

## ABSTRACT

To seek some appraisal factors which are relevant and representative with employees' behavior dimension which are applied so far is the purpose of this research. A systematic review of an individual employee's performance on the job which is used to evaluate the effectiveness of his or her work has 7 factors performance appraisal, they are (1) daily transaction, (2) reliable and communication, (3) quality of work, (4) initiative and cooperation, (5) work culture, (6) self potentation and (7) problem solving.

There are three steps in appraising someone's achievement joint his work in company.

First, identification. This step is appraising toward someone that focus on some characteristic in him when he does his job in the company.

Second, measurement. This step someone behavior described as specific occasion as guide in appraising.

Third, management. In this step, appraisal focus on the work result that of individual work. In another word how the company purpose reach.

From those steps, this research focus on measurement step that use appraisal model based on behavior or BARS method.

From the result of factor analysis test, there are 7 main factors as variables of performance appraisal in Syariah Mandiri Bank East Java, they are: reliable and communication, quality of work, initiative and cooperation, culture of work, self potentation, and problem solving.

The value of Kaiser-Meyer-Olkin Measure of Sampling Adequacy 0.615 and value of Bartlett's Test of Sphericity 2436.410 in significance 0.000. Based on these, the usage of factor analysis can be responsibility or responded in research data analysis.

The conclusion of the study is that some appraisal factors which are relevant and representative with employees' behavior dimension which are applied can be used to evaluate the effectiveness of his or her work.

Keywords: dimension, appraisal, performance, behavior.

## DAFTAR ISI

	Halaman
Sampul Depan .....	i
Sampul Dalam .....	ii
Prasyarat Gelar .....	iii
Persetujuan .....	iv
Penetapan Panitia .....	v
Ucapan Terima Kasih .....	vi
Ringkasan .....	viii
Abstrak .....	ix
DAFTAR ISI .....	x
DAFTAR TABEL .....	xii
DAFTAR GAMBAR .....	xiii
DAFTAR LAMPIRAN .....	iv
BAB 1 PENDAHULUAN .....	1
1.1 Latar Belakang .....	1
1.2 Rumusan Masalah .....	4
1.3 Tujuan Penelitian .....	4
1.4 Manfaat Penelitian .....	5
BAB 2 TINJAUAN PUSTAKA .....	6
2.1 Pengertian Prestasi Kerja .....	6
2.2 Pengertian Penilaian Prestasi Kerja .....	7
2.3 Tujuan Penilaian Prestasi Kerja .....	8
2.4 Beberapa Bentuk Proses Penilaian Prestasi Kerja .....	10
2.4.1 Carol and Schneir .....	10
2.4.2 Pendekatan sistem penilaian prestasi kerja .....	13
2.4.3 Pendekatan “ <i>input-process-output</i> ” .....	14
2.5 Proses Penilaian .....	16
2.6 Dimensi Penilaian Prestasi Kerja .....	19
BAB 3 KERANGKA KONSEPTUAL DAN HIPOTESIS PENELITIAN .....	25
3.1 Kerangka Konseptual .....	25
3.2 Hipotesis Penelitian .....	26
BAB 4 METODE PENELITIAN .....	27
4.1 Rancangan Penelitian .....	27
4.2 Populasi .....	27
4.3 Variabel Penelitian .....	28
4.4 Definisi Operasional Variabel .....	28
4.5 Instrumen Penelitian .....	31
4.6 Lokasi dan Waktu Penelitian .....	33
4.7 Prosedur Pengumpulan Data .....	33
4.8 Pengolahan Data .....	34
4.9 Metode Analisis Data .....	34

BAB 5 ANALISIS HASIL PENELITIAN .....	37
5.1 Gambaran Umum Objek Penelitian .....	37
5.1.2 Gambaran umum Bank Syariah Mandiri .....	37
5.1.3 Budaya kerja .....	37
5.1.4 Gambaran kerja karyawan .....	38
5.1.5 Gambaran penilaian .....	41
5.2 Data Penelitian .....	42
5.2.1 Karakteristik responden .....	43
5.2.2 Deskripsi variabel .....	44
5.3 Reliabilitas dan Validitas Kuesioner .....	45
 BAB 6 PEMBAHASAN .....	 50
6.1 Interpretasi Faktor .....	51
6.2 Model Penilaian Dengan Metode BARS .....	55
 BAB 7 KESIMPULAN DAN SARAN .....	 64
7.1 Kesimpulan .....	64
7.2 Saran .....	66
 DAFTAR PUSTAKA .....	 67
LAMPIRAN .....	69

## DAFTAR TABEL

	Halaman
Tabel 5.1	Distribusi umur responden BSM Jatim per-1 Agustus 2003 ..... 43
Tabel 5.2	Distribusi masa kerja responden BSM Jatim per-1 Agustus 2003 44
Tabel 5.3	Distribusi pendidikan responden BSM Jatim per-1 Agustus 2003 44
Tabel 5.4	Hasil jawaban responden terhadap 27 indikator ..... 45
Tabel 5.5	Reliabilitas kuesioner ..... 46
Tabel 5.6	Nilai <i>Eigenvalue</i> ..... 47
Tabel 5.7	Komponen rotasi matrix ..... 48

## DAFTAR GAMBAR

	Halaman
Gambar 2.1 Format penilaian prestasi kerja .....	11
Gambar 2.2 <i>A model of performance appraisal</i> .....	13
Gambar 2.3 Sistem penilaian prestasi kerja .....	14
Gambar 2.5 Beberapa contoh GRS .....	16
Gambar 2.6 Contoh BARS .....	20
Gambar 3.1 Kerangka konseptual penelitian .....	25
Gambar 5.1 Struktur organisasi .....	39
Gambar 6.1 Model penilaian transaksi harian .....	57
Gambar 6.2 Model penilaian keandalan dan komunikasi .....	58
Gambar 6.3 Model penilaian kualitas kerja .....	59
Gambar 6.4 Model penilaian inisiatif dan kerja sama .....	60
Gambar 6.5 Model penilaian budaya kerja .....	61
Gambar 6.6 Model penilaian potensi diri .....	62
Gambar 6.7 Model penilaian pemecahan masalah .....	63

## DAFTAR LAMPIRAN

	Halaman
1. Hasil Jawaban Kuesioner .....	69
2. <i>Reliability</i> .....	71
3. <i>Factor Analysis</i> .....	81
4. Kuesioner Penelitian .....	87
5. Izin Penelitian .....	90
6. Surat Keterangan telah melakukan penelitian .....	91
7. <i>Performance Appraisal Report</i> .....	92
8. Rincian Biaya Penelitian .....	94
9. Jadwal Rencana Kegiatan Penelitian .....	95