

EMPLOYEE APPRAISAL PERFORMANCE, WORKPLACE, ORGANIZATIONAL CULTURE AND ITS EFFECT ON THE EMPLOYEE PERFORMANCE

(Study on Educative employees of Wijaya Kusuma University Surabaya)

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Abstract: This research aims to investigate the effect of Employee Performance Appraisal through Employee Performance, Workplace through Employee Performance, and Organization Culture on the Employee Performance of educative employees at Wijaya Kusuma University Surabaya. The population of this research was the employees of Wijaya Kusuma University Surabaya, such as educative employees and non-educative employees. On the other hand, the researcher used the employees as the study sample with 100 people. In the data analysis technique, the researcher used *simple random sampling* to gather the data by using a questionnaire to the 100 employees. Moreover, in the data analysis technique, the researcher used *regresi linear berganda*. The result shows that *employee appraisal performance, Workplace, and organizational culture* significantly affect *employee performance* of the educative employee of Wijaya Kusuma University Surabaya. With increasing *employee performance*, the researcher hopes that Wijaya Kusuma University will become one of the most outstanding Universities and superior in the world of education in Indonesia.

Keywords: Employee Performance, Employee Appraisal Performance, Workplace, Organizational Culture

1. Introduction

A University is an educational organization in which individuals interact with each other and work together to create an academic atmosphere. Furthermore, there are distinctive features in each of the universities. For instance, Wijaya Kusuma University Surabaya, which is included in one of Indonesia's private universities, has a characteristic named "*Kampung Waringin Unggul*" (A term for Wijaya Kusuma University Surabaya. Moreover, the employees of Wijaya Kusuma University Surabaya, either an educational or non-educational, are parts of the academic community who play an essential role in becoming one of the private universities in Indonesia that is qualified and a university with an international level. Therefore, the University always endeavours to improve or increase the performance of all its employees.

According to Chen (2020), "*Social Exchange Theory (SET) is social exchange comprises actions contingent on the rewarding reactions of others, which over time provide for mutually and rewarding transactions and relationship*". Based on this theory, there is an interaction from *the social exchange*. Thus, the company encourages all employees to work hard to receive awards from the company. Therefore, it will significantly support the improvement of

employee performance. In this research, the researcher chooses Wijaya Kusuma University as the University that will be investigated because he wants to know about how to increase *employee performance* from the aspects of *appraisal performance*, *Workplace*, and *organizational culture*.

The educational employees can monitor the implementation of *Tri Dharma* activities by themselves through the information system named *SiDokar / Sistem Dosen dan Karyawan*. The University has provided that in order to get an *employee performance appraisal*. Thus, these things are similar to the research conducted by Paais Pattiruhu (2020), who states that employee job satisfaction is a collage bridged between the role of reward for work involvement, so it can be said that engagement antecedents come from feeling satisfied at work.

In order to improve the Workplace, the University creates an academic atmosphere that supports activities conducted by the educational employees. However, on the other hand, to improve the organizational culture, the University always instils a culture of community rooted in Raden Wijaya, who never gives up on achieving goals. Furthermore, Organizational Culture (O.C.) is a system of shared understanding held by members of an organization, and its what distinguishes the organization from other organizations (Setiawati, 2019).

Wijaya Kusuma University Surabaya always strives to be able to grow, expand, and become more significant and preferable than other universities because of its academic community refers to the example of Raden Wijaya, who never gives up on fighting for his ideals. Therefore, proper management is needed from the professionals who are experts in their fields. Thus, *employee performance* is needed to realize its expectations. Furthermore, this research aims to explore variables that can affect *employee performance* improvement. In a study conducted by Appiah, 2010, *Employee Performance means how well employees perform on the job and assigned assignments measured against the generally accepted measure of performance standards set by their companies*. There is an expectation in each company. In other words, the employees with high-performing employees are in-line with what is expected by the company and can reach the standards that the company has set. On the other hand, Diana, 2021 states that *performance is the result of a word that can be achieved by employees of an organization both individually and in groups*.

Based on the background and the contextual phenomena that exist within Wijaya Kusuma University Surabaya, three problems will be discussed in this research, for instance: does the *employee performance appraisal* affect the *employee performance* of educational employees at Wijaya Kusuma University, Surabaya?; does *Workplace* affects the *employee performance* of educational employees of Wijaya Kusuma University?; and does *organizational culture* affects the *employee performance* of educational employees at Wijaya Kusuma University?. Thus, the research aims to analyze and investigate the influence of *employee performance appraisal* through *employee workplace*, *employee performance*, and *organizational culture* on *employee performance* of educational employees at Wijaya Kusuma University, Surabaya. The researcher hopes that this research can contribute to improving *employee performance* of educational employees, including lecturers at Wijaya Kusuma University, Surabaya.

2. Literature Review

Employee Performance

Dessler (2015) states that *employee performance* evaluates performance in the present and the past relative to its performance standards. Moreover, *employee performance* is the result of what a person does in carrying out their duties or jobs. There are five employee dimensions: job, knowledge, reliability, availability, and independence.

According to the law of constitutions in the number 14 of 2005, concerns about the teachers and lecturers are obliged to carry out the *Tri Dharma* of higher education, namely teaching,

research, and community service. Therefore, the performance of the lecturers can be measured based on the implementation of the *Tri Dharma*. The performance of these lecturers impacts the quality of the University and has a direct impact on the development of lecturers' academic careers. Therefore, the lecturers who want to improve their functional positions are obliged to carry out the *Tri Dharma* conditions.

Employee Performance Appraisal

Performance appraisal is the process of evaluating the quality of the employees in their job. Furthermore, the company gives information by communicating the evaluation process results to the employees. (Mathis, 2006). Therefore, the benefits of employee performance appraisal are for the dynamic of overall organization growth because the company knows the actual conditions of how their employees perform. Moreover, there are three criteria for employee performance appraisal: individual duties, individual behaviour, and individual characteristics.

Workplace

The Workplace is defined as the sense of comfort gained by the employees from their work related to the feelings in general (*core affect*) and intrinsic values of their work (*work values*). Generally, the employees who feature prosperity in the Workplace would be satisfied and comfortable working, and it may also afford a good performance. Page, 2005 states that workplaces are based on work's intrinsic and extrinsic values. Moreover, Page refers to Herzberg's theory of motivational duality consisting of five types of intrinsic factors: policies, salaries, interpersonal relationships, working conditions, and the Superiors. On the other hand, there are four types of extrinsic factors: achievement, the awareness of achievements, responsibilities, and the resulting progress.

Organizational Culture

Robbins and Judge (2015) explain that organizational culture is a shared perception embraced by members in organizations that concerns how members see the organization. There are seven types of characteristics of organizational culture, for instance: innovation and courage to take risks, attention to detail, result-oriented, human-oriented, team-oriented, aggressive, and stability.

Analysis Models and Hypothesis

Analysis Model

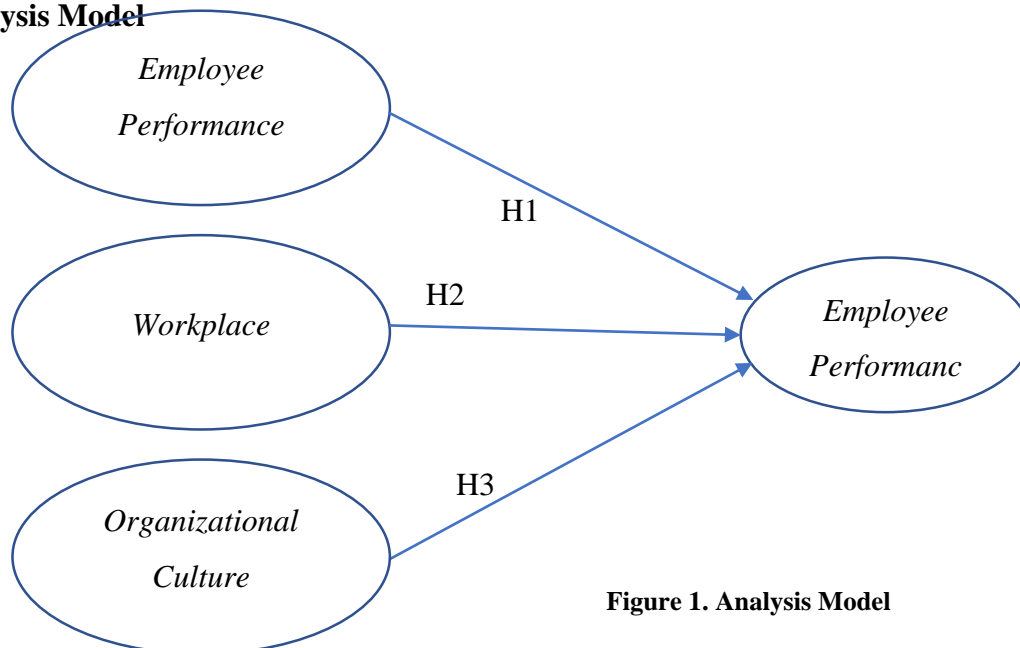


Figure 1. Analysis Model

Hypothesis

According to the analysis mode above, the researcher states three hypotheses, such as:

- H₁ : Employee performance appraisal affects educational employees' employee performance at Wijaya Kusuma University Surabaya.
- H₂ : Workplace effects on the employee performance of educational employees at Wijaya Kusuma University Surabaya.
- H₃ : Organizational culture affects the employee performance of educational employees at Wijaya Kusuma University Surabaya.

3. Method

A descriptive qualitative approach was used in this research to tell the phenomenon by using numbers in the variables that will be analyzed. The data used in this research are primary and secondary data (Sugiyono, 2017). Primary data was obtained directly from the object of the study. Thus, the interview results would be the primary data, while the secondary of this research is the results of literature interviews from the previous study. Wijaya Kusuma University Surabaya published the previous study in this research.

The population of this research was all the Wijaya Kusuma University Surabaya employees, both educational and non-educational. On the other hand, the sample used in this research was the educational employee (the lecturers) at Wijaya Kusuma University Surabaya. In the data analysis technique, the researcher used simple random sampling based on Sugiyono, 2017 defines *sample random sampling* as the retrieval of sample members from the population that is carried out randomly without considering the strata in the population. The totals of samples in this research were 100 people referring to the Sugiyono, 2017, where the determination of the number of samples was at least 20 respondents and for the rest will be better.

The variables in this research consist of the independent variable, for instance, employee performance appraisal, Workplace, organizational culture, and the dependent variable (employee performance). Moreover, the measurement of these variables used the Likert scale, which has five scales, such as: completely agree (score 5), agree (score 4), moderately (score 3), disagree (2), and strongly disagree.

The validity and reliability test was carried out for the instrument test of the statement in the questionnaire. Meanwhile, the regression analysis technique was needed by using SPSS program software to test the effect of the relationship between independent variables on dependent variables. The general formula of multiple linear regression is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Description:

Y = *Employee Performance*

a = Konstanta

b_{1, 2, 3} = Koefisien Regresi

X₁ = *Employee Performance Appraisal*

X₂ = *Workplace*

X₃ = *Organizational Culture*

e = Standard Error

4. Result and Discussion

The researcher distributed questionnaires to 100 educational employees. After the researcher distributed and looked up, the totals of the questionnaire are filled out entirely and worth to be cultivated by the researcher. Furthermore, in the instrument test, validity and reliability test were carried out. Based on the validity test results obtained that all variables were said to be valid because the significance value was less than 0.05. moreover, the reliability test results collected that all variable items studied were the variables because the value of Cronbach alpha was above 0,6.

The result of the multiple linear regression test obtained from the equation presented in table 1 is as follows:

Table 1. Multiple Linear Regression Test Equation

| Model | Unstandardized Coefficients | | Standardized Coefficients |
|-------|-----------------------------|------------|---------------------------|
| | B | Std. Error | Beta |
| 1 | (Constant) | .114 | .455 |
| | X1 | .175 | .084 |
| | X2 | .564 | .120 |
| | X3 | .246 | .089 |

a. Dependent Variable: Y

Source: SPSS Data Processing Results

$$Y = 0,114 + 0,175X_1 + 0,564X_2 + 0,246X_3$$

The equation above could explain that the free variables, which are employee performance appraisal, Workplace, and organizational culture, have a positive effect on the dependent variable (employee performance). Therefore, if there is an increase in employee performance appraisal, Workplace and organizational culture can increase the employee performance of educational employees at Wijaya Kusum University Surabaya.

The amount of contribution of free variables are the employee performance appraisal, Workplace, and organizational culture through dependent variable (employee performance) can be seen from the value of the coefficient of determination which is 46.4% which can be demonstrated in the table number 2. The variables of employee performance appraisal, Workplace, and organizational culture contributed as significant an impact to that number. At the same time, the remaining were affected by other variables not included in the analysis model, such as leadership, motivation, and so on.

Table 2. Coefficient Of Multiple Determination

| Model Summary | | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1 | .681 ^a | .464 | .447 | .54120 | 1.987 |

Source: SPSS Data Processing Results

The influence of each free variable (employee performance, appraisal, Workplace, and organizational culture) on the dependent variable (employee performance) can be seen in table 3, which is the outcome of the t-test below:

Table 3. The Results of the T-test

| | | Coefficients | | | | | |
|-------|------------|-----------------------------|------------|---------------------------|--|-------|------|
| | | Unstandardized Coefficients | | Standardized Coefficients | | t | Sig. |
| Model | | B | Std. Error | Beta | | | |
| 1 | (Constant) | .114 | .455 | | | .250 | .803 |
| | X1 | .175 | .084 | .176 | | 2.088 | .039 |
| | X2 | .564 | .120 | .414 | | 4.692 | .000 |
| | X3 | .246 | .089 | .254 | | 2.756 | .007 |

a. Dependent Variable: Y

Source: SPSS Data Processing Results

Based on the t-test results above, the significance value of the t calculation for the employee performance appraisal variable is 0.039 that smaller than 0.05; this means that the employee performance appraisal has a significant effect on the employee performance of educational employees of Wijaya Kusuma University Surabaya. Thus, the first hypothesis can be substantiated correctly. Furthermore, this research supported the study conducted by Syaifullah, 2016 who states that performance appraisal has an important role and can improve the employee's performance even though the research involved motivation as a moderation variable.

The results of the t-test show that the significance value of the calculated t for the workplace variable is 0.0, which is smaller than 0.05. it can be seen that the workplace variable has a significant effect on the employee performance of educational employees at Wijaya Kusuma University Surabaya. Thus, similarly to the first hypothesis, the second hypothesis can also demonstrate the truth. The result of this research was supported by the study that Mangundjaya has conducted, 2011 which defines the Workplace as not only contributing positively to the emergence of positive work attitudes but also making a positive and significant contribution to the appearance of personality characteristics of the people that are reflected in Psychological Capital (hopes, self-efficacy, resilience, and optimism).

Based on the results of the t-test, the significance value of the calculated t for the organizational culture variable is 0,007, which is smaller than 0.05, and it shows that organizational culture has a significant effect on the employee performance of educational employees at Wijaya Kusuma University Surabaya. Furthermore, the third hypothesis also demonstrated the truth. Thus, this research is contradicted Chrisulianti, 2019 who defines that organizational culture does not affect employee performance. The organizational culture provided by management does not have an effect that can improve employee performance. Organizational culture is one of the ways management uses to take control over employees' performance.

5. Conclusions

Based on the result of the analysis and discussion conducted by the researcher, it can be concluded that employee performance appraisal, Workplace, and organizational culture significantly influence employee performance of educational employees at Wijaya Kusuma University Surabaya.

The researcher hopes from this research that the company allows the employees to carry out a performance appraisal using methods that are easy to understand for non-educational employees and educational employees, as in this research where the researcher has significant results in the enhancement of employee performance. Furthermore, Workplace and organizational culture also positively affect employee performance at Wijaya Kusuma University Surabaya.

This research has limitations, including the research object that refers to the educational employee. Future research may add non-educational employee objects and explore variables

from other research to improve quality and employee performance at Wijaya Kusuma University Surabaya.

Acknowledgement

The deepest expression of gratitude conveyed to the lecturer who teaches the Scientific Paper Writing and Publication Course (Mrs. Dr. Lilis Ardini), The Indonesian College of Economics Surabaya as the organizer of the ICOBUS 3 international conference, as well as all parties who provided the support for the completion of this research.

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