

THE URGENCE OF PERFORMANCE APPRAISAL FOR KAPUR KERANG PROCESSING MSME WORKERS IN ALALAK ISLAND BATOLA KALSEL

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Abstract: This study aims to find out and answer the problem of why the performance assessment of MSMEs in lime processing is carried out in a very simple and traditional way and how the impact that occurs as a result of evaluating employee performance in the traditional way. The approach used in this study is qualitative, with a phenomenological model. This research was conducted on MSME entrepreneurs in Sugara Island village in the Alalak Island delta. The key informants are the oldest and longest-running lime entrepreneurs in producing lime. Data collection techniques were carried out through direct observation to the object of research, interviews, and documentation. The results of the study show that Traditional performance appraisals selected and applied lime processing SMEs because it is a hereditary inheritance, which is considered effective, match situations and conditions of the company and society with a strong culture of kinship, kinship, a sense of trust and mutual cooperation inherent kuat.sehingga much kindness is good for owners as well as workers. The traditional performance appraisal that is applied does not cause problems and does not affect the workers for the sustainability of MSMEs processing lime on Alalak Island.

Keywords: performance appraisal, MSMEs, culture

PRELIMINARY

For a company performance appraisal has a very important role. Performance appraisal has value to improve the function of human resource management in the organization. In terms of HR planning, performance appraisal will determine how far the performance has been achieved and produced by its employees. Performance assessment will provide information about employees who are ready to enter important positions/positions in the company, as a step in the regeneration of the management of an organization. In addition, performance appraisal can also clearly indicate the employee's need for training and development. Performance appraisal is an important part in analyzing strengths and weaknesses, as well as determining the potential possessed by employees, so that organizations can use this information to conduct counseling in developing and implementing employee career plans. The results of performance appraisals can also be the basis for evaluating and providing feedback and making it easier for the compensation system or for rational decisions regarding the determination of wages. The urgency of performance appraisal can also be seen when impacting decisions on several areas of internal employee relations, including promotions, demotions, terminations, or transfers. In addition, performance appraisal is at the same time to analyze the potential of employees, which employees have high potential, or vice versa which can be used as a basis for describing future performance.

South Kalimantan, especially Banjarmasin and its surroundings, is an area that has many rivers that flow and divide almost the entire area. The life of the people also blends with the river. Likewise, the existence of MSMEs along the banks of the river is very dependent on the river. One of the MSMEs that really depend on the river for their business is the MSME processing lime from shellfish. This MSME is located on Alalak Island, a delta above the Barito river. Kapah shells as the main raw material comes from the river. The water used to soften the scallops must also come from the river. Without river water lime production will result in poor quality. The river will also be the cheapest, easiest and most effective means of transportation to transport lime production throughout South Kalimantan and even Central Kalimantan.

Performance and performance appraisal are two things that are integrated and cannot be separated in an organization. Both are equally important and follow each other. Performance must be assessed, and work assessments must be carried out regularly. However, the phenomenon found in the field for small and medium scale lime processing businesses is not the same. Employee performance is assessed only on a family basis, prioritizing human aspects more than professionalism. Performance assessment has indeed been carried out every day but only relies on the work obtained every day, based on the output produced in units of blek/ cans measuring about 20 kg. Other aspects are not at all an assessment and consideration for MSMEs to assess the performance of their employees. The behavior of employees, such as in terms of discipline in keeping working hours, is completely ignored. All work processes are carried out like running water, the important thing is that production continues and is able to fulfill customer orders even though it is not one hundred percent. The simplicity of business and the low education of MSME owners are also a separate phenomenon, so that employee performance appraisals are carried out in the traditional way.

This research is focused mainly on the problem of employee performance appraisal conducted by MSME Kapur. The research problem can be formulated as follows: a) Why is performance appraisal carried out in a very simple and traditional way? b) What are the impacts that occur as a result of evaluating employee performance in the traditional way?

LITERATURE REVIEW

Desler (2015) states that Performance Appraisal is an evaluation of the current and or past performance of employees relative to their performance standards. According to Malthis and Jacson (2006) Performance appraisal is the process of evaluating how well employees carry out their work, which is compared with a set of standards and then conveyed to employees. Meanwhile, Bryan and Rue (2006) state that performance appraisal is the process of evaluating and communicating how employees do their jobs and developing plans for their development. Giangreco and Carugati (2012) argue that performance appraisal is a formal process in organizations that is carried out systematically to provide comparisons between individual or group performance based on objective or subjective elements.

Based on the opinions of these experts, it can be concluded that performance appraisal is a process to find out and assess the work that has been obtained by employees in a certain period.

In carrying out performance assessments, an organization must pay attention to systematic stages so that the objectives of performance appraisal can be achieved. The purpose of the performance appraisal itself according to Mangkunegara (2002) includes: improvement of work performance, compensation adjustments, placement decisions, training and development needs, planning and career development, knowing staffing process deviations, informational inaccuracies in job analysis / HR planning, errors in job design, fair job opportunities, and external challenges that come from outside the work environment such as personal, family and employee health issues.

While the stages of performance appraisal as disclosed by Dessler (2012) there are three assessment steps consisting of: 1) Defining the job: ensuring that superiors and subordinates agree with their duties and position standards. 2) Assessing work: comparing actual performance with established standards, 3) Feedback sessions: Performance and progress are discussed and plans are made for improvement..

In addition, an organization must also pay attention to factors when conducting performance appraisals which include: Decision making and reasoning, understanding, use of wisdom and judgment, intelligence and industry, ability to plan, delegate, control and coordinate, knowledge of work, clarity of purpose, and cost awareness and result/benefit orientation.

Performance appraisals carried out by companies must truly be able to assess employees fairly, and ensure that there is no discrimination based on any kind of race, gender, or belief/religious background. Therefore, problems that usually arise in the performance appraisal process must be eliminated. The problems in question include rater bias, halo effect, central tendency (non-comprehensive assessment), leniency (generous in judging), strictness (tightness) and recency (momentary assessment).

Furthermore, if the performance appraisal problem can be avoided, then the performance appraisal can be effective and provide maximum results, so that the things assessed truly reflect the actual conditions. Thus the purpose of performance appraisal for evaluation of organizational goals and development of organizational goals can be achieved. Dessler (2002: 169), says there are six dimensions in performance appraisal, namely: (1) quality, including accuracy, thoroughness and acceptable work performance; (2) productivity, including: quality and efficiency of the work produced; (3) work knowledge, including: technical skills, practical and information used in work; (4) reliability, including: completion of tasks, efforts and follow-up; (5) availability, including: work breaks and attendance records; (6) independence, namely: doing broader work with little or no supervision.

The criteria assessed as described by Schhuler and Jackson (2006) are a) performance based on traits that focus on how a person is viewed from personal characteristics, loyalty, ability and leadership skills. b) performance based behavior that focuses on how the job is done. c) results-based performance which focuses on what an employee has achieved (not the process).

RESULTS AND DISCUSSION

The approach used in this research is qualitative, which aims to understand social reality by seeing the world as it is. The qualitative research model used is phenomenology. This research was carried out on MSME entrepreneurs in Sugara Island village in the Alalak Island delta, which was carried out since October 2020. The key informant was the oldest and longest lime entrepreneur in producing lime. The collection technique is done through direct observation to the object of research, interviews, documentation and triangulation. In determining the amount and time of interaction with data sources, the researcher uses the concept of *maximum variation sampling to document unique variations*. Researchers will stop data collection if the data source is no longer found new varieties.

Based on interviews conducted with key informants, answers to research problems can be obtained which can be described as follows: Performance assessment carried out so far is a hereditary legacy from the beginning of the establishment of MSMEs, which has been practiced for more than 70 years and is still maintained until now as a legacy. priceless knowledge. Maintaining the traditional method is easy, it doesn't complicate yourself having to look for new ways that are not necessarily suitable and there are many benefits, such as easy to calculate so it's easy to calculate how much wages should be given to employees in one pay period per week and wages can be given immediately. Performance appraisal is only calculated based on the number of cans/20 kg only. The more workers produce fine lime the better the performance and the more wages they get. Other factors such as discipline in complying with working hours are not taken into account with many considerations, among others, because the business is run in a village where kinship, kinship, trust and a culture of mutual assistance are strongly attached. In addition, because there are rules of the game inherited from the first generation that all parties understand that performance is not judged based on working hours. So workers are given the freedom to choose when to start entering the production site, when to go home. Even if the season for planting and harvesting rice has arrived, many workers are not allowed to enter. When many workers are absent, it actually results in less production. But all these conditions can also be negotiated with the buyer/customer for the amount of lime sent."

"The performance appraisal method that has been carried out so far has not caused any problems, at least sometimes it is not possible to fulfill customer orders on time if they buy in large quantities, but everything can be discussed amicably, the important thing is mutual understanding and understanding of each other's problems. . Performance appraisals that are applied during the age of MSMEs are also not a problem for workers, they are satisfied, never protest and complain with the assessment / calculation of the

work carried out by the owner. This is because the owner calculates directly in front of the workers based on the calculations of each worker per day so that there is immediate feedback. if a miscalculation occurs. Each worker has their own area to store their production/work to minimize miscalculations.”

Based on the results of the interviews above, if it is related to theory, there are actually many things that can be improved. However, due to the limited knowledge and level of education of the MSME owners as well as the strong principle of maintaining hereditary traditions, the performance appraisal has never changed and improved. MSMEs cannot be equated with large organizations in human resource management, especially when faced with the problem of labor shortages or the existing workforce is elderly. There is no age limit in this MSME, like a large company that recognizes retirement. In terms of its location in the countryside, where simplicity, family culture, kinship, trust and mutual cooperation are very strong and know each other even from childhood, modern performance appraisal is very difficult and reluctant to apply. Especially considering that the performance appraisal that has been applied so far, even though it is considered old-fashioned, has proven to be effective, suitable and does not cause significant problems for the survival of the company.

CONCLUSION

1. Traditional performance appraisals selected and applied lime processing SMEs because it is a hereditary inheritance, which is considered effective, match situations and conditions of the company and society with a strong culture of kinship, kinship, a sense of trust and mutual cooperation inherent kuat.sehingga much kindness is good for owners as well as workers.
2. The traditional performance appraisal that is applied does not cause problems and does not affect the workers for the sustainability of MSMEs processing lime on Alalak Island.

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