

ABSTRACT

A crucial factor which has a close relationship with the success of an organization is its capability to evaluate the performance of their employees, to compare it with the standardized and determined ones. Many informations that can be gathered from the appraisal are urgently needed as the basic to formulate some policies in improving the employees' performance in the future.

Many negative criticisms are addressed toward the low level of government employees' performance –especially the Bangkalan Departemen of Religious Affairs Office- one of the reasons that cause such low performance is the way performance appraisal model carried out. The model, that is, DP3 (Daftar Penilaian Pelaksanaan pekerjaan) could not appraise performance effectively. The DP3 is still not applied effectively. This can be proved by learning what the employees judge it. Some of them say they have got the some score of DP3 for last 3 years (80%), others don't know the standard of DP3 (86%), the others admit that their performance can not be influenced by DP3 (83%). They have never discuss the evaluation of DP3 so that they have never know their performance whether is good or bad and how to improving.

This research is aimed to find out the most appropriate and effective model of performance appraisal which suitable at The Bangkalan Departemen of Religious Affairs Office. This is a survey research which the researcher tries to identify and analyze any aroused problems in applicating the DP3 model. He also gathers and analyzes the model of performance appraisal which expected by the employees.

This research finds out that there are many problems in implementing the DP3 in the Bangkalan Departemen of Religious Affairs Office. The problems came up because there are still weakness on the objective/aim, the points/element which is appraised, the appraisor of the performance appraisal, the standard of the performance appraisal, the frequency of the performance appraisal, the method of the performance appraisal, and the evaluation of the performance appraisal. Those problem which cause DP3 does not effective.

The study tries to solve the arousing problems by gathering the expectations and suggestions of the employees toward the implementation of performance appraisal system. These employees' expectations and suggestions are theoretically studied, interpretedly and critically analyzed by the reseacher. The result is confirmed to the leaders of The Departement of Religious Affairs Offices in Bangkalan, in order to find out which one can be applied or not. At last the result of confirmation becomes "the Model of Developmental DP3"

Key words: performance appraisal, DP3, effective, standard, expectation