the sample, and workers who had been employed for a minimum of a year were the criterion. Model development, internal validation, and external validation stages comprise the Richey & Klein concept, which serves as the foundation for the research and development of MBO-based performance assessment. Following the trial, an average score of 18.7 in the good category was obtained from the employee performance assessment results. Based on these findings, it can be said that the MBO-based employee performance appraisal method can be implemented without any issues. As a result, the e-MBO performance assessment method is prepared for use and application in order to enhance employee performance in child development therapists.

Keywords: employee performance, performance assessment, e-MBO

1. Introduction

Workers that perform well are those that can complete their tasks according to the instructions they are given and get past any obstacles in order to complete their work [Triemiaty et al, 2019]. The corporate competition has become more intense in the age of globalization. A growing number of businesses are beginning to focus on improving the caliber of their human resources (HR) in order to remain competitive. This is done in order for HR to become a resource that is anticipated to be able to support organizational performance and growth in order to maximize revenues for the business [Widjaja, 2021]. An organization's performance is greatly influenced by the performance of its workforce [Vosloban, 2012].

The Palembang therapy Center (PTC) is a facility that offers growth and development treatment services to kids with special needs, including dyslexia, ADHD, Down syndrome, autism spectrum disorder, and others. The growing number of clients or consumers who rely on PTC's growth and development services indicates that the Palembang Therapy Center is currently going through a positive development phase. Thus, in order for employees to compete in the corporate sector, they must be observed and evaluated. Palembang Therapy Center was founded in 2019 and currently employs thirty people. The clinic's head stated that there is still an issue with employee performance at the moment. According to them, there are still a number of workers who perform menial tasks, like infrequently meeting with parents of children who have finished therapy to report on progress, giving families receiving services scant information about the therapy process, and failing to explain quantifiable programs for the therapy process.

The clinic's head claims that no objective evaluation of his staff members' work has been done. Prejudices and presumptions inform assessments. Employees don't know what has to be improved in their work because they never receive feedback from superiors regarding their performance results. This has an effect on PTC employees' performance, which is directed and in line with the organization's objectives. Thus long, the only way that employees are aware of their performance successes is by looking at their monthly salary. Employees are therefore unaware of the effectiveness of their job and the potential that has to be realized and sustained. Given that PTC is a facility that provides therapy services for child growth and development, management and staff at Palembang Therapy Center need to be mindful of the caliber of work that their staff members produce in order to boost therapy success, foster client satisfaction, and cultivate a devoted clientele.

The evaluation of staff performance is the solution to this issue. According to one study, employee performance will be impacted by the performance appraisal method [Permana & Mujannah, 2019]. According to the research, performance evaluations are conducted every three months after the weight of the evaluation has been established. Abdillah and Priyati's [2022] additional research findings likewise indicated that performance reviews had a big impact on workers' output. Each employee will feel more accountable and motivated to work more if their performance is evaluated [Budihardjo, 2015]. A performance evaluation will also assist the business in better understanding each employee's areas of strength in the workplace. Employee performance will be significantly impacted by the existence of performance reviews as well [Tangkuman, et al, 2015]. Since information systems are growing quickly in the modern technological era, performance evaluations should be made in an efficient and simple manner. Performance evaluations can be made simple and efficient by technology like Microsoft Excel, which has features that are easy to modify if necessary [Sumarnoe, 2015; Taufik, Fithri, Prathama, 2014].

There are several kinds of performance appraisal methods. As demonstrated by Saputra, Sucipto, Damayanti, Masputra, and Siregar [2023], who investigated the BARS method as a performance assessment; additionally, Abdullah and Aldisa [2023] investigated the MPS and KPS methods; and Siregar [2023] investigated the ARAS method. The research team's goal in this project is to create a performance evaluation technique for MBO [Management by Objective]. Employee performance can be raised through management by objective [Evita, Muizu, & Atmojo 2017]. The distinctive

feature of management by objective, also known as management based on targets, is that supervisors and employees collaborate to define goals or targets for the future execution of work [Rivai, 2004]. Once established, these objectives serve as a standard by which to measure employee performance. The MBO approach will take into account the business's requirement for guidelines and input when evaluating employee performance. It is anticipated that the creation of the MBO performance assessment utilizing Microsoft Excel media will be efficient and simple to use.

One flaw in the manual performance assessment method is that it ignores the constantly evolving field of information technology. In order for performance appraisals to assist managers in assessing employee performance, they must be implemented using efficient media. MBO-based performance evaluation with Microsoft Excel files, sometimes known as E-MBO. The e-MBO design follows the same steps as the MBO performance assessment; the only difference is that it uses Microsoft Excel media instead of other media. It is anticipated that e-MBO will be able to raise employee performance.

The explanation provided indicates that the purpose of this study is to (i) create an e-MBO system for employee performance reviews. (ii) Evaluating how well the e-MBO performance assessment enhances worker performance.

2. Studi Literature

2.1 Management By Objective (MBO)

Notoatmodjo [Sugijono, 2015] Management By Objective (MBO) is a form of assessment in which employees and supervisors jointly set objectives or targets for the implementation of work in the future. Employees together with their superiors formulate and explore the concept of the short-term goal of the job target. Once agreed, the objective becomes a refusal to measure employee performance. MBO aims to improve the performance of the organization by formulating the organization's goals and the work targets of its employees. Ideally, employees will get strong input to identify work targets, realization times, goals, and target output estimates. MBO incorporates on going tracking and feedback into the process of achieving the job targets.

The basic principles of management by objective (MBO) are to ensure that every employee has a clear understanding of the goals or goals of the organization, just as they understand their role and responsibilities in achieving them. This MBO method can be a response to the company's need for effective employee performance assessment. This is because this method contains a set of standards that are the achievement targets of every employee whose progress can be measured periodically. This standard becomes a benchmark for companies to know the level of productivity of each employee.

2.2 The Performance of Employees

Mangkunegara [2013] explains that performance is the result of the quality and quantity of work achieved by an employee in carrying out the tasks and responsibilities assigned to him. Wake up [Widjaja, 2021] defines performance as the result of work that a person achieves on the basis of certain conditions to be able to accomplish in achieving a goal also called a standard of work. An employee's performance can be measured by the amount of work produced, the quality of his work, the accuracy of the

time in completing the job, the level of attendance, and the ability in collaborating. Based on some of the above definitions, it can be concluded that the performance of employees is one of the important aspects that should be considered in order to the company's goals.

The factors that influence employee performance according to Mangkunegara [2019] are ability factors (ability) and motivation factors (motivation). The right man in the right place, the right man on the right job. Motivation is the condition that moves the employees towards achieving the goals of the organization. As for the indicators of employee performance according to Machmudah [Kurniawan, Nature, Albar, 2020] are (1) Quantity, is the amount produced, expressed in terms such as units, the number of cycles of activity completed by employees, and the amount of activity produced; (2) Quality of Work, measured from the employee's perception of the quality of the work produced and the perfection of duty to the skills and abilities of employees; (3) Time accuracy, measuring from employee perceptions of a completed activity at the beginning of time until the output; (4) Employee presence in the company either in employment entry, return to work, leave, or without any information that completely affects the performance of such employee; (5) Co-working ability, a person's ability to cooperate with others in completing a job.

3. Research Method

There will be two phases to this research project. The initial phase involves conducting research and development [R&D] on the e-MBO employee performance appraisal system. The subsequent phase involves evaluating the efficacy of the performance appraisal system by examining its impact on employee performance. The research and development design proposed by Richey & Klein [2014] will be applied to R&D research. Three steps are involved in research and development: model development, internal validation, and external validation.

- a. To improve beneficiary satisfaction, the first stage attempts to develop a conceptual e-MBO performance assessment system and its measurement, which includes establishing performance targets that will be measured. The management and staff of PTC served as the research subjects.
- b. The purpose of the second stage, internal validation, is to gauge how feasible the e-MBO performance evaluation system is. Expert judgment is the subject of the study, and the participants are practitioners in the human resources field as well as psychologists working in the industrial/organizational domain.
- c. External validation, the third stage, measures how well the e-MBO performance assessment system raises customer satisfaction. The Palembang Therapy Center's management and staff are the focus of the study.

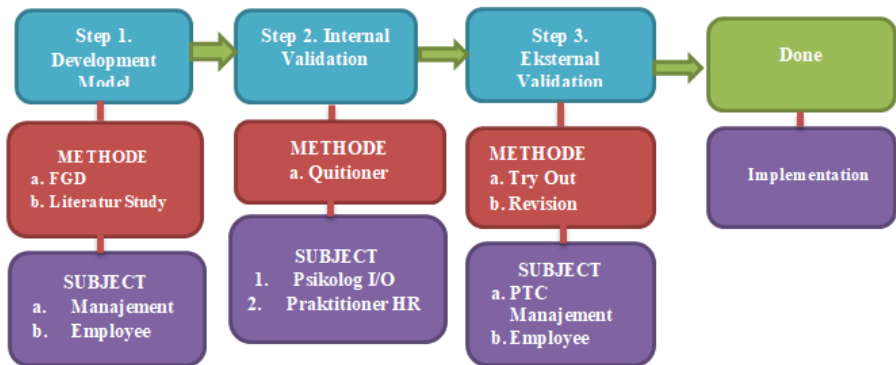


Figure 1. Research and Development Model

The population in this study were employees of the Palembang Therapy Center Institute. Sampling in this research used purposive sampling or judicial sampling techniques. In this technique, the sample is selected based on certain criteria, namely employees of the Palembang Therapy Center Institute who have worked for more than one year. The total sample consisted of 21 employees. FGD and unstructured interviews are used for data collection during the model development stage; a questionnaire subjected to expert judgment is used for data collection during the internal validation stage; and a performance assessment rubric is used for data collection during the external validation stage.

4. Result and Discussion

4.1 Result

Undertaking a literature review is the first step in creating a e-MBO performance appraisal. The Palembang Therapy Center (PTC) management was interviewed and involved in focus group discussions (FGDs) based on the findings of the literature study. The purpose of the interview was to gain a general understanding of PTC's current managerial structure. The interview yielded three key findings: (1) PTC needs a performance appraisal system so that management can assess employee performance objectively; (2) employee job descriptions have not yet been created; and (3) the company's performance evaluation method lacks objective benchmarks.

To proceed, a FGD involving PTC management will be held. The HR manager was present at this FGD. This focus group discussion (FGD) aims to develop and reach consensus on the company's vision and goal, job description, individual performance targets (SKI) for each position, and performance assessment indicators' components and weight. Making an output in the form of a e-MBO performance assessment is the next step. Table 1 displays the FGD results pertaining to the performance assessment components.

Internal validation is the second step in the research and development (R&D) process. The goal of the internal validation stage is to get suggestions for enhancements to the e-MBO performance assessment system from industrial psychologists and someone with experience in child development services. This step yielded the following results: (1) a performance appraisal system that is easy to use, (2) performance appraisal

components that align with the PTC institution's evaluation goals, and (3) a system that is designed to measure employee performance objectively. Employee performance can be enhanced by the developed e-MBO performance appraisal system, and issues with employee performance can be resolved by implementing the system with institutional support.

Researchers get feedback from internal experts/validators during the internal validation stage. Performance evaluations can be improved by being more detailed to ensure that crucial aspects that need to be evaluated are not overlooked. Valid aspects of employee performance measurement are identified after completing the internal validation test stage.

Table 1. Some Aspect of PTC Employee Performance Evaluation

Aspect	Description
Accuracy	The degree to which people can work in order to finish tasks within the allotted time and standards
Dicipline	The degree to which a person can adhere to set guidelines
Quality of Work	The degree of achievement of the task or program that has been developed
Technical Ability	The degree to which someone can use their skills in their line of work

Table 2. Employee Performance Evaluation Criteria

Norma	Range	Category
$X < \text{Mean} - 1SD$	$X < 14 - 2,3 = X < 11,7$	Low
$\text{Mean} - 1SD < X < \text{Mean} + 1SD$	$[14 - 2,3] < X < [14 + 2,3] = 11,7 < X < 16,3$	Medium
$X > \text{Mean} + 1SD$	$X > 14 + 2,3 = X > 16,3$	Good

Table 3. Validity Test Result

Aspek	Aitem	Nilai	Keterangan
Accuracy	K1	0,01	Valid
	K2	0,00	Valid
Dicipline	Ke1	0,00	Valid
Quality of Work	KK1	0,05	Valid
Technical Ability	KT1	0,03	Valid

Tabel 4. Reliability Test Result

Alpha Cronbach	N Aitem
0.790	5

The instruments used to evaluate employee performance are deemed appropriate for use based on the findings of tests for data validity and reliability. External validation is the third research stage that comes next. In order to complete this external validation stage, the e-MBO employee performance assessment method was tested. The purpose of the 13-therapist trial was to gather information regarding the efficacy of the e-MBO

employee performance assessment approach. The test results are displayed in the table 5 below.

Tabel 5. MBO Based Performance Assessment Trial Results [By Subject]

Kategori	Rentang Skor	Jumlah
Tinggi	17-21	9
Sedang	15-16	4
Rendah	-	0

Score Average: 18,7 [Baik]

Tabel 6. MBO Based Performance Assessment Trial Results [By Aspect]

Aspect	Scor Average
Accuracy	2,3
Dicipline	2,6
Quality of Work	2,4
Technical Ability	2,6
Scor Average	2,5

Following testing, it was determined that 9 employees fell into the good category, 4 fell into the medium category, and 0 fell into the low category. The average score in the good category of the employee performance assessment was 18.7. Based on these findings, it can be said that the e-MBO employee performance assessment method can be implemented without any issues. As a result, the e-MBO performance assessment method is prepared for use and application in order to enhance employee performance in child development therapists.

4.2 DISCUSSION

Performance assessment plays an important role that can help the management of the company in regulating and maximizing the performance of existing resources. Effective assessment of the resources that the organization has will optimize the competence of human resources in order to the goals of the organization. [Hidayat, 2022. Hanggraeni [Sugijono, 2015] The purpose of performance assessment is for decision-making in human resources management [promotion, transfer, dismissal], identification of the need for training and development, validation of selection and development programmes, giving feedback to employees on their performance, also make it the basis for determining decisions about the allocation of remuneration. Therefore, it is very important to have a performance assessment system in an institution/company.

This study reinforces previous research, namely the role of the MBO performance assessment model in employee performance. This is in line with the purpose of using the MBO method itself, to improve the performance of employees who will eventually scan on the organization/company performance by formulating the organization's goals and work targets / employee performance targets that are in it [Hidrat, 2022]. The results of the study Islami et al [2018] MBO is an effective performance assessment method for the evaluation of employees' performance and can improve the effectiveness of employees in the organization [Aldi & Utomo, 2023].

In this study, the e-MBO performance assessment used by the company to evaluate the performance of the therapists, obtained the result that the average assessment of the performing therapist was in the good category with an average score of 18.7, some therapists were in the medium category, and no assessment was given to the low category. The research focuses not only on the e-MBO performance assessment system, but also on the aspects of its performance evaluation. The aspects of performance assessment are based on discussions with the SDM Manager and Head of the Field of Therapy as well as from various literature. As for the aspects that have been agreed to be the driving measure of performance assessment, such as job completion accuracy, discipline, quality of work, and technical ability.

The first aspect of performance assessment in a therapist is accuracy which means to what extent the individual is able to work to complete tasks according to a set standard and time. The accuracy of how well a person does the assigned work. [Ayun, 2011]. Prior to an e-MBO based performance assessment, the therapist his work only orally without being accompanied by proof of a complete report. Therefore, accuracy becomes one of the aspects of performance assessment based on how the therapist is able to make reports related to the initial planning of the program for the children given therapy and to evaluate the program that has been made. The second aspect, the discipline of work in which the individual is able to follow the rules that have been established. Working discipline has a significant impact on employee performance [Yantika et al, 2018]. In this case, the discipline is based on how the therapist is able to arrive on time according to the timetable set by the company's administrator. Prior to an e-MBO based performance assessment, there were frequent delays in the delivery of therapies over the scheduled schedule.

The third aspect, the quality of work is the extent to which the success rate of the task/program has been made. Erwandi et al [2022] stated that the general measure of performance can be seen from a variety of things, one of which is the quality of the work. Through this time there has been no reporting of how successful the program/therapy therapist has been to users of the service. That's why the quality of work has become one of the most important aspects of this e-MBO performance assessment to assess how therapists make the program success assessment report they've made. The last aspect, technical ability, is the extent to which an individual is able to apply the knowledge/skills in their work. Ability is one of the essential elements in promoting employee performance in an organization. A well-skilled employee can support the organization's vision and mission to move forward and grow rapidly in order to face the ever-increasing global competition [Heri & Andayani, 2020]. Ability covers many things, one of them is technical ability. In this aspect, the therapist will be judged in relation to how extensive his knowledge and expertise in providing therapy to the child is seen from how many therapeutic techniques are applied.

Based on the performance assessment aspect of e-MBO, it is known that the evaluation aspect with the highest average score is on the disciplinary aspect and technical ability with an average score of 2.6 (good category). This means that PTC employees have good discipline and technical skills. Then followed by the quality of work and accuracy aspects. On the accurate aspect has the lowest average score 2.3, This means that on the accurately aspect there needs to be an evaluation.

In general, the results of the overall data analysis show that e-MBO-based performance assessment can significantly improve employee performance. Employee performance assessment applications designed can make it easier for managers and agency officials to see and monitor employee performance developments in each period.

5. CONCLUSION

E-MBO performance assessment contributes to improving employee performance. Employee performance evaluation results obtain an average score of 18.7 with a good category. This results can be concluded that there is no problem in the application of e-MBO employee performance assessment method. Therefore, the method of evaluation of performance e-MBO is a method of assessment of performance that is ready to be used and applied to improve the performance of employees in child-growing therapists.

6. ADVICE

There are several things that researchers can suggest in this study, among others: advice to institutions, conducting continuous socialization related to the evaluation of the work of e-MBO that is still new to the internal parties of the institutions. Provide employees to consistently apply the evaluation indicators contained in the performance assessment form in order to the objectives of the agency. Recommendations for future researchers, multiple references related to e-MBO work assessment, add other more practical methods in the implementation of employee performance assessment to run effectively and efficiently.

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