Performance Appraisal Process at Company X During the Program Pandemic Work From Home (WFH)

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Abstract

This internship report is related to the performance appraisal process at Company X during the pandemic or during the pandemicProgram Work From Home (WFH). Implementation of an internship from March 1 to July 1 2022 at a company in Jakarta. Company X is a fairly large domestic network provider company. This study uses a descriptive qualitative approach with observation through the use of the author's participants as apprentices in the company. The basic methods used in this internship are Observation, Interview, and Literature Study. The results of this study indicate that the performance appraisal process in Company X is divided into several processes, namely the socialization process, self assessment, and validation using theBalance Scored Card and use of the SAP systemSuccess Factors.

Keywords: Performance assessment,Balanced Scored Card, SAP Success Factors

1.   INTRODUCTION

According to Mathis and Jackson (2006), human resources are the organizational structure and various formal systems within an organization that enable the effective and efficient use of human talents and interests to achieve organizational or corporate goals. Then the company gets value from human resources.

According to Sastrohadiwiryo (2002), performance appraisal is an activity carried out by management. Assess performance by comparing performance with job descriptions over a specified period of time usually at the end of the year.

At the beginning of 2020 when the first cases of COVID-19 were found in Wuhan, the riots gradually spread around the world. This uprising was caused by a large number of victims in a relatively short time, with the uncertainty of all parties facing COVID-19. After that, various countries followed the advice of the World Health Organization (WHO), starting by washing their hands, not holding meetings or conferences, keeping their distance, banning them from leaving their homes, and taking steps to isolate them. PSBB is carried out by the regional government, even several health protocols from several cities in Indonesia. COVID-19 is causing dramatic changes that are having far-reaching impacts on companies around the world. Despite this pandemic, decisive and drastic action is needed in managing human resources (Suratman et al., 2021).

As a result, many public and private institutions are implementingTelework Systems (WFH). The WFH program is part of the concept of telework and is nothing new in the world of work and urban planning. Since the 1970s, efforts have been made to overcome the congestion that occurs in traffic and affects daily activities. However, this concept usually holds true under normal conditions, not the current pandemic.[FIA2]

According to the World Health Organization (WHO), the definition of COVID-19 is an infectious disease caused by a new viral infection. This disease first appeared in Wuhan, China. As of December 2019. COVID-19 is also an acute respiratory disease that occurred during the global pandemic new Corona virus or severe acute respiratory syndromecorona virus 2 (SARS-CoV-2) and the disease it causes is now calledcorona virus (Meilani, 2022).

Previous research by Roulia Martha Gabriella Tambunan (2021), with the title "The Influence of Work From Home and Commitment to the Application of Information Technology as a Moderating Variable on the Performance of Fmipa Usu Employees". The results of this research namelywork from home influential and significant on employee performance, commitment influential and significant on employee performance,Work from home does not affect employee performance through the application of information technology, and Commitment has a significant effect on employee performance through the application of information technology.

Performance appraisal is a mandatory thing for companies to do according to opinion (Wayne 2017:257). During the pandemic or in the programWork From Home of course it will create new problems for company X. One of them is on performance appraisal where when WFH the employee performance appraisal process for company X uses a method basedVirtual orRemote Performance Review. Companies are required to be ready

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and adapt to a pandemic which is in accordance with Government directives that several areas including DKI Jakarta must implement PPKM, namely using masks, washing hands, limiting activities, crowds and carrying out activities from home. This report will produce a detailed process of Performance Appraisal in this company during a pandemic or in the programWork From Home and what methods are used in the performance appraisal process.

Performance appraisal has benefits (Hani Handoko 2011: 66). Management uses performance appraisal to manage the Organization's operations effectively and efficiently with maximum employee motivation. Assist in decision making regarding employees, promotions, transfers, and layoffs.

2. LITERATURE REVIEW

2.1 Human Resource Management

Companies must have strong resources in order to compete. Then, at that point, the goals of the organization can be understood. The resources needed to run a business are not separate departments; instead, they function as a single fundamental unit to generate synergistic effects for the business. According to Sutrisno (2017), HR is basically an asset needed by the organization because it is a source of data that plays a role in hierarchical administration and dynamic cycles.

According to Bangun (2017), one of the organizational resources that has a significant impact on business operations is human resources. Human resources are the driving force behind various organizational resources and are very important in determining the future direction. and organizational growth.

2.2 Work management

Performance Management is influenced by several factors. According to Suratman and Supriyantiningsih (2019) the hypothesis proves that performance is influenced by organizational culture and work safety.

Maximizingwork-life balance employees will improve performance. Can be concluded thatwork-life balance proven to improve employee performance. In work-life balance, there is a balance of time, a balance of involvement and satisfaction. The more balanced the employee's work life, the higher the employee's performance.

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According to Abogsesa and Kaushik (2017), business strategy must include training and development because it is very important for every business function. Employee performance and business quality will improve as a result of this strategy, potentially influencing many organizational shifts.

Impact of usee-advancing as a form of organizational preparation can influence the implementation of further development. Utilizatione-learning seen as one of the keys to further developing implementation, quality, and availability for education and preparation (Lai and Liou, 2010)

2.3   Definition of Performance Appraisal

Bintoro (2017) says that performance evaluation is an organization's way of accurately knowing, measuring, and evaluating the performance of its employees. The efficiency of the implementation of the company's human resources is directly correlated with performance. Promotion, remuneration, training, career development, and other functions and concerns are activities that are affected by the effectiveness of performance appraisal. Objective of performance evaluation is to provide important information to companies that can be used to improve decision-making and personnel, including the ability to provide actual employee performance input.

Performance evaluation according to Sihombing (2015) is influenced by ability and motivation. Someone must have a certain desire and ability to complete a task or job. Human desires and abilities are no longer able to achieve something without a clear understanding of what and how to make it happen. The actual behavior displayed by each person as work performance by employees in their role is called achievement.

According to Suratman & Supriyantiningsih (2019), this assessment is carried out in accordance with the right standards and principles that are expected to be obeyed by every employee to continue working at the company.

2.4   Performance Assessment Purpose

According to Haryati (2019) the purpose of performance appraisal include:
1. Determination of previous employee performance levels.
2. Provide appropriate compensation, both for basic salary, periodic salary increases, and intensive.
3. HR development which can still be distinguished into:

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- Reintegration, such as a transfer or job rotation.
- Department promotion.
- Training

4. Increase motivation and enthusiasm for work.
5. As a source of information for personnel regarding career planning and future planning decisions.
6. As a tool to maintain performance levels and support and encourage employees to take initiatives to improve performance.

The following are the objectives of performance evaluation, as stated by Haryati (2019):
1. Determine the previous level of employee performance.
2. Provide the right amount of compensation, including base salary, regular salary increases, and incentives.
3. Human resource development that can still be distinguished into:
   - Reintegration, such as job rotation or transfer
   - Promotion at work.
   - Education.
4. Increases inspiration and confidence.
5. As a resource for personnel regarding decisions regarding career planning and future planning.
6. As a tool to support and encourage employees to take initiatives to improve performance and maintain performance levels.

2.5   Benefits of Performance

Ainnisya & Susilowati (2018) claims that understanding performance evaluation can provide many advantages, including:
1. Increase efficiency. Managers and employees alike can receive feedback and improve their work or performance with the help of evaluations.
2. Offers fair employment opportunities. Employees can be given the opportunity to accept jobs according to their expertise with an accurate assessment.
3. The need for development and training through performance evaluation. Employees with weak skills are identified so that training programs can upgrade their skills.
4. Choose the career advancement option Change remuneration.

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5. Compensation adjustment
6. Identifying design flaws in work. Errors in job design can be the cause of poor performance.
7. Assessment of selection and recruitment procedures.

2.6   Assessment Methods

In general, according to Bintoro (2017), there are two approaches to performance evaluation:

a. Performance appraisal on one person.
b. Performance appraisal on a group of people

Evaluating one person's performance is without making comparisons with others. Evaluation of one's performance in relation to other employees is known as group performance appraisal.

There are several approaches or methods for evaluating individual employee performance, as stated by Bintoro (2017):[FIA8]

1. Graphic rating scale (Graphic rating scale)
2. Forced choice rating
3. How to evaluate with an essay (Essay appraisal techniques)
4. Performance checklist
5. Critical incident technique

2.7   Types of Performance Assessment

1. Assessment only by superiors.
    - Fast and direct.
    - Can be biased because it is based on personal opinions and considerations.
2. Assessment per line group: several layers of superiors (structurally) jointly discuss the performance of their subordinates.
    - Higher level of objectivity.
    - Those who can dominate the assessment are highly rated individuals.
3. Evaluation by the staff: the superior asks to meet him together with the staff but the superior always takes the final decision.
4. Assessment by committee decision: same as in the previous pattern but superiors make the final decision, the result is based on joint decision.

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5. Assessment by field review: same as staff group, but there is a representative from Development or Human Resources to act as independent reviewer.
6. Assessment is carried out by colleagues or subordinates.

2.8   Balanced Scorecard

Term Balanced Scorecard (BSC) refers to strategic management performance metrics used to identify and improve the external results of various internal business functions and their results. Balanced Scorecard Used to measure and provide feedback to organizations and the wider community in business in the US, UK, Japan and Europe. Data collection is essential for leaders and managers to provide quantitative results when collecting and interpreting data. Company employees can use this information to make better decisions about the future of the company. BSC has four perspectives to measure. Customer, financial, business process, and learning/growth perspectives.

1. Financial Perspective, the bottom line of the company is closely related to its financial prospects. In other words, a company must be able to manage its finances effectively so that its finances are stable. For example operational costs, production costs, raw material costs, work costs, profits from sales activities, and so on. Expenditure and income must be recorded clearly and completely. Empowering monetary partners to screen the organization's funding increase rate. There are three indicators, and they are as follows:
   - Expansion to include business procedures.
   - Optimize wealth reduction and investment strategies.
   - Cut costs and make workers more productive
2. Customer Perspective, the customer's point of view is closely connected with the way the organization serves them. Fair treatment is very important for all customers. They are happy with a job done this way. Business customer loyalty is undoubtedly increased when providing excellent service. On the other hand, customers will definitely look for other businesses with superior systems if the service is subpar. From the customer's point of view, the company has set the following standard
   - Total Sales
   - The amount of profit earned by the company.
   - Number of customers.
   - The percentage of customers who continue to use the product

- Customer satisfaction.
- The level of customer profitability.
- What customers want.

3. Internal Process Perspective, the size and synergy of each work unit is evaluated by the company. Corporate leaders must regularly observe their company's internal conditions to measure it. Does everything follow a set procedure or deviate from the rules? The capabilities and skills of individual workers are transformed into unparalleled interior business processes. The company's sales and profits will also increase as the number of customers increases. In terms of internal business procedures, there are three aspects to consider:

   - The idea to produce goods is referred to as the innovation process. Functional cycles connected with exercises completed in daily activities.
   - Post procedure selling maintaining the right marketing strategy to increase sales revenue.

4. Learning / growth Perspective, starting from here, the organization is expected to care about its employees. Performance at work is also influenced by employee satisfaction. Employees can improve their skills and knowledge thanks to the company's training and facilities. The business can thus provide its customers with the best possible service. Not only employee attendance must be considered, but also organizational requirements for systems and procedures. For your business to operate harmoniously, each component must be managed and coordinated effectively. From this point of view, there are three criteria:

   - Employee skills.
   - Capacity to oversee the data framework
   - Motivation, and responsibility

The presence of BSC is very vital for the organization. The level of company competitiveness increases significantly with the presence of BSC. In addition, the company is not intimidated by bigger rivals. Companies are more aware of their weaknesses as a result of BSC. In addition, it speeds up and improves the accuracy of finding solutions.

2.9   SAP Success Factors

SAP Success Factors [FIA10](sometimes commonly called SF or SFSF. SAP) is an HR tool that provides human resource management (HCM) based softwarecloud model, SAP SuccessFactors combines key human resource management and talent management capabilities to provide customers with a variety of deployment options tailored to their specific solution needs. By encouraging coaching and frequent feedback between managers and employees. SAP helps organizations focus on positive development and achieving peak performance. The core HR life cycle ofSAP Success Factors enabling employees to: Manage data, self-service, payroll, time, benefits, tickets and issues, health and wellness, global data protection and privacy, diversity and inclusion.Success Factors HCM Suite is your one-stop management for workforce transformation. Instead of starting and ending the core HR system, HR transactions extend to all affected modules, creating processesend-to-end complete.

Following are some of the most used HR and talent management modules included in SAP SuccessFactors:

a. Employee Central. serves as the core HR center for the SAP SuccessFactors product line and as the HR record system. It is a data warehouse that stores employee information such as addresses, social security numbers, ID numbers, salaries and rights. This may also include regulatory compliance records, time and attendance tracking, global performance management, and job information and reporting structures. Employee Central has capabilities for both managers and employees, bringing HR closer to employees and allowing them to make many changes without HR support.

b. Performance and Goals. This is the first module offered by SAP SuccessFactors. Provides continuous performance management (CPM) capabilities, allowing employees to measure their performance and progress in real time. Managers can also use this module to communicate objectives with their employees.

c. Employee Central Payroll. This cloud payroll software is designed to simplify the global payroll process. Employee Central Payroll automates and speeds up the payment process to ensure timely payments with minimal errors. It also consolidates processes into a centralized platform that is localized for 48+ regions and reduces labor costs.

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d. Work Zone. SAP Work Zone for HR provides a central workspace and dashboard where employees can access multiple applications. This simplifies features such as internal communication, assigned tasks, and help functionality. Companies can integrate artificial intelligence-based workflows, such as chatbots, into work zones.

e. Recruiting. Recruitment Opportunities are aligned with the hiring process and cover three core modules

f. Recruiting Management, the collaborative mobile recruitment management platform from SAP Success Factors.

g. Social recruitment marketing platform including career website builder for recruitment marketing, search engine optimization

h. Recruiting Posting, a platform for posting vacancies on various job boards.

i. Learning. This module is the SAP SuccessFactors learning management system. Drive continuous employee learning experiences with social and mobile capabilities. Supervisors create courses that are automatically linked to employees and can be tracked through various SuccessFactors tools

j. Visa and Permits. Employees can track and manage the progress of work visas and work permits and receive notifications of processing delays via visa and permit analytics. This module helps companies comply with visa and work permit laws and regulations and avoid violations.

k. Employee Central Service Center. This comprehensive staffing system provides a unified knowledge base for personalized HR policies and access to the HR helpdesk. From anywhere within SAP SuccessFactors, employees can simply click the Ask HR button to find the information they need.

l. Compensation Management. Compensation management software enables HR to build and manage a strategic compensation program that better reflects the needs of the organization, employees and budget. Easy access to various types of rewards, including budgeting, bonuses, performance-related awards, real-time salary increases and more. The Variable Payments module allows users to calculate variable payments. This includes features such as historical data, tracking, and budgeting.

m. Onboarding. This module guides new hires and facilitates interdepartmental work. It also includes an offboarding feature to support employee exit processes. New employees can access the documents they need, interact with colleagues, and find an

overview of team members through the new hire portal. The HR department typically uses the onboarding portal to grant new hires permission.

n. People Analytics. This module is the SAP SuccessFactors approach to Workforce Analysis, Workforce Planning and All Reports in SAP SuccessFactors. Based on SAP technologyAnalytics Cloud, users can create workforce management plans and view data through the People Analytics portal. You can use HR data to perform workforce planning, perform analytics and predictive models, and create various types of reports and dashboards.

3.   RESEARCH METHOD
3.1   Qualitative Approach

Sugiyono (2016) defines a qualitative research method as a method in which the researcher serves as the main instrument for examining the condition of natural objects. According to Moleong (2005), qualitative research is research that aims to understand phenomena about research subjects, such as behavior, perception, motivation, and actions, in general, through descriptions in the form of words and language that are understood in certain contexts. also, by various logical techniques. Kirle and Miller confirmed that qualitative research in the social sciences is a distinct tradition that, in terms of its field and terminology, relies heavily on human observation.

Lincoln and Guba (1995) describe several qualities of subjective examination, including:

1. Qualitative method
2. Limitations of research with a focus
3. There are certain data validity criteria
4. Temporal design
5. The results of the research were discussed and accepted together.

Through this internship report, the author tries to detail the performance appraisal process at company X during a pandemic or in the Work From Home (WFH) program. The information collected in this material is descriptive in nature, including statements of facts and evidence, each of which explains how the performance appraisal process was at Company X during a pandemic or in the Work from Home (WFH) program. Because of these characteristics, the approach used in this study is similar to qualitative research.

This report describes what happened in the field to form data. The interactions seen are surveys towards the end of 2021 and the beginning of 2022.

3.2   Method of collecting data

The following methods were used to collect data in this study:

1. Observation   : Observation According to Marshall (in Sugiyono 2016), researchers study behavior and the meaning associated with it through observation.
2. Interview   : Interview According to Rosaliza (2015), interviews are one of the data collection methods most often used by social researchers. When the research subjects (respondents) and researchers meet face to face during the primary data collection process, this approach is used.

Information is collected in this report in the following ways:

1. Observations through data collection apprentices, observations and notes directed at the object of research.
2. Interview by collecting information through direct question and answer with several parties within the scope of Human Capital Business Partner 1
3. Literature Study, where the author collects the information needed to improve the report from writing books, articles and diaries related to the problem under study.

4.   RESULT

4.1   Human Capital Business Process 1

The HCBP-1 Department is one of the departments under the Office of President Directorate. The work structure of this part/department is:

a. Senior Manager : Carrying out organizational planning activities, performance management, managing corporate culture, and employee development as well as understanding the business aspects of work units that are their responsibility in order to support the achievement of the company's vision and mission
b. Expert : Analyzing and facilitating divisional needs for end-to-end HCM business processes.
c. Senior Officer : Analyzing and facilitating divisional needs for end-to-end HCM business processes
d. Officer : Analyzing and facilitating divisional needs for end-to-end HCM business processes.

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4.2   Tasks and Activities

a. Task

Organization, Culture and Performance Management

b. Activity

HCBP-1   :

- Analyze and validate divisional organizational change requests
- Ensuring programs related to corporate culture run in the division
- Ensure all employees in the division complete the performance management cycle (planning, mid review, final evaluation
- Carry out the performance calibration process in the division

Expertise   :

- Develop organizational change policies
- Facilitate top-down organizational change
- Administrative completeness of humanist system data
- Formulate organizational culture
- Develop performance appraisal policies and align KPIs down to individuals

4.3   Implementation of Performance Assesment

Performance appraisal is carried out 2 times a year, namely in the middle of the semester (July) as a KPI check point given to employees and at the beginning of the working period (January) to assess employee performance in the previous year. Each employee has different assessment items, but there is a possibility of similarity in the assessment items, namely if they are in the same structural line. Examples of the same assessment items are GPA and QPA Items belonging to the Senior Officer, which are passed down from the Senior Manager.

But that's not all that will be assessed, company culture will also be assessed. There are 673 employees registered in the performance appraisal process in 2021. Spread over 5 Directorates, 21 Divisions, 76 Departments and 61 Sub Departments with   details   as follows:

Table 1. Employee data

Department	Amount
Director	5
General Manager	21
Senior Manager	76
Junior Manager	61
Senior Officer & Officer	504
Total	673

Source: Processed data (2022)

4.4 Performance Appraisal Methods

The performance appraisal method used is the balanced scorecard and culture assessment is applied to all levels of employees while 360 feedback is applied to the leadership level only. Performance appraisal in this company uses the SAP Success Factors system.

The company uses a performance measurement model that includes not only financial but also non-financial measures to assist in the performance appraisal process that emphasizes financial aspects and ignores non-financial performance. The concept of the Balanced Scorecard (BSC), created by Kaplan and Norton as a result, is a broader performance measurement system.

The Balanced Scorecard developed in 1992 by Kaplan and Norton is a performance evaluation method that adapts to the company's strategy and objectives to measure both financial and non-financial aspects.

Performance appraisal is based on the QPA listed in the Job Description given to each employee at the beginning of the year. In general, it can be concluded that the Job Description is continuous with the Performance Appraisal process using a scale of 1-5, with the following explanation:

Table 2. Scale Balanced Scorecard

Scale	Category
1	Poor
2	Fair
3	Good
4	Very Good
5	Excellent

Source: Processed Data (2022)

4.5 Performance Management Process and Flow

1. Socialization

Socialization is carried out at the beginning of the period or the beginning of the year, namely in January. This program is carried out by the Performance Team through a Virtual Meeting for one week which has previously been notified by e-mail to each employee. This meeting was held by inviting all employees in one division, where there are 21 divisions in the company. In this socialization, the Performance Team provides information regarding the Self Assessment process which must be carried out by each employee independently and also the deadline given for the Self Assessment process.

In the process of this socialization session, the Performance Team only explained matters related to the performance appraisal process, such as:

- The day and date when the Self Assessment start
- The day and date when the Self Assessment ends
- Self Assessment steps or flow by using the Cloud SAP Success Factors System
- Explain and remind all superiors starting from Junior Manager, Senior Manager, General Manager, and Directorate to validate the results of the Self Assessment of their subordinates whether they are correct and in accordance with their performance and goals for the past period

The explanation regarding KPIs, Job Descriptions and Goals that must be achieved has been carried out at the beginning of the period, superiors and employees discuss with the

aim of determining Goals for the next 1 period (Goal requirements should not be too easy or too difficult) so it can be concluded that Goals does not burden employees, the effectiveness and success rate of employees in completing Goals will be high as well as the presentation of employee failure in completing Goals will be very small.

Socialization according to Sutaryo (2004) is a process of how to introduce a system to someone and how that person determines his responses and reactions. Based on this quote, the process of socializing performance appraisal in this company is carried out to introduce the cloud system as a third party company as a tool for measuring employee performance appraisals as well as providing explanations and receiving reactions or feedback from employees regarding the stages of the performance appraisal process.

2. Self Assesment

After being socialized, the next process is Self Assessment. Self Assessment is a process of self-assessment of employees based on their own performance. In this process employees will assess their own performance based on the QPA that has been determined in the initial Performance Management process (at the beginning of the year). Self Assessment requires employees to describe what they are doing, the obstacles and challenges they face, but it also has to describe strengths, achievements, and failures in one period. In this process, employees are given 2 weeks to complete the Self Assessment as long as they are independent.

Following are the stages of employees in completing the Self Assessment:
1. Log in
2. Input username & password
3. Select Menu :performance
4. Select:performance review 2021 for …. (your name)
5. Stars cannot be selected / will be filled automatically from the system iffield % complete be equipped. Completefield : achievement and %complete by clicking on the 'pencil' icon
6. In sectionperformance evaluation there are some that do not need to be changed, such as: goal name, unit of measure, weight & target. Complete the fieldsachievement, % complete, status, probability of success, then selectsave changes

7. After achievement and %complete completed, then the star score will appear automatically from the system contents of subject comments as a narrative explanation system contents of subject comments as a narrative explanation ofachievement recognized.

Table. 3 % Complete

Rate/star	Complete
Rate 1	< 60%
Rate 2	60% - 94%
Rate 3	95%-105% (complete)
Rate 4	106% - 120%
Rate 5	> 120%

Source: Processed data (2022)

8. Select:*icon disc/save and close*, if you want the changes made to be saved, but the grades are not sent to the supervisor. Button location: Fill in the bottom right.
9. Select:*sent to manager*

One of the positive effects of self-evaluation or self-assessment according to Caruso (2022) will encourage employees to play an active role in a more collaborative performance feedback process. Getting employees involved in the process and self-assessment can increase engagement levels and lead to higher motivation.

Superiors can also learn about what external problems employees have so that they can affect their performance and then they can provide solutions and support in order to complete Goals.

Self Assesment What every employee does apart from assessing performance, they are also required to write descriptively and narratively regarding the process, flow, tips and what obstacles, hurdles, problems they faced in completing the Goals of the past period.

3.   **Validation**

This process is the final process in performance appraisal with the aim of equalizing resultsself assessment employees are then equated with employee performance and then validated by superiors at 2 different structural layers. This validation is carried out with a duration of 2 weeks in each layer.

The validation process is carried out in the same software using the same method, the supervisor only justifies, proves, and checks whether the data input by the employee is in accordance with the reality that is happening. Superiors have access to open and check the accounts of each employee or subordinate according to the organizational structure.

This stage can be carried out after the employee has completed the Self Assessment then the supervisor will get access to open the results of the employee's Self Assessment.

Susilowati, Retnowulan, & Widyanti (2018[FIA14]) said that performance is the ability to work as indicated by the results of work. Superiors or Managers play a very important role in this process, in which they directly monitor, control and oversee the performance of their employees. It is in this process that the superiors will justify and ascertain whether the resultsSelf Assessment his subordinates are in accordance with reality or not by equating goals, processes, and results that have been achieved by employees over the past period.

4.6   Performance Assesment Impact

Performance Appraisal will have an impact on employees in several aspects, namely;
a. Career   : Determines the position inHuman Asset Value (Tools which is used to influence one's career (can go up or down) which is formed becausePerformance and Competency.
b. Compensation   : As a multiplier of salary increase in the following year
c. Penalties/sanctions : The possibility of punishment for employees related to performance appraisal is very small. If the employee cannot complete the Goal, the employee will be given feedback by the superior as a way to solve the problem, because the supervisor plays an important role in determining the Goal of each employee at the beginning of the period.
d. Training   : After the HCBP Team has conducted a performance analysis and if there are several employees who have the same deficiencies or problems, the HCBP will conduct a Training.

4.7   The Final Result

The percentage of performance appraisal will be carried out individually as well as in teams, because the company uses the self-assessment method, employees must be responsible for their own goals, and team performance is the result of a collection of individual performances in teams/departments, is it in accordance with the scope of duties and activities of the relevant department? as a whole or not. Employee performance in 1 team (sub-department, department, division, directorate) will be the responsibility of each Manager/superior.

5.   CONCLUSION

It can be concluded that the process of evaluating employee performance at Company X during a pandemic or during the Work From Home (WFH) program was carried out correctly based on research and discussion. utilizing the SAP Success Factors system as a performance evaluation tool and the Balanced Scorecard method with a scale of 1 to 5. There are three stages in the company X performance appraisal process:

1. Socialization
2. Self assessment
3. Validation

The positive and negative effects both affect the performance evaluation of Company X's employees. The positive effect is that employees are more motivated, and they get rewards and promotions as a result of good performance. While the bad consequences are being criticized by superiors, not getting rewards and maybe being forgiven. Please write down what the conclusions of the entire analysis or research that you have done are related to the problem raised. Write narratively, not using bullet points. If there are theoretical development suggestions that need to be conveyed to analysts or researchers afterwards, describe them in this section.

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