

ABSTRAK

Penelitian ini bertujuan untuk mengidentifikasi serta menganalisis sistem penilaian kinerja karyawan yang diterapkan di perusahaan. Selanjutnya, melakukan analisa, apakah sistem penilaian kinerja yang diterapkan telah menunjukkan kemampuan perusahaan dalam menerapkan transformasi organisasional.

Objek dari penelitian ini adalah sistem penilaian kinerja karyawan di PT. XYZ. Penelitian dilakukan terhadap sebuah perusahaan farmasi yang memiliki 26 cabang di seluruh Indonesia. Perusahaan tersebut menggunakan sistem penilaian kinerja *key performance indicators*. Teknik penelitian kualitatif merupakan metode yang digunakan dalam pengumpulan data dalam penelitian ini. Metode pengumpulan data dalam penelitian ini terdiri dari: studi literatur, wawancara, serta observasi lapangan. Setelah pengumpulan data, dilakukan pengolahan data hasil wawancara melalui tahap reduksi transkrip wawancara, verbatim serta triangulasi.

Lima kriteria evaluasi sistem kinerja untuk mengetahui tingkat efektivitas penerapan sistem penilaian kinerja terdiri dari: kesesuaian strategi, validitas, reliabilitas, akseptabilitas, serta kekhususan. Penerapan sistem penilaian kinerja di PT ABC masih belum mampu secara optimal memenuhi kriteria tersebut dikarenakan tidak mampu memenuhi kelima kriteria yang ada. Hasil penelitian menyatakan bahwa penerapan sistem penilaian kinerja karyawan di PT. XYZ masih belum efektif. Sehingga dapat disimpulkan bahwa PT. XYZ belum mampu dalam menerapkan transformasi organisasional.

Kata kunci: sistem penilaian kinerja, karyawan, *key performance indicators*, reduksi, verbatim, triangulasi, transformasi organisasional

ABSTRACT

This study aims to identify and analyze the employee performance appraisal system implemented in the company. The next objective is to analyze whether the performance appraisal system applied has demonstrated the company's applicability in implementing organizational transformation.

The object of this research is the employee performance appraisal system at XYZ. The research was conducted on a pharmaceutical company that has 26 branches throughout Indonesia. The company uses a key performance indicators performance appraisal system. Qualitative research technique is the method used in collecting data in this study. Data collection methods in this study consisted of: literature study, interviews, and field observations. After data collection, data processing from the interviews was carried out through the reduction of interview transcripts, verbatim and triangulation.

Five criteria for evaluating the performance system to determine the level of effectiveness of the implementation of the performance appraisal system consist of: strategy suitability, validity, reliability, acceptability, and specificity. The application of the performance appraisal system at XYZ company is still not able to optimally meet these criteria because it is unable to meet the five existing criteria. The results of the study stated that the application of the employee performance appraisal system at XYZ company is still not effective. So it can be concluded that XYZ company has not been able to implement organizational transformation.

Keywords: performance appraisal system, employees, key performance indicators, reduction, verbatim, triangulation, organizational transformation