547-revisi

By Sudiryo Sudiryo

Performance Monitoring Model to Increase the Productivity of Stmik Mardira Indonesia Employees

Sudiryo[1], A. Rohendi[2], Dasrun Hidayat[3]
2ARS University[1,2,3]
Email: arohendi@ars.ac.id[2], dasrun@ars.ac.id[3]

ABSTRACT

Performance monitoring is a crucial aspect in assessing the advancement of an organization. An effective way to monitor performance is by implementing performance assessments for staff. Employee performance is consistently hindered by the absence of work achievement targets or Employee Work Targets (SKP). This study aims to develop a performance monitoring framework that can be used at STMIK Mardira Indonesia. The research methodology is qualitative, utilizing a case study design and naturalistic observation. The recommended performance monitoring model for implementation at STMIK Mardira is a hybrid approach that combines Traditional Assessment, Management By Objective (MBO), and 360-degree Feedback models. This model is further enhanced by utilizing a digital-based information system called the Human Resource Information System (HRIS).

Keywords: performance assessment, supervision model, human resources information system.

INTRODUCTION

The Human Resources (HR) department plays a crucial role in managing and operating an organization or firm. In order to attain a competitive edge, companies must possess high-quality human resources. While technology advances and, information dissemination becomes faster, and raw materials become more sufficient, the absence of skilled human resources poses a challenge to achieving an organization or company's goals. The human resources department is a crucial asset inside a firm and is vital to effectively attaining corporate objectives. In this context, "human resources" refers to the individuals specific corporations or organizations employ.

The caliber of employees is evident in their performance. Given the crucial role that employee performance plays in attaining company success, it is imperative to prioritize the growth of employee performance. Coaching is a deliberate endeavor aimed at enhancing something. Employee performance development refers to the deliberate and systematic actions to enhance and cultivate employee performance. This condition includes enhancing employee knowledge, skills, competencies, and responsibilities to reach goals with improved outcomes.

Moreover, the components of performance encompass:

Loyalty can be defined as the unwavering commitment and capability to follow, execute, and uphold something that is followed with complete consciousness and accountability. The resolve and capacity of the workforce must be demonstrated by their attitudes and behavior in relation to their everyday activities and the execution of their assigned duties and work. The level of loyalty that the workforce has towards a firm is strongly correlated with their dedication and commitment to providing service. The service mentioned is a genuine and dedicated effort to prioritize the welfare of the public over personal interests.

Work performance refers to the outcome of a worker's efforts in completing the duties and responsibilities allocated to them. A worker's work performance is typically determined by their skills, experience, and talents.

Responsibility refers to an individual's capacity to effectively and punctually accomplish the specified activities and duties. Furthermore, individuals should be willing to assume risks when making decisions or taking activities.

Obedience refers to a worker's capacity to adhere to all rules, regulations, and laws and comply with official directives from authorized superiors. It also entails refraining from violating any prohibitions set by the company or government, whether they are explicitly stated or implied.

The sincerity of the workforce is demonstrated via their diligent execution of their duties and responsibilities while also exercising

restraint and refraining from misusing their delegated authority.

Collaboration refers to the capacity of individuals to effectively cooperate with others to accomplish assigned tasks and achieve optimal efficiency and valuable outcomes.

Initiative refers to an employee's capacity to make essential decisions or conduct critical activities without requiring explicit instructions from higher-level management.

Leadership refers to the capacity of an individual to effectively persuade and mobilize fellow workers, enabling them to perform their primary duties optimally and evaluating the leadership components for employees who possess trust in the organization, specifically senior executives, mid-level management, and lower-level management.

According to the author's observations and personal experiences, the level of employee productivity at STMIK Mardira Indonesia needs to be increased. The low productivity can be observed through various phenomena, including

the presence of employees lacking initiative and creativity in their work,

the existence of employees who lack enthusiasm and merely work to fulfill obligations and

the prevalence of employees who struggle to utilize their working time due to frequent procrastination effectively.

It is concerning that four employees at STMIK Mardira Indonesia are operating without clear work achievement targets or Employee Work Targets (SKP). This lack of direction can lead to a decrease in their performance and productivity.

The staff of STMIK Mardira Indonesia needs more productivity due to inadequate supervision and leadership from higher-ranking authorities within the organizational structure. This condition can be observed through the following phenomena: (1) Leadership has failed to effectively oversee the execution of employee responsibilities, resulting in frequent work procrastination by employees. (2) Leadership needs to offer adequate support to employees in rectifying any existing shortcomings in executing their duties. The issue at hand is twofold. Firstly, the leadership needs to review its employees' job outcomes comprehensively. Secondly, the leadership needs to prioritize addressing the challenges experienced by employees in fulfilling their responsibilities. (4) For employees who have poor attendance or are frequently late, there is no disciplinary action, warning, or penalties imposed by management. (5) Additionally, there is no comprehensive evaluation of employee performance as a group or individual assessments conducted periodically.

The STMIK Mardira Indonesia Personnel Regulations regarding performance evaluation have already been established. For instance, in CHAPTER IV, article 27: 1) staff performance

assessments are conducted at least once a year to enhance staff growth and productivity. The employee performance assessment has three components:

Structural performance assessment for Lecturers and Education Personnel in leadership positions

Functional Performance Assessment for Lecturers and Librarians

Performance Assessment for Education Personnel

3) The outcomes of the performance evaluation will serve as a foundation for the selection of administrative personnel, modifications in rank or class, regular wage increments, recognition, and employee growth. 4) The performance assessment results are secret and must be treated with utmost care. 5) The performance assessment results can be accessed by the employee being assessed, their superior, or any officials/employees needing to know the assessment outcomes due to their duties or positions. The implementation of performance appraisal provisions has yet to be achieved. What is the cause of these problems? One of the factors contributing to this issue is the need for more effective oversight by leaders toward their subordinates or by higher-ranking officials toward their workforce.

Efficient and accurate supervision undeniably influences employee performance enhancement, thereby impacting employee productivity. If adequate, proper, and effective supervision, it can result in solid employee performance and positively impact staff productivity. According to Winardi (1914), supervision refers to the activities managers perform to guarantee that the achieved outcomes align with the intended outcomes. Basu Swasta defines supervision as the process that guarantees that actions provide the intended outcomes. Meanwhile, Komaruddin defines supervision as comparing the actual execution of a plan with the initial actions taken to fix any significant deviations from the plan.

Regarding oversight, there are multiple indicators. As stated by Robbins and Coulter in Satriadi's (2016) research, four indicators are included in this framework: 1) Setting standards involves establishing benchmarks or expected outcomes that can be used as a basis for comparing performance during organizational activities. Standards are constraints that dictate the necessary actions to be taken in order to accomplish organizational objectives and goals. 2) Measurement refers to a systematic and accurate process that is performed consistently and constantly, regardless of whether the intensity is measured daily, weekly, or monthly. The measurements focus on assessing both the quality and quantity of outcomes. 3) Comparing involves assessing the achieved results against predetermined targets or standards. This evaluation determines if the performance is superior, inferior, or equal to the established

norm. 4) Taking action involves making a deliberate choice to implement measures that will rectify or address a situation. If there is a discrepancy between the standard and the actual implementation, it is imperative to take corrective measures to address the variance. Provide a comprehensive explanation of the monitoring processes. These stages include (1) establishing standards and techniques for assessing performance, (2) evaluating performance, (3) comparing performance against established criteria, and (4) implementing corrective measures if any issues arise.

A progressive firm consistently upholds a culture of competitiveness. A competitive culture fosters a drive for organizations to consistently enhance efficiency, ensuring optimal performance and the preservation of competitive advantages.

Physical resources, finance, marketing capabilities, and Human Resources (HR) are crucial for a company to maintain its competitiveness. Among financial, manufacturing, technological, and marketing aspects, human resources are regarded as the most promising component for organizations to gain a competitive edge.

Discussing Human Resources (HR) pertains to the performance of employees. Employee performance directly impacts productivity. Highly productive employees are guaranteed to perform successfully. Similarly, personnel who demonstrate subpar performance are assured to exhibit diminished output. An individual should demonstrate exceptional performance when fulfilling their job responsibilities. Nevertheless, attaining this goal proves challenging due to the presence of numerous individuals whose performance could be better or is even declining despite their extensive work experience or participation in company-led training programs. Inadequate employee performance poses a significant challenge for an organization or firm, as it fails to meet the organization/company's performance expectations.

Several experts have defined employee performance. Performance refers to an individual's work achievements, specifically their job performance. It is synonymous with work performance, encompassing aspects such as work implementation, achievements, outcomes, and appearance.

Performance can be defined by four key aspects: (1) the attainment of specific goals, (2) the exhibition of successful accomplishments, (3) the demonstration of one's capabilities, and (4) the ability to carry out tasks effectively.

Employee performance is the outcome of an employee's job, measured by the level of quality and quantity delivered while fulfilling their assigned obligations. This measurement is a fair and objective way to recognize and value the efforts of each employee.

Performance refers to the measurable work outcomes that individuals or groups within an organization can achieve within the scope of their authority and responsibilities. These outcomes should align with the organization's goals, adhere to legal requirements, and uphold moral and ethical standards. Job performance pertains explicitly to the work results an individual achieves by the requirements of their role.

Performance refers to the outcomes of an individual worker, a management process, or an entire company. These outcomes must be demonstrated by tangible and quantifiable proof compared to specified standards.

Performance refers to the manifestation of work outcomes in quantity and quality. Performance can manifest as either individual or collective work performance.

Based on the aforementioned definitions, performance refers to the work accomplishments and outcomes attained by an individual in accordance with specified criteria and within a specific timeframe, encompassing work, conduct, and activities.

Performance assessment is a method used to evaluate an employee's performance. Typically, performance evaluations in firms are conducted by company executives to their employees or by higher-ranking officials to their subordinates. Conducting a performance assessment serves a distinct purpose or objective.

The aims of conducting performance reviews are as follows:

a. Enhancing employee performance by facilitating recognition and utilization of their complete capabilities to achieve company objectives.

b. Furnishing employees and leaders with knowledge to serve as a foundation for making decisions connected to work.

Performance appraisers have multiple objectives and advantages for both the firm and the workers being evaluated, which include:

a. Enhancing performance. Facilitates the ability of employees and management to undertake activities aimed at enhancing performance.

b. Salary modifications. We assist decision-makers in determining who can obtain a wage raise or the opposite.

c. placement decisions. Assess promotions, transfers, and demotions.

d. Assessment of training and development requirements. Assess personnel's training and development requirements to enhance their performance to its maximum potential.

e. Strategic Analysis and Growth Strategy. Guides for assessing career type and potential.

f. Inadequacies in the staffing process. Comprehend the protocols for hiring new staff members.

g. Inaccurate information and errors in job design. Assist in elucidating the faults in human resource management, namely in job-analysis information, job design, and human resource management information systems.

h. EEO (Equal et al.). Demonstrates that placement selections are devoid of discrimination.

i. External Challenges. External factors such as family, personal income, health, and other concerns can influence employee performance. Typically, these aspects are not easily observable, but through a performance review, they will become apparent, enabling the human resources department to offer support in enhancing employee performance.

j. Feedback received. Offer comments regarding employee-related issues, as well as for the employees themselves.

Each employee has a distinct level of performance. There are employees who excel in their performance, but there are also employees who demonstrate average or subpar performance. The performance level is undeniably affected by various internal and external elements. Internal variables pertain to the employee's characteristics, while external factors refer to external influences that impact an employee's work performance.

Three specific factors, namely impact performance:

A. Individual aspects include:
   1. Aptitude and proficiency
   2. Personal history
   3. Sociodemographic characteristics

B. Psychological elements include the following components:
   1. Perception
   2. Attitude
   3. Personality
   4. Learning
   5. Motivation

C. Organizational variables encompassing:
   1. Resources
   2. Leadership
   3. Awards
   4. Structure
   5. Job design

Individual and psychological elements contribute to the outcomes of individual qualities, which define one's ability to perform a task or can be referred to as internal factors originating from within a person. Organizational factors can be classified as either internal organizational support or external sources. From an organizational perspective, there are specific elements that have an impact on employee performance, particularly leadership factors.

Leadership is a crucial aspect that can enhance employee performance. It exhibits behavioral traits that effectively motivate

subordinates. Leadership entails the leader's responsibility to offer motivation, encouragement, and supervision to their subordinates. Within leadership, firm leaders must prioritize supervision as a crucial aspect of enhancing employee performance. Supervision refers to overseeing and guiding subordinates by leaders or higher entities.

The performance evaluation includes an assessment of the following aspects:

1. Loyalty

2. Work Results

3. Honesty

4. Discipline

5. Creativity

6. Collaboration

7. Leadership

8. Personality

9. Initiative

10. Skills

11. Responsibility

METHOD

The research employed a qualitative methodology, utilizing a case study technique and natural observation. This study utilizes a qualitative approach to examine and analyze the supervision system implemented by the leadership of STMIK Mardira Indonesia. The goal is to identify an appropriate supervision model for monitoring employee performance at the institution. The data-gathering process involved conducting interviews, making observations, and conducting a literature review.

Interviews were done to gather extensive information directly from multiple informant sources. The informants interviewed were categorized into three tiers: Deputy Chair II for General Administration and Finance, representing Top Management (TM); Head of Personnel, representing Middle Management (MM); and one employee, representing Low Management (LM). Through these interviews, researchers gathered comprehensive data on the perspectives and firsthand experiences of different tiers of management regarding the implementation of the supervisory system at the institution.

The observation technique involves personally monitoring the supervisory process conducted by the leadership of STMIK Mardira Indonesia or structural officials in order to monitor staff performance. These observations enable researchers to see supervisory practices in authentic settings and acquire a more profound comprehension of the dynamics of supervision in the field.

The literature study examined the papers at STMIK Mardira Indonesia, including personnel regulations, organizational structure, standard operating procedures (SOP), and other standards or performance metrics documents. The objective of this literature study is to obtain supplementary

material that can enhance the data gathered from interviews and observations. By conducting document analysis, researchers can gain insights into the institution's official policies and procedures and how these policies are put into action on a day-to-day basis.

The case study approach was selected due to its ability to comprehensively examine the supervision phenomenon within the specific setting of STMIK Mardira Indonesia. Case studies offer a thorough comprehension of intricate and ever-changing scenarios, enabling researchers to investigate the diverse elements that impact the efficacy of monitoring systems. Naturalistic observation is preferred as it enables researchers to see behavior in its unaltered environment, ensuring that the data collected is genuine and applicable to real-life situations.

This research seeks to comprehensively understand the employee performance monitoring system at STMIK Mardira Indonesia by utilizing a combination of interview, observation, and literature study methods. Additionally, the research aims to determine the most efficient supervision model to be implemented at this institution.

RESULTS and DISCUSSION

Performance standards refer to specific aims, goals, objectives, and the effort expected from employees within a defined timeframe.

Employees must dedicate their total effort, mental focus, expertise, understanding, and working hours toward meeting the performance requirements set for their tasks.

STMIK Mardira Indonesia has no established performance requirements for individual sections or employees. If there is any regulation, it is solely limited to the primary tasks outlined in the STMIK Mardira Indonesia legislation. Although it is a normative provision, it is presented as a narrative; only some employees know or comprehend it. More effort is needed to familiarize individuals with the STMIK Mardira regulations, particularly those about the responsibilities and powers of each department. The legislation lacks more translation into detailed operational requirements, resulting in a scarcity of performance standards that can serve as assessment criteria for individual personnel.

The definition of a set of standard assessment indicators is necessary to develop performance evaluation standards for STMIK Mardira Indonesia employees. These indicators will serve as benchmarks for evaluating employee performa

1. Employee attendance presentation

This employee attendance presentation aims to give a comprehensive understanding of employee dedication and adherence to work, as well as their compliance with personnel standards regarding working hours.

2. Timeliness of employees in the workplace

Punctuality is associated with both arriving on time and returning on time. In addition to overseeing adherence to rules and regulations, evaluating employee punctuality can be a benchmark for gauging effectiveness, timeliness, and efficiency in performing tasks. The shorter the duration required to finish tasks, the higher the efficiency the employee exhibited. If there is a consistent pattern of arriving late and departing early, it is necessary to monitor this behavior to determine if it occurs again closely. This behavior can lead to a decrease in work hours, negatively impacting productivity.

3. Character

As a private institution, STMIK Mardira Indonesia prioritizes serving its students. Therefore, it is essential that staff embody a spirit of service and friendliness as part of their character. In specific areas of data secrecy, such as the BAAK division responsible for safeguarding student names and grades, personnel at STMIK Mardira Indonesia are required to possess a trustworthy disposition.

4. Conduct

Behavior connected to measuring performance requirements refers to workers' conduct towards their colleagues, including their frequency of confrontations and their tendency to be absent from work.

5. Proactive action or decision-making.

Worker initiative refers to workers' ability to operate autonomously with minimal supervision, effectively solve problems in unconventional ways, demonstrate a willingness to experiment with new approaches to achieve tangible outcomes, and potentially contribute to the formation of new conflicts within the company.nce.

Employee performance standards are established using three different formats: the general employee performance standards format, the structural performance standards format, and the staff performance standards format. Performance requirements typically pertain to the demonstration of attendance, punctuality in arrival and departure from work, character, conduct, and proactivity. Structural performance requirements pertain to the obligations and roles specified in the STMIK Mardira Indonesia legislation. The staff performance standards are individually formulated by each staff member and endorsed by their superiors in leadership positions. Staff performance requirements are established weekly, formulated and authorized on Saturday, and assessed on Saturday. Staff performance standards, including Employee Performance Standards (SKP), consist of activities or tasks that staff members are expected to complete within one week.

According to the personnel regulations of STMIK Mardira Indonesia, performance assessment determines eligibility for appointing

structure authorities, making changes in rank/class, granting periodic wage increments and awards, and facilitating staff growth.

When conducting a performance assessment at STMIK Mardira Indonesia, it is imperative to follow Dessler's steps in the performance assessment procedure:

1. Initially, articulate the job to establish clear work responsibilities and benchmarks.

2. Secondly, evaluate the employee's performance compared to predetermined benchmarks (often done through many assessment forms).

3. Thirdly, feedback sessions performed by both superiors and subordinates are implemented to communicate subordinates' performance and progress. The purpose of these sessions is to assist subordinates in rectifying any performance inadequacies and to encourage them to perform consistently at a high level.

In order to initiate the initial phase, which involves delineating work and setting work obligations and standards, it is imperative to categorize work responsibilities into two distinct groups: those about personnel and those about structural officials. Staff job descriptions consist of a written statement outlining the tasks and responsibilities each staff member is expected to

perform. These descriptions are commonly referred to as Employee Performance Standards (SKP). This employee performance standard involves allocating work based on the specific jobs within a division, with each staff member assigned their tasks. Each staff member's responsibilities may escalate according to the progressions in the circumstance. The duties of structural officials commence with the Chairman. The roles of deputy chairpersons, heads of study programs, heads of institutions, and heads of sections are outlined in the laws of STMIK Mardira Indonesia, along with the usual responsibilities mentioned in this chapter.

The second phase of the performance evaluation process involves evaluating the employee's performance based on established criteria. These criteria include evaluating the performance of individual staff members and structural officials. To evaluate the performance of employees and administrative personnel, an assessment format that may serve as a guide for the evaluation process must be developed.

The third step involves evaluating employee performance by comparing the previously determined performance standards with the actual performance achieved. The outcomes of this performance assessment are sent to employees as feedback, enabling them to identify their areas of proficiency and areas for improvement. This condition facilitates the enhancement of employee performance targets in

future evaluations. The outcomes of this assessment are also utilized to implement remedial measures and assess the established criteria if the goals are not met, determining whether they require modification. The performance assessment process can be summarized as follows:

The definition of "model" according to the Big Indonesian Dictionary (KBBI) is a pattern (example, reference, variety, etc.) of something that will be made or produced. There are several performance assessment models put forward by experts. One of them is what Wirawan (2009: 82) said, which was quoted by Qurrotu Ayun (2011: V.3) explaining that there are thirteen performance assessment models, namely:

1. Model Essay

2. Critical Model

3. Critical Incident Model

4. Model Ranking Method

5. Checklist Model

6. Graphic Rating Scale Model

7. Forced Distribution Model

8. Forced Choice Scale Model

9. Behaviorally Anchor Ratingscale (BARS) Model

10. Behavior Observation Scale (BOS) Model

11. Behavioral Expectation Scale (BES) Model

12. Management By Objective (MBO) Model

13. 360 Degree Performance Appaisal Model

14. Paired Comparison Model

The author suggests combining three performance evaluation methodologies, including traditional assessment, Management By Objective (MBO), and the 360-degree feedback, to evaluate employee performance at STMIK Mardira Indonesia.

1. Conventional Evaluation

In conventional performance evaluation, the superior of the human resources department directly evaluates employee performance by making observations. The superiors of the general, personnel, and leadership departments convene in person to discuss the outcomes of the employee's performance, the tasks and obligations fulfilled, and the accomplished work objectives. Implementation can be carried out at any given moment, but it can also be performed regularly, such as daily or weekly. Using these observations, the assessor records the assessment results by rating the aspects they evaluate on a scale.

2. Management by Objectives (MBO)

This method evaluates performance by measuring the achievement of specific objectives within a defined timeframe. The goals established

can be observed based on the formulation of employee performance criteria. This employee performance criteria can be assessed over either one week or one month.

3. Evaluation from multiple perspectives

The 360-feedback employee performance assessment approach gathers input from the employee's circle of influence, encompassing supervisors, co-workers, consumers/customers, and direct reports. The manager's feedback is to request an evaluation from the management or superior regarding the employee under assessment. Colleagues request appraisals of employees' behavior, attitudes, and cooperation with their peers. Customers are requesting input from students regarding the performance of the employee who will be evaluated.

The performance evaluations conducted using the three models above, with varying implementation durations, can serve as a benchmark for performing annual performance assessments after the academic year. In order to conduct a thorough performance evaluation, staff members and structural officials must establish an assessment team that includes Foundation Elements, Deputy Chair II, Civil Service, employee representatives, and HR consultants.

STMIK Mardira Indonesia, a science and expertise-focused high school specializing in management, informatics, and computers, requires a digital-based information system called the Human Resource Information System (HRIS) to support human resource management in general and performance assessments in particular.

A Human Resources Information System (HRIS) is a software or system designed to gather and store employee data for a firm. Snell and Bohlander (2010), as cited by Dandy Evan Kiswara, define the Human Resource Information System (HRIS) as a computerized system that offers up-to-date and precise data to make informed decisions. HRIS is software that includes a database that enables the input, storage, and manipulation of employee data within a corporation. Evan Kiswara determined that HRIS is a comprehensive system that gathers, stores, analyzes, and manages the flow of information about HR throughout a whole organization.

This system has a broader range of applications beyond performance assessment. Specifically, it is utilized for monitoring applicants, managing payroll, administering benefits, tracking time and attendance, facilitating training, overseeing performance management, and enabling employee self-service, among other functions. The data stored in this system serves as a significant input for making data-driven decisions in Human Resources.

The distinct advantages of HRIS include:

1. Assess the existing skills and talents of employees to determine their suitability for future job openings within the Company.

2. Identify roles where the current employees are anticipated to be promoted, retired, or laid off.

3. Provide a detailed description of positions or job classes that exhibit elevated turnover, dismissal, absenteeism, performance issues, and problems above the typical levels.

4. Assess the age, ethnic, and gender makeup of different jobs and employment categories to determine if they adhere to relevant requirements.

5. Forecast the requirements for recruiting, selecting, training, and developing people to enable the prompt deployment of high-quality individuals in vacant positions.

6. Human resources data to forecast forthcoming alterations and advancements.

7. Compensation reports provide data on individual employee salaries, total compensation expenses, and the financial impact of wage raises and changes in compensation.
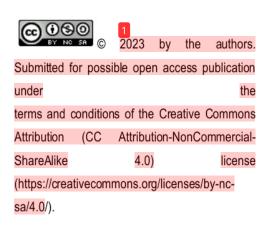
8. The HR department will research employee attrition and absenteeism issues and identify the most effective locations for recruiting new applicants.

9. Conducting a training needs assessment to evaluate individual performance and identify individuals who would benefit from more training.

An HRIS can assist the personnel department in efficiently handling employee databases, attendance, payroll, promotions, repositions, and other related tasks. Additionally, it enables the personnel department to manage employee performance as needed objectively.

CONCLUSION

According to the research findings presented by the author, it is necessary to conduct employee performance monitoring to enhance staff productivity. The performance monitoring process has several stages, including establishing standards, identifying measurements, measuring implementation, comparing implementation with standards, assessing variances, and implementing remedial action if needed. Employee performance evaluation is a highly effective method of monitoring performance. Prior to conducting an employee performance review, it is imperative to establish clear and specific benchmarks for employee performance. STMIK

Mardira Indonesia has no standardized documents for assessing employee performance, whether on an individual or unit level. Hence, it is imperative to establish and define performance standards for employees to have a benchmark for evaluating their performance. The necessary Employee Performance Standards (SKP) to be established include overall performance standards, performance criteria for specific units/sections, and performance standards for individual staff members. In order to conduct an employee evaluation, an assessment format must be used as a reference or guideline for evaluating employee performance. The employee performance evaluation model suited for implementation at STMIK Mardira Indonesia consists of three assessment methods: traditional assessment, Management By Objective (MBO), and the 360-degree feedback approach. In order to implement these three performance evaluation models, a digital-based information system known as the Human Resource Information System (HRIS) or Human Resources Information System is required.

REFERENCES

Zhou, J., Jiang, P., Yang, J., & Liu, X. (2021). Designing a smart incentive-based recycling system for household recyclable waste. *Waste Management*, *123*, 142-153.

547-revisi

ORIGINALITY REPORT

9%
SIMILARITY INDEX

PRIMARY SOURCES

1	jurnal.stiepas.ac.id Internet	322 words —	**6%**
2	eudl.eu Internet	26 words —	**< 1%**
3	bircu-journal.com Internet	24 words —	**< 1%**
4	dirdosen.budiluhur.ac.id Internet	23 words —	**< 1%**
5	berlmathges.de Internet	20 words —	**< 1%**
6	etd.cput.ac.za Internet	20 words —	**< 1%**
7	dinastipub.org Internet	19 words —	**< 1%**
8	arianrazmifarooji.wordpress.com Internet	8 words —	**< 1%**

EXCLUDE QUOTES	ON	EXCLUDE SOURCES	OFF
EXCLUDE BIBLIOGRAPHY	ON	EXCLUDE MATCHES	OFF