

## ABSTRAK

Sebagai perusahaan BUMN peninggalan Belanda yang terletak di pedesaan, kultur budaya feodal dan aristokrat masih kental terasa di semua aktivitas bisnis Pabrik Gula Semboro - PT. Perkebunan Nusantara XI (Persero). Dengan dilatarbelakangi oleh implementasi penilaian kinerja karyawan golongan I – II (pelaksana) di bagian Instalasi Pabrik Gula Semboro, penelitian kualitatif deskriptif analitik ini bertujuan mengevaluasi penilaian kinerja karyawan yang sekarang untuk menyusun *Key Performance Indicator* (KPI) bagi karyawan tetap mekanik golongan I – II bagian Instalasi PG. Semboro.

Hasil evaluasi penilaian kinerja karyawan pelaksana yang sekarang yaitu menggunakan blanko (metode *trait system*) dan sistem rangking (metode *comparison system* tepatnya *paired comparisons*). Ada beberapa kekurangan, serta beberapa kelebihan pada sistem tersebut. Hal ini mengakibatkan belum tercerminnya kinerja sesungguhnya dari para *ratee*. Namun, hampir mayoritas *rater* menginginkan setiap *ratee* mempunyai KPI yang selaras dengan target perusahaan. Dengan metode *goal oriented system* dihasilkan KPI berupa: 1)frekuensi kerusakan mesin, 2)jam berhenti stasiun, 3)waktu penyelesaian perbaikan mesin menjelang giling, dan juga 4)absensi (kedisiplinan).

Dengan mengimplementasikan hasil penelitian ini diharapkan *performance appraisal* karyawan tetap mekanik golongan I – II di bagian Instalasi Pabrik Gula Semboro, dapat lebih efektif dan membuat tujuan strategis perusahaan yang biasanya masih kabur bagi karyawan pelaksana, menjadi lebih konkret sehingga mempercepat proses pembelajaran organisasi.

Kata kunci : penilaian kinerja, *Key Performance Indicator*.

## ABSTRACT

As a state-owned company of Dutch heritage located in the countryside, feudal and aristocratic cultures have been felt in all business activity at Semboro - PT. PTPN XI (Persero) sugar factory. Motivated by the implementation of performance appraisal for employee class I - II (executor) in the Installation department of Semboro sugar factory, this analytic descriptive qualitative study was designed to evaluate employee performance appraisal and then draw up Key Performance Indicators (KPIs) for permanent mechanics employee class I - II Installation department of Semboro sugar factory.

Evaluation results of employee performance appraisal in the current implementation are using form (trait system method) and ranking systems (comparison system method precisely paired comparisons). There are some flaws, as well as some advantages in the system. This resulted in yet reflected actual performance of the ratee. However, almost the majority of raters wanted each ratee has KPIs that were aligned with the company targets. With goal oriented system method KPIs produced in the form of: 1) frequency of engine failure, 2) stop station's hours, 3) the time will the machines be repaired, and also 4) absence (discipline).

By implementing the results of this study, it was expected that permanent mechanics employee class I – II's performance appraisal in the Installation department of Semboro sugar factory, can be more effective and make the company's strategic goals that are usually obscure for the operating personnel, will be more concrete so to accelerate the organization learning process.

**Keywords:** performance appraisal, Key Performance Indicators.