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GARIBALDI RANKING MODE METRIC (GR2M) MODEL AS A METHOD FOR ASSESSING ACCURATE AND FAIR WORK TEAMS

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ABSTRACT

Garibaldi Ranking Mode Metric (GR2M) Model, is a work team performance appraisal method that aims to provide information of team performance obtained from the assessment of perceptions of all team members, which aims to provide accurate data on the performance of each team member performance. In this method GR2M assessment, each member is required to provide an assessment with a comprehensive ranking and modus method for all team members, including himself. Furthermore, by compiling and averaging all the assessment results of all team members, an assessment will be obtained that represents all assessors' perceptions in this case, all team members. Dimensions used for this are; 1) Work process and 2) Work results. While each dimension consists of several indicators. From testing on the main sectors of business that are growing rapidly, namely Information and telecommunications in Indonesia that are quite representative and the world of education, obtained fair and accurate assessment results representing the perceptions of the team members. Qualitative research method with triangulation validation. With this method it is proven that the factors tested are significant factors in explaining and measuring the potential of the correlation.

Keywords: Performance Appraisal; Ranking Method; Performance.

Introduction

The organization's performance is one of its human resource performances. Organizational performance consists of performance-performance work units, work units consisting of group performance, and group performance composed of individual members of the organization's performance. In relation to performance, performance results from the division of labor in groups, both organized and structured as well as working groups for project work programs. To measure the performance of human resources within the work team, where the concept of a working team is a group consisting of professionals or resources performing above average, an objective, transparent and accountable measurement is required.

To find out whether or not the achievement of the intended purpose, it can be seen from the performance of its employees. Performance is an important element that benchmarks the success of employees within a company. Employees can demonstrate effective behavior if they have the necessary knowledge, skills, abilities and other characteristics. Performance is said to be efficient if certain inputs can be achieved with maximum output. Aguinis (2014: 87) says that performance criteria vary from one job to another, but the most common employee performance is measured by many jobs including: Quantity of output, quality of output, timeliness of output, attendance at work, efficiency of settlement work, work completion effectiveness.

One of the most effective methods for analyzing and knowing the optimal performance of employees and employee career plans and goals in the company is through performance appraisal. According to Noe et al (2015: 347) Performance appraisal is a process done by the organization to get information about how well employees do their work. In order for the performance appraisal within the company to fit the objectives, managers must understand the method of performance appraisal so that in practice managers will not be mistaken in providing performance appraisals for employees. Related to the increasingly tight business competition condition, many achievements of goal achievement is done through the formation of team, so that achievement can be completed well.

Given the potential of a classic problem from relying only on the appraisal by the boss as the source of the assessment, in assessing the team to obtain an objective assessment result, a comparative method is required, referring to the 360-degree appraisal concept. Looking at the phenomenon requires a method that truly represents the perceptions of assessment of all team members, thus creating an assessment result that is felt to be fair by all members of the team. In this condition we need a model that can solve the problem. Referring to the phenomenon, this research takes the title, Garibaldi Mode Metrics Modeling Model as a Method of Accurate and Fair Team Appraisal.

Formulation of the Problem

Based on the above-described background, a problem is made about whether the Garibaldi Mode Modes Metrics Model can be used to measure team performance fairly from the perspective of all team members.

Purpose and Objective

Introduce and explain validity, as well as the reliability of the Garibaldi Mode Rank Metrics Model, as a new, solute method of overcoming problems in Team performance appraisals.

Literature Review

Performance Appraisal

Performance assessment by Bernardin and Russel (2013: 240) is an ongoing process for identifying, measuring, and developing individual and team performance and for aligning performance with the organization's strategic objectives. Meanwhile, According to Noe et al (2015: 347) Performance assessment is a process done by the organization to get information about how well employees do their work.

According to Mondy (2016: 189) suggests that there are 4 factors that affect the effectiveness of the performance appraisal by the company, namely:

1. Performance Appraisal Process
   The starting point for the performance appraisal process is to identify specific performance objectives. The scoring system may not be able to serve each of the desired objectives effectively, so management has to choose specific, trusted goals to be most important and realistically achievable. For example, some companies may want to emphasize employee development, while other organizations may want to focus on adjusting payments. Many firms rely on performance appraisal results to help inform decisions for work stoppages, especially after regular work performance patterns are inadequate. In each case, performance appraisals present development objectives, evaluative goals, or both. The next step in this cycle continues by setting performance criteria (standards) and communicating this expected performance to those concerned. Then the work is done, and the supervisor assesses its performance. At the end of the appraisal period, the appraiser reviews performance in the work and assesses it based on previously established performance standards. This review helps determine how well employees have met the standards, determined the reasons for deficiencies, and devised a plan to fix the problem. At this meeting, goals are set for the next evaluation period, and this cycle continues to recur.
2. Setting Performance Appraisal Standards
   Management must carefully select performance criteria as it relates to achieving company goals. The most common assessment criteria are the characteristics, behaviors, competencies, achievement of goals, and potential enhancement.
3. Performance Assessment Responsibility
   Human resource departments are often responsible for coordinating the design and implementation of performance appraisal programs. However, it is vital that the manager as a key actor / actor from start to finish. These individuals usually make judgments, and they should directly participate in developing the program if it is to succeed.
   The 360-degree method is unlike traditional performance reviews, which provide feedback from supervisors on employees. 360-degree feedback provides a complete view of each employee. As many as 90% of 500 companies use some form of 360-degree feedback for employee evaluation or development. Many companies use the results of the 360-degree program not only for conventional applications, but also for prospective success planning, training and professional development.
4. Performance Period
   Formal performance evaluations are usually performed at specific intervals. While there is nothing to say about reviews for the formal appraisal period, in some organizations it occurs once or twice a year. Even more important, however, the interaction is continuous (mainly informal), including training and other development activities, which are continuous throughout the assessment period. Managers must be

conditioned to understand that management performance is a continuous process built into their work every day.

Gomez-Mejia (2012: 253) points out the benefits of performance appraisal based on the perspectives of supervisors and employees, including:

A. Supervisor Perspective

- Although the assessment technique used is not perfect, individual differences in performance can make a difference to the company's performance.
- Documentation of performance appraisal and feedback may be required for legality defenses.
- Assessment provides a rational basis for building appropriate bonus systems for employees.
- Dimensions and assessment standards can help to implement strategic objectives and clarify performance expectations.
- Providing individual feedback is part of the performance management process.
- Although the traditional focus is more on the individual, the assessment criteria may include cooperation and the working group may be more focused on the assessment.

B. Gomez-Mejia (2012: 253) Employee Perspective

- Performance feedback is required and desirable.
- Improvement in performance requires assessment.
- Justice requires differences in levels of performance among employees to be measured and impact on outcomes.
- Assessment and recognition of performance levels can motivate employees to improve their performance.

According to Dessler (2015:338) performance appraisal methods are as follows:

1. Graphical Rating Scale Method
   A method that uses a scale that lists a number of features and performance ranges for each employee. The employee is then assessed by identifying the value that best describes the level of performance for each feature.
2. Alternate Ranking Method
   The method by ranking employees from the best to the worst based on certain characteristics, choosing the highest, then the lowest, until all rated.
3. Method of Pairwise Comparison
   Method by ranking employees by making a chart of all possible employee pairs for each trait and indicating which employees are better than the couple.
4. Forced Distribution Method
   Method by judging on a curve; the percentage of employees to be assessed predetermined is placed in various performance categories.
5. Critical Incident Method
   The method that stores the records contains good or undesirable examples of employee related behaviors and review them with the employee at a predetermined time.

Performance

Aguinis (2014: 88) says performance is about behavior or what employees do, not just what their employees produce or their work. According to Bernardin and Russell (2013: 241) argue that performance is a record of the results obtained from certain job functions or activities over

a given period of time According to Dessler (2015: 329) argue that employee performance is the actual achievement of employees compared to achievements expected of employees.

Aguinis (2014: 89) mentions there are three factors that affect employee performance, among others:

1. Declarative Knowledge
   Declarative knowledge is information about facts and other matters, including information about the requirements of assigned tasks, labels, principles, and objectives.
2. Procedural Knowledge
   Procedural knowledge is a combination of knowing what to do and how to do it, and includes cognitive, physical, perceptual, psychomotor, and interpersonal skills.
3. Motivation
   Motivation involves three behavioral choices, including:
   1. Choice to try.
   2. Choice of business level.
   3. The choice to insist on striving at that level.

Bernardin and Russell (2013: 247) reveal six primary criteria that can be used to measure performance, including:

1. Quality
   Is the extent to which the process or the results of the implementation of activities near perfection or close to the expected goal?
2. Quantity
   Represents the amount generated, realized through the currency value, the number of units, or the number of completed activity cycles.
3. Timeliness
   It is the level at which the activity has been completed with a time that is faster than specified and maximizes the time available for other activities.

4. Cost-Effectiveness
   It is the extent to which the use of organizational resources (human, financial, technological, and material) is maximized to achieve the highest yield or reduction of losses from each unit of resource use.
5. Need for Supervision
   It is the degree to which a worker can perform a job function without requiring supervisory supervision to prevent undesirable actions.
6. Interpersonal Impact / Contextual
   It is a level where an employee appreciates one another, has good desires, and works with colleagues.

Table 1. Previous Research

Iqbal, Ahmad, Haider, Batool, dan Qurat-ul-ain (2013)	*Impact of Performance Appraisal on Employee's Performance involving the Moderating Role of Motivation*	Arabian Journal of Business and Management Review, Vol. 3, No. 1.
Akinbowale, Jinabhai, dan Lourens (2013)	The Impact of Performance Appraisal Policy on Employee Performance – A Case Study of Guaranty Trust Bank in Nigeria	Mediterranean Journal of Social Sciences, Vol. 4, No. 14.

Gery Greguras, et al (2003)	A field study of the effects of rating purpose on the quality of multi sources ratings",	Personnel Psychology 56
Steve Bates (2003)	Forced Ranking,	Personnel Psychology 58
Latham, Locke (2002)	Building a practically useful theory of Goal setting and task motivation,	American Psychology 57, no 29

Garibaldi Ranking Mode Metric (GR2M)

Garibaldi Ranking Mode Metric (GR2M) model is a model of performance assessment of team members, which is metric and improves and compares the assessment results of all team members who participate in the team performance measurement process by each team member to each member of the team. In this model each team member is required to assess each team member, by ranking each member of his team. In this model each team member is required to understand the assessment standards set by the team prior to performance. Practically the assessment standard consists of work processes and work results.

The following Garibaldi Ranking Mode Metric (GR2M) Model

Total Member Ranking Mode = Modus Total Work Process Rank + Modus Total

Table 2. Illustration example: Team 1

Member (A, B, and C) Ranking (1,2 and 3)	**A**	**B**	**C**	Total Ranking Modus
1	A	**B**	C	1. B
2	B	A	**B**	2. A
3	C	C	A	3. C

Based on the above table, referring to the results of the joint assessment, member B is the best performing member in team 1, followed by A and C.

Explanation: The result of the assessment by members A, A is ranked 1, B is ranked 2 and C is ranked 3, with the following explanation:

- Assuming scale: minimum score 10 - maximum 50
  - Working Process Score (10-50)
  - Result of Work Score (10-50)

By perception of A;

A gets a score of 50 for the work process and 50 for his work.
B gets a score of 40 for the work process and 45 for his work.
C gets a score of 30 for the work process and 35 for his work.

Methodology

Triangulation Qualitative Method

Triangulation is defined as a combination or combination of methods used to examine interrelated phenomena from different perspectives and perspectives (Denkin). To date, the Denkin concept has been used by qualitative researchers in various fields. According to him,

triangulation encompasses four things: (1) Triangulation of methods, (2) Triangulation between researchers (if research is done with groups), (3) Triangulation of data sources, and (4) Triangulation theory.

Result and Discussion

1. Triangulation method is done by comparing information or data in different ways. As known, in qualitative research the researcher uses interview, observation, and survey methods. Thus, if the data is clear, for example in the form of text or script / transcript of film, novel and the like, triangulation is not necessary. However, other aspects of triangulation remain to be done. The data obtained are primary data in the form of manuscripts in the form of numbers with interval scales, the data is in the form of a text in the form of tables in a form that can be measured objectively.
2. Triangulation between researchers, conducted by using more than one person in data collection and analysis. This technique is recognized to enrich the treasury of knowledge about the information unearthed from the subject of research. But it should be noted that people who are invited to dig the data must have experience of research and free from conflicts of interest so as not to harm researchers and give birth to a new bias of triangulation. Data collected is data taken from the results of the spread of the form contains a table of numbers to rank assessment, which is disseminated by the lecturers in each semester has been running for three years. In addition to lecturers who measure the performance of their students, in the form of teams in task project work, this form is also used by managers in assessing team performance in telecommunication companies in Indonesia.
3. Triangulation of data sources, exploring the truth of certain information through various methods and sources of data acquisition. For example, other than through interviews and observations, the researcher may use participant observation, written documents, archives, historical documents, official notes, personal notes or notes and drawings or photographs. Interviews are conducted in a structured manner with reference to Performance indicators consisting of work processes and work with reference to: 1) Functions of the model, 2) expenses (time, cost, effort) 3) convenience (direct, public, free, confidential).
4. Triangulation theory. The result of qualitative research is a formulation of information or thesis statement. The information is then compared with the relevant theoretical perspective to avoid individual researcher's bias upon the resulting findings or conclusions.

According to:

Mondy (2016: 189)

The 360degree method is unlike traditional performance reviews, which provide feedback from supervisors on employees. 360-degree feedback provides a complete opinion of each employee. As many as 90% of 500 companies use some form of 360-degree feedback for employee evaluation or development. Many companies use the results of the 360-degree program not only for conventional applications, but also for prospective success planning, training and professional development.

Gomez-Mejia (2012: 253)

Related to the importance of Perspective Employees in the assessment, it is related to Justice which proves the presence or absence of differences in the level of performance among employees to be measured and impact on the results.

Dessler (2015: 338) performance appraisal methods amongst the following:

Alternate Ranking Method
The method by ranking employees from the best to the worst based on certain characteristics, choosing the highest, then the lowest, until all rated.

Pairwise Comparison Method
Method by ranking employees by making a chart of all possible employee pairs for each trait and indicating which employees are better than the couple.

Aguinis (2014: 88)
Performance is about behavior or what employees do, not just what their employees produce or their work.

Bernardin and Russell (2013: 241)
Performance is a record of the results obtained from certain job functions or activities over a period of time.

Bernardin and Russell (2013: 247)
Reveals the primary criteria that can be used to measure performance, among others:

Quantity
Is the amount generated, realized through the currency value, the number of units or the number of activity cycle that has been completed.

Conclusion

The Garibaldi Ranking Metrics Modus (GR2M) is a model of measuring the performance of each team member. It provides detailed information for supervisors and members in the team. The use of ranking and quantitative assessment is one of the important step in the process.

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