Design Performance Appraisal for Contractor Employee Using Behaviorally Anchored Rating Scales and Analytical Hierarchy Process Methods

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Article Info	ABSTRACT
	Human resources are essential for an organization's functioning and contribute to its progress by being of high quality. The quality of human resources is reflected in optimal performance. One of the activities to measure employee performance is by conducting performance appraisals. PT. Bintang Sejahtera Putra is a company engaged in fabrication services, such as mechanical contracting and electrical. The issue faced by the company is the absence of a performance evaluation system that can assess employees from both the company's and the client's perspectives. This research aims to design an employee performance appraisal system from both the company's and the client's perspectives, using the Behaviorally Anchored Rating Scale for determining critical incidents and the Analytical Hierarchy Process as a weighting method. This study results in two evaluation systems: from the company and the client. The criteria used in the company's evaluation system include job quality 12.97%, work targets 17.01%, discipline 8.86%, responsibility 6.26%, attendance 11.84%, work attitude 6.17%, cooperation 5.53%, initiative 3.07%, leadership 3.17%, and job knowledge 7.50%. Meanwhile, the criteria used in the client's evaluation system is the client perspective with a weight of 17.61%. The client's perspective criteria result in several sub-criteria, namely neatness 19.76%, satisfaction 49.05%, and service 31.19%.

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1. INTRODUCTION

Human resources constitute a crucial element with a significant role in an organization. Human resources (HR) can be utilized to mobilize and synergize other resources, thereby contributing to the achievement of organizational goals [1]. The quality of human resources plays a pivotal role in planning and controlling the organization, and it holds a paramount significance in determining the success of an organization, irrespective of its scale, not solely reliant on the availability of natural resources [2]. Employee performance serves as a benchmark in assessing the extent of the quality of human resources possessed by the organization.

One common activity employed in gauging employee performance is the performance appraisal. Performance appraisal is a process of observing and evaluating an employee's performance, recording assessment results, and providing feedback to the employee. Human resource management can be facilitated through the implementation of performance appraisals for employees [3]. Performance appraisal serves to enhance individual and organizational performance by fostering improved communication, more effective relationships, identification of strengths and weaknesses, identification of training and development needs, and providing opportunities for expressing individual viewpoints [4].

PT Bintang Sejahtera Putra (BSP) is a company engaged in the provision of services as a supplier, mechanical contractor, and electrical contractor. The company is capable of addressing issues in factories, responding to installation calls, and undertaking construction projects. PT Bintang Sejahtera Putra collaborates with PT Indocement Manunggal Prakarsa Tbk. as a client, particularly in resolving mechanical and electrical issues at the Indocement facility. Additionally, BSP frequently undertakes projects for clients outside of Indocement, including installation and construction assignments.

In executing tasks or projects assigned by clients, the company is required to deliver its best performance and achieve satisfactory outcomes. This demand is closely tied to the performance and behavior exhibited by BSP employees. Based on the results of interviews and observations with the Company Manager, several aspects pose challenges for employees, namely:

1. Inadequate utilization of personal protective equipment (PPE), as there are still employees who do not use PPE during work.
2. Employee tardiness leads to delays in commencing work processes that impact project completion.

3. Delays in project completion emerge as a significant issue, directly correlating with client satisfaction.

Considering the aforementioned conditions, the company needs to enhance the performance of its employees. One means of motivating employees to work optimally is through the provision of incentives. Employee performance can be influenced by both ability and motivation [5]. Factors affecting an individual's motivation include their readiness to face work situations [6]. Therefore, several behavioral aspects and a lack of discipline contribute to the insufficient motivation of employees. The company, in determining the magnitude of incentives, lacks a performance appraisal of employees as a reference. The company needs to design a performance evaluation system that can assess employee performance. Performance evaluations significantly impact employee work motivation [7]. Typically, employee performance evaluations are unidirectional, originating from the company without considering the client's perspective. The design of this performance evaluation system is conducted in a dual-directional manner, encompassing both the company and client perspectives.

The research aims to propose a design for a contractor employee performance appraisal model, incorporating evaluations from both the company and the client. The methodology employed in designing the performance appraisal model utilizes the behaviorally anchored rating scale (BARS) and analytical hierarchy process (AHP) methods. The BARS method serves as the foundation for identifying critical incidents and developing descriptive scales for each assessment criterion. Meanwhile, the AHP method is employed to determine the weight of each criterion by the priority scale established by the company.

2. LITERATURE REVIEW

2.1 *Human Resources Management*

2.1.1 The Definition of Human Resource Management

Human Resources (HR) refers to the population working within an institution, whether it be a government entity or a private enterprise (business). Human resources constitute one of the elements within an organization, alongside other organizational resources. To achieve the objectives of an organization, the management of human resources is essential.

Human Resource Management involves the utilization of human resources to achieve organizational goals. It is both a science and an art that manages the relationships and roles of the workforce to achieve effectiveness and efficiency. Additionally, it strives to make a positive contribution to the company's objectives, and employee well-being, and to have a positive impact on society [8].

2.1.2 The Objectives of Human Resource Management

The objectives of human resources management include the following [2]:

1. Providing evaluation in designing and implementing HRM policies to ensure that the company has a workforce capable of adapting to changes with readiness and carrying out job duties in compliance with legal provisions.
2. Executing and maintaining HRM policies and procedures that support the achievement of company goals.
3. Assisting in the overall development of the company and its strategies, particularly in the context of HR implications.
4. Providing support and creating situations that support managers in achieving their objectives.
5. Resolving various difficult situations and crises in interpersonal employee relationships by persuading employees not to hinder goal achievement.
6. Facilitating communication between employees and organizational management.
7. Playing a role as a guardian of the company's standards and values in human resource management.

2.1.3 The Functions of Human Resource Management

Human Resource Management is the acquisition, selection, development, maintenance, and utilization of human resources to achieve the goals of individuals and organizations/companies. Several functions within human resource management include the following [8]:

1. Managerial functions are divided into several parts, including:
   a. Planning
   b. Organizing
   c. Directing
   d. Controlling
2. Operational functions are divided into several parts, including:
   a. Workforce acquisition
   b. Workforce development
   c. Compensation
   d. Integration
   e. Workforce maintenance
   f. Workforce separation

2.1.4 Human Resource Management Policies and Activities

The policies and activities in human resource management can be comprehended through a more specific approach. This approach involves the reconceptualization and reorganization of HR tasks and a redefinition of roles and functions within an organization.

This approach encompasses four core policies: employee influence, human resource flow, reward system, and work system [9]. The objectives of these policies serve as strategies to influence employees in achieving organizational goals. To realize these objectives, organizations establish a systematic mechanism for HR, encompassing the processes of HR planning, recruitment, selection, job analysis formulation, and so forth. Other policies related to rewards are implemented to motivate employee performance, which may include bonuses, incentives, or other forms of compensation. There are four activities in human resource management [9]:

1. Selection: The provision of other human resources that can fill various positions within the organization.
2. Performance appraisal: determining the

quality of resources based on standards applied by the organization.

3. Recognition: Providing rewards, such as bonuses, incentives, or other forms of compensation, as an organizational acknowledgment that influences motivation among employees.

4. Development: Conduct performance evaluations aligned with organizational goals, such as skill training and fostering teamwork among employees.

2.2 *Performance*

Several factors influence an individual's performance, including abilities, personality, work interests, clarity, and acceptance of a worker, employee motivation level, competence, working facilities, work culture, leadership, and work discipline [10]. Performance can be affected by various factors, such as abilities, skills, knowledge, job design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and the level of work discipline [11].

Performance refers to an individual's or a group of individual's willingness to carry out or improve activities within their authority and responsibilities to achieve organizational goals legally and without violating the law [12]. Some performance indicators include [11]:

1. Performance measurement can be conducted by considering the quality of the work produced through specific processes as an indicator of the level of quality.

2. Quantity, to measure performance, can also be assessed by examining the amount produced by each individual.

3. If there are violations or non-compliance with deadlines, it can be assumed that their performance is suboptimal, and vice versa.

4. Timeliness reflects the ability to complete activities within a specified timeframe.

2.3 *Performance Appraisal*

Performance appraisal is the act of evaluating an employee's performance, both in the present and/or the past, relative to performance standards [13]. Performance appraisal significantly influences employee work motivation [7]. Employees in a company are vital assets; hence, performance appraisal is imperative [14].

2.3.1 Objectives and Benefits of Performance Appraisal

Some objectives and benefits of performance appraisal for both the company and employees include [15]:

1. Performance improvement: Managers and employees can take actions related to performance.

2. Compensation adjustment: Assists decision-makers in determining salary increases or otherwise.

3. Placement decision: Decision-making related to promotions, transfers, and demotions.

4. Training and development needs: Evaluating the training and development needs of employees to enhance performance.

5. Career planning and development: Guiding career paths and potential career advancements.

6. Staffing process deficiencies: Influencing employee recruitment procedures.

7. Informational inaccuracies and jon-design errors: Offering explanations regarding human resource management errors, especially concerning job analysis, job design, and HR information systems.

8. Equal Employment Opportunity: Demonstrating that placement decisions are nondiscriminatory.

9. External Challenges: Employees are influenced by external factors such as family, personal finances, health, and others. Generally, these factors may not be apparent, but through performance appraisal, these external factors are revealed, aiding the human resource department in providing support to improve employee performance.

10. Feedback: Providing feedback on matters related to employment and the

employees themselves.

2.3.2 Problems in Performance Appraisal

Performance evaluation certainly presents shortcomings or issues within the assessment system, including the following [16]:
1. Lack of Objectivity
2. Halo Error
3. Leniency
4. Strictness
5. Tendency to Assign Middle Ratings
6. Recent Behavior Bias
7. Stereotype

2.3.3 Performance Appraisal Methods

Several methods of performance appraisal in an organization are oriented toward past assessments [17]. Past-oriented assessment is a form of employee performance evaluation designed to minimize issues encountered in this approach. This method has advantages in addressing past performance that has occurred and, to some extent, can be measured. The drawback of this method is the inability to alter an employee's past performance. Some methods with a past-oriented focus include:
1. Rating Scale
2. Checklist
3. Critical Incident Methods
4. Grading (Forced Distributions)
5. Point Allocation Method

In addition to methods oriented towards past assessments in employee performance evaluation, there are several modern methods aligned with Performance Appraisal. Performance Appraisal is an efficient method for the development, motivation, and evaluation of employees in the modern era. There are various types of performance appraisal methods used to assess employee performance, including [18]:
1. Ranking Method
2. Graphic Rating Scale
3. Critical Incident
4. Narrative Essay
5. Management by Objectives
6. Behaviorally Anchored Rating Scale

2.4 *Incentives*

Incentives can be employed as a motivational tool to drive employee performance, enabling them to work optimally. Incentives are commonly utilized as a depiction of wage payment plans directly or indirectly linked to various employee performance standards or organizational profitability. Incentives can be interpreted as adequate rewards for employees whose performance exceeds the established standards. Incentives serve as a motivating factor for employees to strive for better performance, thereby enhancing overall work performance [19].

2.5 *Behaviorally Anchored Rating Scale Method*

Behaviorally Anchored Rating Scales (BARS) is an approach to evaluating individual performance using critical behaviors that can influence their job success. This method combines several advantages such as narrative, critical incidents, and measurable rating scales. In BARS, a standardized rating scale is created with specific examples of behaviors representing both good and poor employee performance[20]. The implementation of BARS involves five stages as follows:
1. Critical Incident Technique: Creation of critical incidents through interviews with someone knowledgeable about the job (jobholder) to describe effective and ineffective critical performance incidents, or it can be done through job analysis [21].
2. Performance Dimension: Development of performance dimensions by elaborating on performance dimensions. In the process, critical incidents are grouped into smaller sets of job dimensions, and each dimension is defined [22].
3. Retranslation: Instruction of individuals with broad knowledge to retranslate critical incidents. They are provided with definitions of dimensions and critical incidents and then asked to assign each incident to the most appropriate dimension for description. An incident is

retained with a certain percentage (50%-80%) [23].

4. Scaling Incident: This technique requires individuals to evaluate the extent to which the behavior described in the specified incidents is effective or ineffective in the relevant dimension.

5. Final Instrument: The final BARS instrument includes a series of vertical scales for each dimension added by the retained incidents [24]. In the previous steps, incidents that meet the translation and standard deviation criteria are used as examples of behavior serving as references for performance dimensions.

2.6 *Analytical Hierarchy Process Method*

The Analytical Hierarchy Process (AHP) is a decision-making model developed by Thomas L. Saaty. This decision model can decompose various factors or diverse complex criteria into a hierarchy. Hierarchy is defined as the representation of a complex problem in a multi-level structure where the first level is the goal, followed by levels of factors, criteria, sub-criteria, and so forth, until the final level of alternatives [25].

2.6.1 Step-by-Step Method of Analytical Hierarchy Process

The steps in the AHP method are [26]:

1. Define the problem you want to solve and determine the desired outcome. Then create a hierarchy of the problems you need to address.

2. Determine the priority of each element in the hierarchy.

3. Synthesis, considerations of pairwise comparisons are synthesized to obtain the overall.

4. Measure the consistency in making decisions. It's important to ensure that the decisions are based on considerations with high consistency.

5. Calculate the consistency index (CI) with the formula: CI = (λ max-n) / n (1) n = number of elements.

6. Calculate the consistency ratio (CR) with the formula: CR = CI / RC (2) CR = Consistency Ratio; CI = Consistency Index; IR = Random Consistency Index.

7. Check the consistency of the hierarchy, if it is more than 10%, then the judgment data must be improved. However, if the consistency ratio (CI / RC) is less or equal to 0.1, the calculation result is correct.

3. METHODS

The performance appraisal system for contractor employees is conducted at PT Bintang Sejahtera Putra, a company engaged in fabrication services. The performance appraisal is directed towards contractor employees in the mechanical and electrical divisions as the subjects. The object utilized in this research is the performance appraisal of employees. The research period spans from March 2023 to December 2023. This study employs a mixed-methods approach, combining both quantitative and qualitative methods.

3.1 Data Collection Technique

3.1.1 Qualitative Data Collection

1. Interview: Semi-structured interviews were conducted with several company officials, namely the company's HRD and Field Supervisor Managers from both the mechanical and electrical departments. These interviews aimed to gather data on existing issues and elucidate employee job descriptions.

2. Focus Group: Focus groups were held by the company's HRD and Field Supervisor Managers from both the mechanical and electrical departments. In these discussion forums, several data points related to the research were determined, such as the selection of problem-solving methods, the formation of the assessment team, and the establishment of performance appraisal criteria.

3.1.2 Quantitative Data Collection

1. Survey: Quantitative data collection through surveys involved discussions with the assessment team to address the collection of Behaviorally Anchored Rating Scales (BARS) data, including the identification of critical incidents and the determination of incident

scales. Additionally, the discussions focused on the weighting of criteria using the Analytical Hierarchy Process (AHP).

2. Secondary Data: Secondary data collection was conducted by examining various literature, books, and journals.

3.2 Data Analysis

Data is collected from both quantitative and qualitative sources using descriptive statistics. The data results will be presented in point form according to their respective contexts. Each context containing data is presented in the form of descriptive formats and tables for easy comprehension. The outcomes presented in each context include the determination of performance appraisal criteria, weighting results of criteria and sub-criteria, design results of performance appraisal, simulation results of performance appraisal, and discussions.

4. RESULTS AND DISCUSSION

4.1 Determining of Performance Appraisal

The design, which has been developed through criteria determination, critical incident identification, and the stages of assessment design based on the client's perspective, yields 11 criteria. Among them, 10 criteria are generated through the identification and analysis of previous research, which is compared with factors influencing employees' work. Several criteria go through multiple stages using the BARS method. One criterion involves client assessment. The overall final instrument can be seen in Figure 1.

4.2 Weighting Results of Criteria and Sub-Criteria

The initial step in designing a performance model is to determine the criteria to be used. The resulting criteria include job quality, work targets, discipline, responsibility, attendance, work attitude, cooperation, initiative, leadership, job knowledge, and client perspective. Client perspective criteria refer to three sub-criteria/indicators that influence it: work neatness, satisfaction with work results, and service for complaints and improvements.

The weighting results of the criteria, obtained using the AHP method, can be seen in Table 1.

Table 1. Criteria Weighting Results

Initial	Criteria	Weight
A1	Job Quality	12,97%
A2	Work Targets	17,01%
A3	Discipline	8,86%
A4	Responsibility	6,26%
A5	Attendance	11,84%
A6	Work Attitude	6,17%
A7	Cooperation	5,53%
A8	Initiative	3,07%
A9	Leadership	3,17%
A10	Job Knowledge	7,50%
A11	Client Perspective	17,61%

The weighting results of sub-criteria in the client's perspective, obtained using AHP, can be seen in Table 2.

Table 2. Sub-Criteria Weighting Results

Criteria	Indicator	Weight
Client Perspective 17,61%	Neatness	19,76%
	Satisfaction	49,05%
	Service	31,19%

The weighting results of criteria and sub-criteria, which have been obtained, have passed the consistency ratio test. The consistency for the performance appraisal criteria weighting is 0.076, and for the sub-criteria/indicators, it is 0.046.

4.3 Design Results of Performance Appraisal

The results of the performance appraisal model design represent the output to be used in evaluations. The output consists of a form that is proposed and divided into three sheets: the employee performance appraisal form, the supporting criteria form, and the client-perspective assessment form. The employee performance appraisal form is used as the overall assessment result form. This form will be distributed to employees once the employee performance appraisal process is complete. The supporting criteria form is an assessment form used to evaluate employees using multiple assessors. The criteria used are cooperation, initiative, leadership, and job knowledge. There are three assessors involved: supervisor with a weight of 65%, colleagues with 20%, and self-assessment with 15%. The client-perspective assessment

form is a form used by the client to evaluate employee performance.

The results of the employee performance appraisal serve as the basis for performance evaluations. Employee performance evaluations include improvement, training, and incentives. Feedback, in the form of improvement and training, will be provided to employees who receive performance scores < 80. Employees who score 80-90 will receive feedback in the form of training. Incentives are granted to employees who achieve a score of 91-100. Incentives act as motivators for employees to perform better and can influence employee performance [19]. Incentives will be received by employees with the top three performance scores in the range of 91-100, receiving 20%, 10%, and 5% of the monthly salary, respectively. Incentives are distributed over six months. The assessment period in one year is from February to July and August to January.

4.4 Simulation Results of Performance Appraisal

The simulation of the performance appraisal model was conducted on mechanical and electrical technician employees for one month in August 2023. The results of the simulation of employee performance appraisal can be seen in Table 3.

Table 3. Simulation Result Performance Appraisal

Simulation Performance Appraisal Data			
Employees	Division	Scores	Feedback
1	Mechanical	80,0	Training
2		85,2	Training
3		79,4	Training & Improvement
4		80,3	Training
5		76,5	Training & Improvement
6	Electrical	82,4	Training
7		86,6	Training
8		78,5	Training & Improvement
9		88,0	Training
10		81,1	Training

Performance appraisal simulation of 20 employees, sampled 5 workers from mechanical and electrical departments. The result of the sample indicates that 3 out of 10 workers require improvement and training.

4.5 Discussions

The discussion regarding the results of data processing consists of several points:

1. Determination of criteria in the design of performance appraisal for mechanical and electrical technician employees resulted in 11 criteria that can influence performance. In these 11 criteria, the assessment process consists of three types of assessments. The first type of assessment involves a single source from the company, consisting of criteria such as job quality, work targets, discipline, responsibility, attendance, and work attitude. The second type of assessment involves multiple sources, consisting of criteria such as cooperation, initiative, leadership, and job knowledge. This type of assessment involves multiple assessors, including supervisors, colleagues, and self-assessment. The third type of assessment is based on the client's perspective, involving the evaluation of work neatness, client satisfaction with the results, and services based on feedback or complaints received.

2. The weighting of criteria after determining the influential criteria using the AHP method. The results of the criteria weighting are divided into two conditions. The first condition involves the weighting of the 11 criteria. The weighting results for these criteria are as follows:

   • Job quality 12.97%, work targets 17.01%, discipline 8.86%, responsibility 6.26%, attendance 11.84%, work attitude 6.17%, cooperation 5.53%, initiative 3.07%, leadership 3.17%, job knowledge 7.50%, and client perspective 17.61%

   • The second condition involves the weighting of sub-criteria/indicators for the client's perspective criteria. The weighting results for these sub-criteria/indicators are as follows: neatness 19.76%, satisfaction 49.05%, and service 31.19%.

3. The proposed performance appraisal model, consisting of three performance appraisal forms, will be presented to the

company. The design results include the first form as a summary of performance assessments distributed to each employee, the second form as a supporting form for criteria requiring assessment from multiple assessors (supervisors, colleagues, and self-assessment), and the third form as an assessment form based on the client's perspective. The result of employee performance appraisal serves as a reference for performance evaluation. The evaluation involves feedback that will be received by the employees. The feedback includes improvement and training for those with performance scores < 80. Training is provided for employees who score between 80-90. Incentives or bonuses are given as feedback to employees with a score ranging from 91-100. The assessment periods occur twice a year, from February to July and August to January.

4. The simulation of employee performance assessment was conducted for one month in August 2023. Performance appraisal simulation of 20 employees, sampled workers from mechanical and electrical departments. The result of the sample indicates that 3 out of 10 workers require improvement and training. In the simulation, no workers from mechanical and electrical received a score >90.

Based on the findings of this research, a proposal for the design of employee performance appraisal using the BARS method is presented, resulting in several criteria that influence employee performance. These criteria have different impact weights determined using the AHP method. The design output consists of three forms: the employee performance appraisal form, the criteria support form, and the client perspective assessment form. The employee performance appraisal system generated has two assessors: the company and the client. In the performance appraisal simulation, it can provide performance scores for employees as defined by the company.

Suggestions arising from this research include the company making periodic efforts to evaluate the performance appraisal system. This is expected to create an as objective as possible assessment system, thus fostering a high-quality human resource pool. Additionally, for future research, efforts can be made to formulate an integrated system between performance appraisal design and digital technology. This integration can streamline the assessment process, making it more effective and efficient. Furthermore, future research can focus on developing an employee management system as an extension of the established performance appraisal.

5. CONCLUSION

Job Quality (Work Result)	If there are > 3 jobs improved in 6 months.	If there are 3 jobs improved within a maximum of 5 days in 6 months.	If there are 1-2 jobs improved within a maximum of 3 days in 6 months.	If all job results in 6 months are good, completed, and require no improvement.	If job results are completed with no improvement (good) and some jobs are finished earlier.
Work Target (Completion Time)	If there are > 4 jobs delayed in 6 months.	If there are 3-4 jobs delayed with a maximum delay of 4 days in 6 months.	If there are 1-2 jobs delayed with a maximum delay of 2 days in 6 months.	If all jobs are completed in a month, on time, even with improvements.	If some jobs are completed earlier with no improvement.
Discipline (Use of PPE, Attendance, Departure Time, and Return of Work Tools)	Not wearing complete PPE ≥ 3 times in a month.	Not wearing complete PPE 2 times in a month.	Not wearing complete PPE 1 time in a month.	Always wearing complete PPE.	Always wearing PPE and well-maintained within its lifespan.
	Late arrival ≤ 15 minutes more than 5 times or late arrival ≥ 15 minutes more than 3 times.	Late arrival ≤ 15 minutes more than 3 times or late arrival ≥ 15 minutes 2-3 times in a month.	Late arrival ≤ 15 minutes 1-3 times or late arrival ≥ 15 minutes 1 time in a month.	Late arrival ≤ 10 minutes 1 time with a clear reason in a month.	No late arrival, and on-time departure in a month.
	Leaving work ≤ 20 minutes earlier more than 3 times or leaving work > 20 minutes earlier ≥ 3 times in a month.	Leaving work ≤ 20 minutes earlier 2-3 times or leaving work > 20 minutes earlier 2 times in a month.	Leaving work ≤ 20 minutes earlier, 1-2 times with a clear reason, or leaving work > 20 minutes earlier 1 time in a month.	Departing work on time in a month.	Always departing work on time and arriving on time in a month.
	Late return of work tools up to 7 days with late returns ≥ 3 times in a month.	Late return of work tools up to 4 days with late returns 2 times in a month.	Late return of work tools up to 2 days with late return 1 time in a month.	Always returning work tools on time after use.	Always returning work tools on time and cleaning them.
Responsibility (Loss Work Tools)	More than 3 occurrences of damage/loss of work tools in 6 months without a clear reason.	3 occurrences of damage/loss of work tools in 6 months without a clear reason.	1-2 occurrences of damage/loss of work tools in 6 months without a clear reason.	1 occurrence of unintentional damage to work tools due to the tool's lifespan.	No occurrences of damage/loss of work tools in a month.
Attendance (Percent of Attendance)	Attendance ≤ 75% in a month.	Attendance > 75% in a month.	Attendance ≥ 81% in a month.	Attendance > 90%, and 10% absent with a clear reason or on leave.	100% attendance.
Wotk Attitude (Adherence to Rules)	Violating general work rules ≥ 3 times or violating major rules 1 time or working not according to instructions and being lazy.	Violating general work rules 2 times in a month.	Violating general work rules 1 time in a month.	Always obeying general work rules, SOPs, and working according to given instructions.	Obeying general work rules, SOPs, working according to instructions, and encouraging other employees to always obey work rules.
Cooperation (Communication Relationship)	Unable to interact with team members, read and share information, and cannot create a calm working atmosphere for others.	Able to interact, read and share information only when asked by others.	Able to interact, read and share information even though sometimes late.	Able to coordinate, provide relevant feedback, read and share information promptly.	Able to read and share information promptly, provide relevant feedback, interact clearly, and take actions that bring calmness to others.
Initiative (Employee Responsiveness)	Apathetic, no initiative, always waiting for general orders, and unable to provide solutions to emerging problems.	Lack of initiative in tasks that can be done and cannot make decisions.	Sometimes works with appropriate initiative but needs reminders in some situations.	Able to work well, initiative, and able to provide solutions to emerging problems.	Responsive with appropriate actions without being ordered, remains calm in urgent situations, and able to provide solutions to emerging problems.
Leadership (Courage)	Lacks courage in all work environments and cannot adapt to new work conditions.	Lacks courage in most work environments, and adaptation takes quite a long time.	Has courage in some work environments but can adapt quickly.	Has the courage to work, understands issues in all work environments, and can handle assigned projects.	Has courage, a leader at heart, understands issues in all work environments, and sets an example for other employees.
Job Knowledge (Using Work Tools)	Does not know how to use all work tools and does not want to find out how to use them.	Only a little can use work tools and has no desire to learn about other work tools.	Able to use some work tools and has a desire to learn about other work tools.	Able to use and master all work tools well.	Able to use and master the usage of all work tools proficiently and can teach others.
Neatness, Satisfaction, dan Sevices (Clients evaluate the outcomes of each project undertaken by employees by considering the aspects of Orderliness, Satisfaction, and Service)					

Figure 1. Final BARS Instrument with Client-Based Assessment

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