

## Intisari

Kinerja perusahaan akan sangat ditentukan oleh kinerja karyawan. Dalam menjaga dan meningkatkan kinerja karyawan, pengelolaan kinerja (*performance management*) menjadi suatu konsep yang sering digunakan. Praktik penilaian kinerja (*performance appraisal*) sebagai bagian dari pengelolaan kinerja, dalam perkembangannya mendapatkan banyak tantangan dalam implementasinya. Beberapa survei mengenai pengelolaan kinerja menunjukkan *trend* ketidakpuasan akan sistem penilaian kinerja yang umumnya dilakukan. PT SOT Indo Sourcing (sOliver Indonesia) telah menerapkan sistem penilaian kinerja secara berkelanjutan dari tahun ke tahun. Akan tetapi, pertanyaan mendasar apakah penilaian kinerja memang memberikan pengaruh terhadap kinerja karyawan belum pernah terjawab secara empirik.

Penilaian kinerja, umpan balik regular dan kinerja karyawan merupakan unsur-unsur utama yang sangat berkaitan dalam suatu sistem pengelolaan kinerja perusahaan. Pengukuran dan analisis terhadap hubungan ketiga faktor tersebut akan memberikan pengertian yang komprehensif untuk melakukan praktik yang lebih baik dan kontekstual di dalam suatu organisasi. Riset ini bertujuan untuk mengetahui pengaruh manfaat penilaian kinerja persepsian (*perceived helpfulness of performance appraisal*) terhadap kinerja karyawan (*work performance*) di PT SOT Indo Sourcing dengan umpan balik regular (*regular feedback*) sebagai variabel pemoderasi.

Analisis didasarkan pada 57 data kuesioner yang diperoleh dari sebagian karyawan PT SOT Indo Sourcing. Melalui analisis disimpulkan bahwa manfaat dari penilaian kinerja persepsian tidak terbukti berpengaruh terhadap kinerja karyawan di PT SOT Indo Sourcing. Disamping itu, pengaruh manfaat penilaian kinerja persepsian terhadap kinerja karyawan tidak terbukti dimoderasi oleh umpan balik regular. Simpulan ini memberikan perspektif empiris terhadap penelitian di bidang pengelolaan kinerja dimana keraguan terhadap efektivitas penilaian kinerja belakangan ini memang beralasan dan perlu disikapi.

Beberapa saran yang dapat diberikan kepada perusahaan yaitu meninjau ulang proses penilaian kinerja di perusahaan sehingga memberikan dampak lebih dari fungsi administratif saja, dan mempertimbangkan faktor-faktor konteks sosial penilaian kinerja dalam mengevaluasi proses penilaian kinerja. Saran praktis dapat berupa memodifikasi formulir penilaian dengan memasukkan unsur penetapan sasaran individu yang tercatat, memberikan pelatihan kepada manajer mengenai konsep dan pelaksanaan pengelolaan kinerja secara komprehensif, serta memberikan pelatihan kepada manajer mengenai cara memberikan umpan balik yang efektif.

**Kata kunci :** *penilaian kinerja, umpan balik regular, pengelolaan kinerja, variabel pemoderasi.*

### ***Abstract***

*Company performance is determined by the performance of the employees. Performance management is one of the concepts used to improve employee performance. Performance appraisal practice, as part of the performance management system, has gain critics and challenge, particularly on its implementation. Several surveys on performance appraisal have shown trend of dissatisfaction on the performance appraisal system. PT SOT Indo Sourcing (sOliver Indonesia) was selected as the subject for this research. The company has continuously implemented performance appraisal on an annual basis. However, the question remain, whether performance appraisal has given significant constructive effect to employee performance.*

*Performance appraisal, regular feedback and employee performance are key elements which are connected to company performance management system. Measurement and analysis on the inter-relation of these factors will give a comprehensive understanding to improve the organizational outcome. This research aims in investigating the effect of perceived helpfulness of performance appraisal toward work performance in PT SOT Indo Sourcing with regular feedback as moderating variable.*

*Analysis was based on 57 data questioners taken from some of PT SOT Indo Sourcing employees. From the analysis, can be concluded that perceived helpfulness of performance appraisal does not significantly affect the work performance in PT SOT Indo Sourcing. Furthermore, regular feedback does not significantly moderate the effect of performance appraisal toward work performance. This conclusion enriches and yet inconsistent with previous empirical research. Nevertheless, this research is able to explain the potential explanatory factors to the findings.*

*Few suggestion given to the company. Firstly, the company should revisit the process of performance appraisal and move beyond traditional administrative purpose. Secondly, performance appraisal needs to incorporate social context in order to have significant impact on employee performance. Practical suggestion given are to modify the appraisal form by including the part of setting individual goals, to train managers on the concept and practice of comprehensive performance management, and to train managers on how to give effective feedback.*

***Key words*** : performance appraisal, regular feedback, performance management, work performance, moderating variable