

“DESIGNING A NEW PERFORMANCE APPRAISAL FOR THE  
MANAGEMENT ORGANIZATIONAL DEVELOPMENT  
DEPARTMENT OF PT.X COMPANY IN SURABAYA”



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WIDYA MANDALA CATHOLIC UNIVERSITY SURABAYA  
SURABAYA  
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“DESIGNING A NEW PERFORMANCE APPRAISAL FOR THE  
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DEPARTMENT OF PT.X COMPANY IN SURABAYA”

CASE STUDY PAPER  
Submitted to  
FACULTY OF BUSINESS  
WIDYA MANDALA CATHOLIC UNIVERSITY SURABAYA  
To fulfill the requirements  
for the Management Bachelor Degree  
International Business Management Program

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**APPROVAL PAGE**

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MANAGEMENT ORGANIZATIONAL DEVELOPMENT  
DEPARTMENT OF PT.X COMPANY IN SURABAYA**

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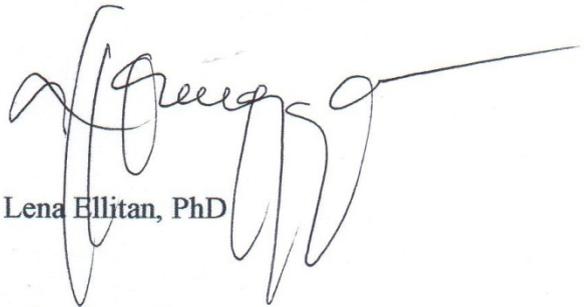
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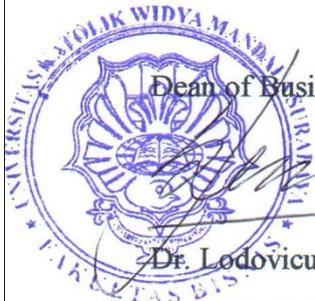
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Surabaya, June 04<sup>th</sup> 2016

A handwritten signature in black ink, appearing to be 'MG.P.', written in a cursive style.

Maria Gabriella.P

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## **ABSTRACT**

The purposes of this study are to design a new performance appraisal for Management Organizational Development (MOD) Department of PT.X Company. Besides this, the study want to suggest possible ways in implementing this new performance appraisal especially related to the compensation system, promotion scheme, and training and development for PT.X Company. The research was conducted in cigarette company, with the object of the study is limited only to the performance appraisal system of PT.X Company. This study use qualitative research with descriptive analysis approach, by comparing performance appraisal theory with the fact that happens in PT.X Company. Data collected through interviews with Corporate MOD Manager and five staff of MOD Department and direct observation in the company by doing internship for three months as a primary data. Whereas, the secondary data obtained from Internet, book, journal, and company documents. Performance appraisal in PT.X Company used Forced Distribution Method and does not have any standard to measure the employee's performance. The discussion recommended that MOD Department should has a performance appraisal that has a standard by using Key Performance Indicators to measure employee's performance that support company objectives. The result of the study has designed a new performance appraisal for MOD Department of PT.X Company by using mixed model with Management By Objectives and Forced Distribution Method.

Keywords: Performance Appraisal, Mixed Model, Management By Objectives, Forced Distribution, Compensation, Reward, Promotion, Training and Development.

## **ABSTRAK**

Tujuan dari penelitian ini adalah merancang sebuah penilaian kinerja baru untuk Departemen Management Organizational Development (MOD) di Perusahaan PT.X. Selain itu, penelitian ini juga memberikan saran untuk implementasi penilaian kinerja yang baru terutama yang berkaitan dengan sistem kompensasi, skema promosi, dan pelatihan dan pengembangan untuk Perusahaan PT.X. Penelitian ini dilakukan di perusahaan rokok, dengan objek penelitian hanya terbatas pada sistem penilaian kinerja di Perusahaan PT.X. Penelitian ini menggunakan penelitian kualitatif dengan pendekatan analisis deskriptif, dengan membandingkan teori penilaian kinerja dengan fakta yang ada di Perusahaan PT.X. Data dikumpulkan melalui wawancara dengan MOD Korporat Manajer dan lima staf MOD Departemen dan pengamatan langsung di perusahaan dengan melakukan magang selama tiga bulan sebagai data primer. Sedangkan data sekunder diperoleh dari internet, buku, jurnal, dan dokumen-dokumen perusahaan. Penilaian kinerja di Perusahaan PT.X menggunakan metode distribusi paksa dan tidak memiliki standar untuk mengukur kinerja karyawan. Diskusi merekomendasikan Departemen MOD harus memiliki penilaian kinerja dengan Indikator Kinerja Utama untuk mengukur kinerja karyawan yang mendukung tujuan perusahaan. Hasil penelitian telah merancang penilaian kinerja baru untuk Departemen MOD Perusahaan PT.X dengan menggunakan model campuran dengan Manajemen Berbasis Tujuan dan Metode Distribusi Paksa.

Kata Kunci: Penilaian kinerja, Model Campuran , Manajemen berbasis tujuan, Distribusi Paksa, Kompensasi, Reward, Promosi, Pelatihan dan Pengembangan.