

ANALYSIS OF ORGANIZATIONAL PERFORMANCE WITH 360 DEGREE FEEDBACK METHOD (CASE STUDY: DEPARTMENT OF INDUSTRIAL ENGINEERING UNIVERSITY OF XYZ)

Ahmad Chirzun¹, Zahra Fitria¹

^{1,2}Industrial Engineering, Faculty of Science and Technology, Al Azhar Indonesia University, Jakarta, Indonesia
chirzun@uai.ac.id¹, zahrafitria0504@gmail.com²

ABSTRACT

The organization is a place or entity that is required by every person who has the same interests and goals. Every organization has a hope to continue to grow, evolve, and sustainable. In this study, the researchers conducted an analysis of performance in a course of study that are at XYZ University. Assessment conducted on the head of courses that are located in one faculty. Assessment conducted by using 360-degree feedback. Media data collection in this study was a questionnaire. Respondents performance assessment is Dean of the Faculty of Science and Technology, Chairman of the Program other Prodi, the object is considered that one of the Chairman of the Program, and the subordinates are represented laboratory and secretariat employees. The results of the assessment is that it can be known what criteria must a Chairman of the Program in order to improve its performance and will affect the performance of the university. The criteria should include Chairman of the Program is based on assessment with 360 degree feedback method is responsible for the tasks assigned, disciplined with time and rules, always honest in word and deed, can work well with the rest of the university, capable of taking decisions precise, skillful in working, able to align learning and teaching activities in accordance with the provisions set forth, always coordinate curriculum development activities, and is able to create an atmosphere conducive lecture.

Keywords: performance assessment, balanced scorecard, 360 degree feedback method

1. INTRODUCTION

Organization has a goal to always grow, growing, sustainable, and have direction. So that the organization can grow, develop and sustained, then the organization must have a vision that is translated in the form of milestones (intermediate targets) which is a roadmap towards that vision. Once created roadmap, organizations must perform an action are always assessed periodically. Follow-up of doing the action is to assess the performance obtained, whether to meet the target, below target, or exceeding the target.

In this study, the researchers made the strategies that should be done by the university in order to grow, evolve, and sustainable. These strategies are made with menggunakan balanced scorecard method. While the performance appraisal of employees were calculated using 360-degree feedback.

2. LITERATURE REVIEW

2.1 Performance Assessment

Performance assessment is a process of comparing the performance of employees with the standards set by the organization. According to Noe, et al, (2000) performance assessment is only one part of the performance management process widely. Assessment of performance is an important aspect of performance management. Performance appraisal system will connect the activities of employees with the organization's strategic objectives, produce valid and useful information for employees of administrative decisions such as promotion, dismissal, termination of employment and wage increases based on merit employees (Byars and Rue, 1997). In addition, performance appraisal has another function that provides feedback that can build employee (Bernadin & Russell, 1998).

Performance assessment is a tool to measure employee contributions to an

organization and to develop self-employees themselves (Ghorpade and Chen, 1995). Therefore, assessment of performance should encourage employees towards change for the better. The success of an organization or company in maintaining good performance can not be separated from an effective performance management system.

2.2 Balanced Score Card

Balanced scorecard is a management system measurement and control that are fast, accurate, and comprehensive to provide the manager of business performance. Balanced scorecard is used to measure the performance of the organization effectively and successfully implement strategies.

Kaplan and Norton to develop a performance measurement system that takes into account four perspectives, namely:

1. Customer Perspective

At the customer, the company identifies and defines the customer and market segments. Kotler notes that customer satisfaction is the level of one's feelings after comparing the performance or results that he felt compared to her expectations (Kotler, 1995: 46). The level of customer satisfaction is a function of customer expectations with performance feel.

2. Financial Perspective

Financial performance measures indicate whether the strategy and its implementation is able to contribute in generating profits for the company. To make the organization an institution that is able to create the necessary excellence in finance. By having excellence in this field, the organization in charge of the resources that are needed to realize the three perspectives of other strategies, namely customer perspective, internal business processes, and learning and growth perspective.

3. Internal Business Process Perspective

Target strategy of internal business processes is the organizational capital, such as increasing the quality of service to customers and application of technologies that facilitate infrastruktur service to customers. In the balanced scorecard internal business process management should

identify the most critical processes for the purpose of increasing value for customers.

4. Learning and Growth Perspective

Kaplan and Norton (1996: 40-41) divides benchmarks this perspective in three principles, namely:

a. People

Employment in the company is required to be able to think critically and to evaluate the process and the environment to be able to provide the measurement of corporate strategy, one of which must relate specifically to the ability of employees.

b. System

Motivation and skills of employees alone is not sufficient to support the achievement of the goals of learning and growth process if they do not have sufficient information.

c. Organizational Procedure

Procedures performed an organization need to be considered to achieve a reliable performance. Procedures and routine repairs must be forwarded for the perfect employee with abundant information will not contribute to the success of the business, if they are not motivated to act in line with company objectives.

2.3 360 Degree Feedback Method

360 degree feedback method is a process in which an employee receives information about how someone judged by a group of people who interact daily in her work. Where an employee is assessed based on feedback from everyone who has a working relationship for example between employers, co-workers, partners, subordinates, and customers. Activities providing feedback usually used to ask questions covering a wide range of competence in the work.

The use of 360-degree feedback method has the advantage of which is to increase awareness of the strengths and weaknesses map on the receiving feedback, creating an atmosphere that builds, increasing the use of feedback formally and informally, improve organizational learning, encourage the achievement of objectives and the

development of skills, increase effectiveness and managerial behavior and encourage the creation of change (Atwater & Brett, 2005).

3. METODE PENELITIAN

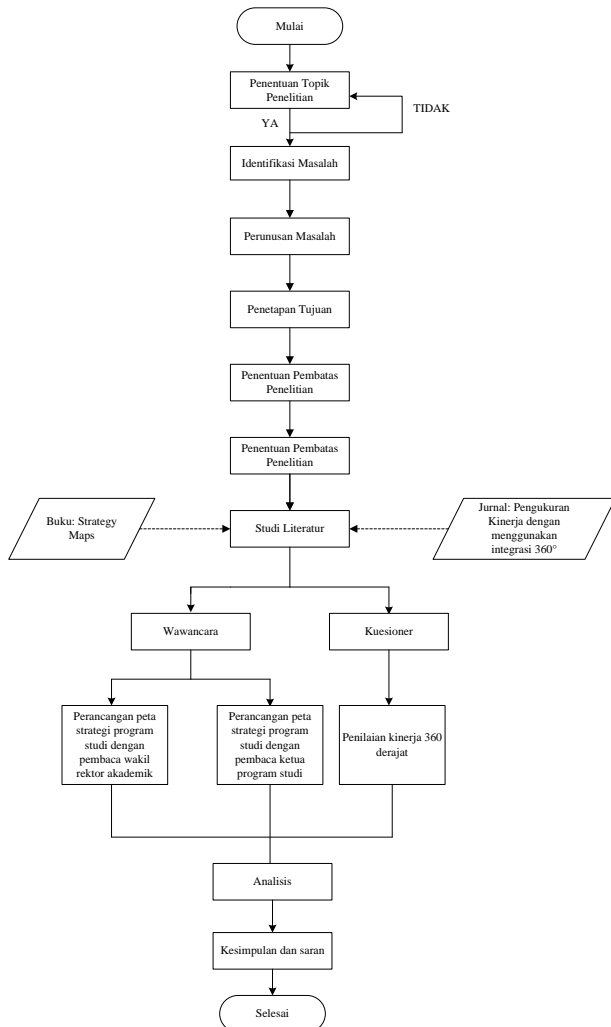


Figure 1. Flowchart The research

The initial phase is to determine the research topic. After a specified topic, then the topic submitted to the faculty of industrial engineering at the seminar proposal. If the topic is approved, it can be continued to the next stage. If the proposed topic is not approved by the faculty, the investigator should look for other topics and re-submit a proposal on the subject at a seminar at a time to be determined. The second phase, the researchers to identify the problems on the performance of XYZ University. Then formulate these problems. The third stage is the determination of the research objectives. The purpose of this research is to design

performance XYZ University. The fourth stage is the determination of the limiting research. Limitation in this study is the only study focuses on Industrial Engineering Program. The fifth stage is to study literature. Literature study aimed to obtain information regarding the issues to be discussed. Literature used by researchers are books and journals related to performance assessment, balanced scorecard, and the method 360 degrees.

The sixth stage is data collection. The data obtained from questionnaires and interviews. Namely the seventh stage of data processing. In the data processing used balanced scorecard method and the method 360 degrees. The first step in data processing is to make the map a strategy program of study with a view to the reader vice chancellor of academic section and map strategy standpoint courses with reader head of study program. Once the strategy map was made the next step is to assess the performance of the lecturers on the course of study by distributing questionnaires. Performance appraisals are conducted using 360-degree feedback. The eighth stage is to do an analysis of the data that has been processed. Once the analysis is done, the researchers conclude that refers to the purpose of research and then give advice. After all stages of the research has been done eating was finished.

4. RESULTS AND DISCUSSION

4.1 Map Strategy Studies Program With Perspective Readers Vice Chancellor

From the research, it was made with the study program strategy map readers viewpoint vice chancellor. Basic perspective on the design of the study program strategy maps with map readers viewpoint is vice chancellor of academic learning and growth perspective. Strategies that should be done is to build an Organization climate. Organizational climate is the state of the environment in an organization that can affect the performance of those involved in the organization. One example of a good organizational climate is a good interaction between employees, employees work together to achieve the goals of the organization, coordination of work, and others. With the climate or environmental

conditions both on the course, then the parties are working well and can work with the maximum. Another strategy for learning and growth perspective is to increase motivation by providing training to employees and increase wages so that employees become spirit to work, improve competence can be done by holding seminars for employees, and improve the coordination of the employees in the course of study. The main purpose of learning and growth perspective is the achievement of employee productivity.

In the internal process perspective objectives to be achieved is to make new students interested and make the old feel comfortable college student at the University of XYZ. Strategies that should be done on the internal process perspective is to use a variety of media as a promotional tool, ensure effective learning activities and efficient, ensure infrastructure is available ready to use, and ensure that information systems smoothly and accurately. With the promotion of interest can make students become interested in studying at the University of XYZ. While that can make students feel comfortable longer enrolled at the University of XYZ can be due to the facilities and infrastructure available and the system is ready to use the information contained in XYZ University smoothly and accurately so as to facilitate students in obtaining information.

Further perspective is the perspective of the customer. The purpose of this perspective is to increase customer satisfaction. The definition of the customer in this strategy map is a program of study. The strategy should be done in order to increase customer satisfaction is to increase the number of new students and decrease the amount of time students who resigned. These strategies related to the strategy undertaken in the internal process perspective.

Top perspective on the strategy map of the study program is a financial perspective. Goals to be achieved is the increased profits which the university. Increased profits can be seen by the increasing number of income or money earned from the previous year at XYZ University. To achieve these objectives the strategy that should be done is to increase

revenue and operating costs with efficient use. Revenues can be increased by increasing the number of new students. Therefore, the financial perspective is influenced by the customer's perspective as depicted in Figure 4.3 (in the appendix).

4.2 Studies Program Strategy Map With Perspective Readers Chairman of the Program

Basic perspective on the design of the study program strategy map readers viewpoint head of study program is financial perspective. Strategies undertaken on the financial perspective is to create a budget sufficient funds throughout the study program requirements, for example funding for faculty and student research, funding for student activities related to the lecture, the lecturer continued funding for study abroad and other. Another strategy in this perspective is the use of operational costs seefesien possible.

In the perspective of learning and growth strategies do is improve the quality of the faculty and curriculum lectures create synergy with industry. The purpose of learning and growth perspective is to improve the productivity of faculty. With the qualified lecturers can affect the learning process in the lecture, one example of the effect is a lecturer who has a high quality science and extensive knowledge and able to teach well will have an impact on student easy to absorb and understand the knowledge provided. Increasing the quality of lecturers can be attributed to budget sufficient funds owned courses. With sufficient funds, can finance courses lecturers to go to college so that faculty can increase quality and will affect the quality of the study program. Curriculum lectures were arranged together with the industry will make XYZ University graduate student is able to keep up with the times and not lose competitiveness with other students.

Strategies that performed on the internal process perspective is the process of learning and teaching interactive so the lecture material presented is easy to understand, support student activities both academic and non-academic activities, freeing students to be active in every activity, and using instructional media as needed. Strategies on the internal process

perspective with regard to the strategy contained in the financial perspective and learning and growth. Linkages strategy on financial and internal process perspective is their budget sufficient funds then the course can provide instructional media as needed. To provide the instructional media, study programs must spend as efficiently as possible. While the link to the learning and growth strategy and internal process is increasingly the rise in the quality of lecturers should be balanced in a way that lecturers teaching, for example, methods of teaching in the classroom includes interactive so easy for students to understand the course materials are provided. To implement the course curriculum has been created together with the industry should be supported by the media that are used as needed. Top perspective on the strategy map study program is the customer's perspective. The purpose of this perspective is to increase student satisfaction. Students be satisfied if the knowledge provided by the lecturers were well received and competent graduate students so that they can compete in the world of work with students from other universities both within and outside the country.

4.3 Performance Assessment 360 Degree Feedback Methods

This is the result of the weight of the head of program performance evaluation studies based on the results of questionnaires conducted by the related parties (Table 1).

Based on the results obtained Table 4.1 subvariable or weight of each criterion is the total weight rating of the fourth respondent. The highest weights of the variables or aspects of assessment criteria or subvariable integrity is responsible, disciplined time and rules, and honest. Of variable weights ability ultimate criterion is the ability to work well, is able to take the right decision, and deft in the work. For variables or aspects of learning management assessment criteria to obtain the highest weight is a learning process selarasa with determinations made, coordination of curriculum development activities, and create a conducive academic atmosphere. This suggests that the head of study program are required to prioritize subvariable increase responsibility for a given

task, always honest in word and deed, besikap polite and courteous, as well as other subvariable.

In the variable ability, a head of study program are required to improve the ability to cooperate well with the rest of the university, the ability to always try to give the best results in each carrying out the work, and be able to back up the work of others. On learning management variables, chairman of the study program must align teaching and learning during the course in accordance with the provisions established, menggordinasikan any curriculum development activities, and expected to be able to create an atmosphere conducive lectures.

After calculating the weight of performance assessment, the total assessment is then performed a comparison between the overall value of the superiors, peers, and subordinates to value yourself. Here is a comparison of the calculation results (Table 2).

Table 1 Weights Performance Assessment

No.	Aspek Penilaian	Kriteria	Atasan	Rekan Sekerja	Diri sendiri	Bawahan	Total Skor	Bobot	
1	Integritas	Bertanggung jawab	5	5	5	5	20	0.07905	
		Disiplin waktu dan aturan	5	4	4	4.5	17.5	0.06917	
		Jujur	5	4.5	5	5	19.5	0.07708	
		Tegas	4	4	3	3.5	14.5	0.05731	
		Percaya Diri	4	4.5	4	4	12.5	0.04941	
		Tidak membeda-bedakan orang lain				5	4.5	9.5	0.03755
		Sopan dan santun			5	5	10	0.03953	
2	Kemampuan	Kemampuan bekerjasama dengan baik		5	5	4.5	14.5	0.05731	
		Mampu mengambil keputusan yang tepat	5	4	4	4.5	17.5	0.06917	
		Mampu menyelesaikan tugas yang diberikan	5		4		9	0.03557	
		Berusaha memberi yang terbaik	5		4		9	0.03557	
		Akurasi dalam bekerja	4		4		8	0.03162	
		Cekatan dalam bekerja	4	4.5	4		12.5	0.04941	
		Mampu memback-up orang lain			5	5	10	0.03953	
3	Pengeblan Pembelajaran	Proses belajar mengajar selaras dengan ketentuan yang dibuat	5		5		10	0.03953	
		Koordinasi kegiatan pengembangan kurikulum	5		5	5	15	0.05929	
		Menciptakan atmosfir akademik yang kondusif	5		4		9	0.03557	
		Mengkoordinasikan kegiatan perkuliahan umum atau mata kuliah fakultas dengan prodi lain		4.5	4		8.5	0.0336	
		Bekerjasama dalam melakukan penelitian		4	3		7	0.02767	
		Memberi arahan mengenai kegiatan perkuliahan			4	4.5	8.5	0.0336	
		Memotivasi para dosen untuk bekerja lebih baik			3	4	7	0.02767	
				pembelajaran			4	4	0.01581
				Total					253

Table 2 Comparison With Other Sources Value Yourself

Aspek Penilaian	Nilai Sumber Lain			Total	Nilai Diri Sendiri	
	Atasan	Rekan Sekerja	Bawahan		Diri Sendiri	Total
Integritas	23	22	27.5		31	
Kemampuan	23	13.5	14	160	30	93
Pengelolaan Pembelajaran	15	8.5	13.5		32	

Based on the obtained results of the assessment table 4.2 from superiors, peers, and subordinates higher than the assessment done by yourself. This may imply that other people regard the performance of the head of the course better than the assessment done by the head of study program.

After the comparison of the total assessment of all relevant parties, then performed the calculation of the value of a variable or performance of any aspect of the assessment of the various parties are compared with the assessment of self to the head of the study program. Criteria are used as a benchmark assessment criteria are equally assessed by both parties. The values shown in the following table:

Table 3 Gap Value Chairman of the Program with Tops

Aspek Penilaian	Nilai Sumber Lain	Nilai Diri Sendiri	Gap
	Atasan	Diri Sendiri	
Integritas	23	21	2
Kemampuan	23	20	3
Pengelolaan Pembelajaran	15	14	1

Table 4 Gap Value Chairman of the Program with Colleagues

Aspek Penilaian	Nilai Sumber Lain	Nilai Diri Sendiri	Gap
	Rekan Sekerja	Diri Sendiri	
Integritas	22	21	1
Kemampuan	13.5	13	0.5
Pengelolaan Pembelajaran	8.5	7	1.5

Based on the calculations in Table 4.4 Gap value between coworkers and myself showed a positive value which means the existence of conformity assessment between co-workers and yourself. The smallest gap there is the aspect of capacity assessment means the viability assessment between co-workers and myself about the same as the Gap of

0.5. Value gap between themselves and subordinates contained in the following table:

Table 5 Gap Value Chairman of the Program with Subordinates

Aspek Penilaian	Nilai Sumber Lain	Nilai Diri Sendiri	Gap
	Bawahan	Diri Sendiri	
Integritas	27.5	27	0.5
Kemampuan	14	14	0
Pengelolaan Pembelajaran	13.5	12	1.5

In Table 4.5 Gap between self-assessment and subordinates also showed a positive gap. Value Gap lowest for the aspects of the capability assessment in the amount of 0, which means compatibility between subordinate and self-assessment of their own. A value of 0 indicates that the value given subordinate and assessment conducted by the chairman of the study program.

5. CONCLUSION

Priority criteria must be owned by the chairman of the study program at the University of XYZ based 360-degree feedback method is responsible for the tasks assigned, disciplined with time and rules, always honest in word and deed, can work well with the rest of the university, capable take the right decision, deft in the work, are able to align learning and teaching activities in accordance with the provisions set forth, always coordinate curriculum development activities, and is able to create an atmosphere conducive lecture.

Assessment of other source and object judged to show the results of that assessment between superiors and self generate significant positive Gap boss assess the performance of the chairman of the study program has been good. Assessment derived from co-workers also showed positive Gap value means the value given co-workers is greater than the value given by the items. While the assessment between subordinate and self (object judged) also produces positive Gap. From the results of this assessment, the performance of the head of the course rated as good by all parties who have a working relationship with him.

6. REFERENCES

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