

ABSTRAK

Penilaian kinerja mempunyai peranan penting dalam manajemen sumber daya manusia. Salah satu tujuan dari penilaian kinerja adalah pemberian penghargaan kepada pegawai atas kinerja yang telah dicapainya. Untuk itu Pemerintah Kabupaten Musi Rawas menerapkan penilaian kinerja melalui e-RK terkait pemberian Tambahan Penghasilan Pegawai (TPP) dalam meningkatkan kinerja pegawai. Penelitian ini bertujuan memahami bagaimana penerapan penilaian kinerja melalui e-RK dalam meningkatkan kinerja pegawai pada Pemerintah Kabupaten Musi Rawas serta mengidentifikasi faktor-faktor pendukung dan penghambat dalam penerapannya. Karena keberhasilan sistem penilaian kinerja dapat bergantung pada bagaimana reaksi pegawai, maka penelitian ini berfokus pada bagaimana reaksi pegawai terhadap penilaian kinerja dilihat dari aspek keadilan, akurasi dan kepuasan. Metode yang digunakan dalam penelitian ini adalah metode kualitatif dengan pendekatan fenomenologi. Teknik pengumpulan data dilakukan dengan wawancara yang mendalam, observasi dan pengumpulan data sekunder. Hasil penelitian ini menunjukkan bahwa penerapan penilaian kinerja melalui e-RK di Pemerintahan Kabupaten Musi Rawas belum sepenuhnya berhasil. Berdasarkan reaksi pegawai terhadap penerapan penilaian kinerja melalui e-RK, mereka sudah merasa adil dan puas. Kepuasan pegawai terhadap sistem penilaian kinerja dilatarbelakangi keadilan yang mereka rasakan dimana mereka merasa dihargai atas kinerja mereka. Namun, dari aspek akurasi, belum mencerminkan kinerja pegawai yang sebenarnya dan penilai perilaku menggunakan metode 360 derajat masih bersifat subjektif. Faktor pendukung dalam penerapan penilaian kinerja melalui e-RK dalam meningkatkan kinerja pegawai adalah *reward*, keterlibatan pegawai, dan komitmen pimpinan. Sedangkan faktor penghambatnya adalah perencanaan kinerja, pelatihan penilaian kinerja, dan jaringan internet.

Kata kunci: Penilaian kinerja, Keadilan, Akurasi, Kepuasan, Motivasi

ABSTRACT

Performance appraisal has an important role in human resource management. One of the purposes of performance appraisal is to award employees for the performance they have achieved. For this reason, Musi Rawas Local Government applies a performance appraisal through e-RK related to the provision of Additional Employee Income (TPP) in improving employee performance. This study aims to understand how the implementation of performance appraisal through e-RK in improving the employees' performance of Musi Rawas Local Government and identifying the supporting and inhibiting factors in its implementation. The success of a performance appraisal system may depend on how employees react. So, this study focuses on how employees react to performance appraisals in terms of perceived fairness, accuracy and satisfaction. The method used in this study is a qualitative method with a phenomenological approach. Data collection techniques were carried out by in-depth interviews, observation and secondary data collection. The results of this study indicate that the implementation of performance appraisal through e-RK in Musi Rawas Local Government has not been fully successful. Based on employees' reactions to the implementation of performance appraisal through e-RK, they feel fair and satisfied. Employee satisfaction with the performance appraisal system is due to the preceived fairness when they feel valued for their performance. However, from the aspect of accuracy, it does not reflect the actual performance of employees and the review of behavior using the 360 degree method is still subjective. Supporting factors in implementing performance appraisal through e-RK in improving employee performance are reward, employees's involvement, and leadership commitment. While the inhibiting factors are performance planning, performance appraisal training, internet network.

Keywords: Performance Appraisal, Perceived Fairness, Accuracy, Satisfaction, Motivaion