

TABLE OF CONTENT

PREFACE	<i>i</i>
TABLE OF CONTENT	<i>iii</i>
LIST OF TABLE.....	<i>v</i>
LIST OF FIGURE	<i>vi</i>
LIST OF APPENDICES	<i>vii</i>
ABSTRACT	<i>viii</i>
INTISARI.....	<i>ix</i>
CHAPTER 1.....	<i>1</i>
INTRODUCTION.....	<i>1</i>
1.1 BACKGROUND.....	<i>1</i>
1.2 PROBLEM.....	<i>2</i>
1.3 RESEARCH OBJECTIVES.....	<i>3</i>
CHAPTER 2.....	<i>5</i>
THEORETICAL BACKGROUND.....	<i>5</i>
2.1 PERFORMANCE APPRAISAL.....	<i>5</i>
2.2 REQUIREMENTS OF EFFECTIVE APPRAISAL SYSTEMS.....	<i>7</i>
2.2.1 Relevance.....	<i>8</i>
2.2.2 Sensitivity	<i>8</i>
2.2.3 Reliability	<i>9</i>
2.2.4 Acceptability	<i>10</i>
2.2.5 Practicality	<i>10</i>
2.3 NEED	<i>10</i>
2.3.1 The Need for Achievement.....	<i>11</i>
2.3.2 The Need for Affiliation	<i>11</i>
2.3.3 The Need for Power	<i>12</i>
2.4 THEORETICAL FRAMEWORK.....	<i>12</i>
2.4.1 Relationship between Employee Perception of Performance Appraisal with Employee Performance.....	<i>12</i>
<u>2.4.1.1 Equity Theory.....</u>	<i>13</i>
<u>2.4.1.2 Herzberg's Motivator-Hygiene Theory.....</u>	<i>15</i>
2.4.2 Relationship between Needs and Employee Performance	<i>16</i>
<u>2.4.2.1 Need for Achievement.....</u>	<i>16</i>

2.4.2.2	<u>Need for Affiliation</u>	17
2.4.2.3	<u>Need for Power</u>	19
2.5	HYPOTHESES	19
2.6	METHODOLOGY	19
2.6.1	Population and Sample of Research	19
2.6.2	Instruments	20
2.6.3	Variables.....	20
CHAPTER 3		21
RESEARCH METHODOLOGY		21
3.1	Type of Research	21
3.2	Variables Identification.....	21
3.3	Research Design.....	21
3.4	Measurement of Variables	22
3.4.1	Operational Definition	22
3.4.2	Scales.....	23
3.5	Goodness of Measures	23
3.6	Data Collection Method	24
3.7	Sampling Design	26
3.8	Pretest Result	26
3.9	Data Analysis Method	30
CHAPTER 4.....		33
RESULT AND DISCUSSION.....		33
4.1.	Characteristic of Respondents.....	33
4.2.	Descriptive Statistics	34
4.3	Assumptions Test of Multivariate Analysis.....	37
4.4.	Test of Hypothesis 1.....	39
4.5	Test of Hypothesis 2.....	45
4.6	Test of Hypothesis 3.....	47
CHAPTER 5.....		49
CONCLUSIONS AND RECOMMENDATIONS.....		49
5.1	CONCLUSIONS.....	49
5.2	RECOMMENDATIONS	49

LIST OF TABLE

TABLE 3. 1 DISTRIBUTION OF VARIABLE IN QUESTIONNAIRE.....	25
TABLE 3. 2 VALIDITY AND RELIABILITY TEST OF NEED	29
TABLE 3. 3 VALIDITY AND RELIABILITY TEST FOR PERFORMANCE	
 APPRAISAL.....	30
TABLE 4. 1 DEMOGRAPHIC CHARACTERISTIC OF RESPONDENTS	34
TABLE 4. 2 DESCRIPTIVE STATISTICS OF PERFORMANCE APPRAISAL	
 SYSTEM	36
TABLE 4. 3 DESCRIPTIVE STATISTICS OF NEEDS	37
TABLE 4. 4 NORMALITY TEST.....	38
TABLE 4. 5 OUTPUT OF ENTER METHOD OF MULTIPLE REGRESSIONS..	40
TABLE 4. 6 OUTPUT OF STEPWISE METHOD TO FIND REGRESSION	
 EQUATION MODEL	42
TABLE 4. 7 COMPARISON RESULT BETWEEN ENTER AND STEPWISE	
 METHOD.....	44
TABLE 4. 8 T VALUES AND ITS SIGNIFICANCE BETWEEN METHODS	44
TABLE 4. 9 OUTPUT OF ONE-WAY ANOVA FOR HYPOTHESIS 2	45
TABLE 4. 10 OUTPUT OF ONE-WAY ANOVA FOR HYPOTHESIS 3	47

LIST OF FIGURE

FIGURE 2. 1 RELATIONSHIP OF PERFORMANCE STANDARDS TO JOB ANALYSIS AND PERFORMANCE APPRAISAL.....	8
FIGURE 4. 1 HOMOSCEDASTICITY TEST (RESIDUAL PLOT).....	39

LIST OF APPENDICES

APPENDIX 1 STRUKTUR ORGANISASI TELKOM LONG DISTANCE	53
APPENDIX 2 EMPLOYEE PERFORMANCE.....	54
APPENDIX 3 RESPONDENTS FEEDBACK	57
APPENDIX 4 VALIDITY AND RELIABILITY TEST.....	62
APPENDIX 5 DESCRIPTIVE STATISTIC	85
APPENDIX 6 TESTING THE ASSUMPTIONS OF MULTIVARIATE ANALYSIS	
.....	86
APPENDIX 7 CORRELATIONS AND HYPOTHESES TESTING	89
APPENDIX 8 QUESTIONNAIRE	94