

A Review on Benefit of Performance Assessment Control System

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A Review on Benefit of Performance Assessment Control System

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ABSTRACT

The main purpose of this research is to build a theoretical model regarding the main mechanisms of control systems in improving employee performance, specifically, this study first wants to empirically test the direct effects of the control system on the effects associated with employee labor such as skills, professional, work motivation, job satisfaction and job performance, the second test the mediation mechanism in relation to the control system with employee performance through employee characteristic variables. The third examines the contingency model in the control system relationship and the consequences of the employees by involving the task programming as a mediator. The research design used for the study of the type of survey research, where the theoretical model was tested empirically with the data collected in the Education Office of the Priangan region of East, West Java. The results of the control system analysis improve professional skills, work motivation, job satisfaction and job performance. In general, the findings of this study provide strong support for the view of behavior-based control systems, provide strong support for mediation mechanisms and provide partial support for the hypothesis.

Keywords

Control system, employee character, work motivation, work performance

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Introduction

Human Resources are the main key and have a major role in every activity of the Agency. As the main key, quality human resources will determine the success of the company in formulating plans, carrying out operational activities and controlling the course of the company in order to achieve predetermined goals. This is related to how the company maintains the work performance of employees to optimize employees in carrying out the tasks and responsibilities that have been given, so that the process runs smoothly and in balance, a performance appraisal is needed to assess employee job satisfaction which is one of the driving factors for increasing work performance. Performance appraisal is an important part of the entire process of the employee's activities concerned. Performance appraisal (Performance Appraisal) is a system used to assess and know the extent to which an employee has done his or her job as a whole.

Performance Assessment aims to provide feedback to employees in an effort to improve work performance, increase productivity, and as a basis for making various policies for employees. Performance appraisal becomes a guideline in the

field of personnel which is expected to show employee job satisfaction regularly and regularly. Job satisfaction according to Martoyo (2006) is an employee's emotional state where there is or does not occur a meeting point between the value of remuneration of employees from the company and the level of remuneration that is desired by the employee concerned. Job satisfaction is one of the factors driving employee performance. Job performance according to Hasibuan (2002) (2) is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience and seriousness and time. With the job satisfaction obtained, it is expected that high employee performance can be achieved by employees.

So it can be seen that not only the ability of employees is needed at work but also the level of satisfaction at work greatly affects employees for better performance. Management controls are important to organizations because failure in management controls can lead to large financial losses, reputational damage, and possibly even organizational failure. Despite the importance of having a good management control system (MCS), management critics argue that adding control does not necessarily lead to better control and that the commonly used MCS causes

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managers to be too short-term oriented or tend to hold back on creativity and initiative.

The narrow view of the MCS is a simple cybernetic system, which involves a single feedback loop (thermostat). This book takes a broader view and recognizes that some management controls are more proactive than reactive. Proactive means controls are designed to prevent problems before the organization suffers from an adverse effect on performance. The benefit of management control is the increased likelihood that the company's objectives will be achieved.

The management literature includes many definitions of management. All related to the process of organizing resources and directing activities for the purpose of achieving organizational goals. There are different functions, resources and management processes. Job satisfaction is one of the final goals that employees want to achieve. Handoko (2001) suggests that job satisfaction is a pleasant or unpleasant emotional state in which employees perceive their work, this can be seen in employees' positive attitudes towards work and everything faced in their work environment. Luthans (2005) states that there are 5 dimensions of job satisfaction, namely:

- a. The work itself, employees tend to prefer interesting jobs, opportunities to learn, and opportunities to accept greater responsibility.
- b. Supervision, supervision that is fair, open and willing to cooperate with subordinates will affect employees in their work.
- c. Coworkers, co-workers or cooperative teams are a source of job satisfaction, a "strong" team is a source of support, comfort, advice and assistance for employees.
- d. Pay, a wage system based on job demands, individual skill levels, and wage standards will create job satisfaction.
- e. Opportunity of promotion, fair promotion opportunities based on performance and seniority (length of work) will increase job satisfaction.

The work performance of an employee is basically the result of an employee's work during a certain period compared to predetermined standards, targets / goals or criteria. According to Hasibuan (2002) work performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience and seriousness and time. According to Bernardin &

Russel (2003), several criteria can be used to measure employee performance, namely:

- a. Quality (Quality) is the level where the process or result of the completion of an activity is close to perfect.
- b. Quantity (Quantity) is the production produced can be shown in units of currency, number of units, or number of cycles of activities completed.
- c. Timeliness is where these activities can be completed, or a production result can be achieved.
- d. Collaboration (interpersonal impact) is the level at which an employee is able to develop cooperation with superiors and colleagues.

The Effect of Performance Appraisal on Job Satisfaction Performance Appraisal is a method that can be used by companies to determine and assess how much employee job satisfaction is with their work and their work environment. The reason for the assessment is to increase the level of job satisfaction of employees by giving recognition of their work (Hasibuan, 2003). Assessment of employee job satisfaction can be understood through individual attitudes towards the work being done, the more aspects of the job that are in accordance with individual desires, the higher the level of perceived satisfaction. The Effect of Performance Appraisal on Job Performance Through the performance appraisal mechanism, it will be known how the duties and responsibilities of an employee are carried out and how far the results are in meeting the predetermined standards.

Armstrong in Ratna (2005) states that, "Management of work performance is based on information obtained from work performance appraisals, therefore the purpose of performance appraisal is to help improve work performance by knowing the strengths and weaknesses and doing things that develop strengths and weaknesses. overcoming weakness. " The Effect of Job Satisfaction on Job Performance One way to improve and develop employee abilities is to create job satisfaction. Handoko (2000) (9) suggests that "employees who get job satisfaction usually have better attendance records and regulations, but are less active in union activities and usually perform better than employees who do not get job satisfaction". If an employee is satisfied with his job and the work environment, he will be more enthusiastic and have the

motivation to be able to work harder in order to achieve sasara.

Performance Appraisal According to Rivai and Basri (2004), performance appraisal is a systematic study of the working conditions of employees which is carried out formally in relation to the performance standards set by the company. Dessler (2003) argues that performance appraisal is an evaluation of an employee, both current and past related to the performance standards of the employee. The results of the performance appraisal can show whether HR has met the demands the company wants, both in terms of quality and quantity. There are several factors that influence the performance appraisal process, namely:

a. Performance assessment indicators The performance criteria according to Schuker and Jackson in Mulyana (2011) are criteria based on characteristics, criteria based on behavior, and criteria based on results.

b. Performance appraisal methods According to Casio in Soeprihanto (2009) the performance appraisal method must cover five things, namely relevance (conformity of results and objectives), acceptability (can be accepted), reliability (trustworthiness), sensitivity (can distinguish work results), and practically (increase productivity).

c. Appraiser According to Hasibuan (2005), the determination of an appraiser is closely related to the issue of whether the assessment results are objective or not.

d. Implementation of Performance Appraisal Hasibuan (2005) argues that the implementation of the performance appraisal must include two things, namely: the timing of the currency unit implementation, the number of units, or the number of activity cycles completed. c. Timeliness is where these activities can be completed, or a production result can be achieved. d. Collaboration (interpersonal impact) is the level at which an employee is able to develop cooperation with superiors and colleagues. The Effect of Performance Appraisal on Job Satisfaction Performance Appraisal is a method that can be used by companies to determine and assess how much employee job satisfaction is with their work and their work environment.

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2. Literature Review

The control system has two basic functions:

Strategic control: the monitoring process for whether the various strategies adopted by the organization help the internal environment to match the external environment. This allows managers to evaluate the company's programs from a critical long-term perspective. (external focus)

Management control: includes processes for planning, organizing, directing, and controlling program operations. (internal focus). Management control is needed to prevent the possibility that people will do something beyond their performance or work discipline that is not in accordance with regulations that the organization does not want them to do or fail to do so. thing they have to do (behavior orientation). Pay for performance is an example because it involves employees who value it to produce good results. It is difficult to determine what a 'good' result is. However, they can create a greedy and short-term culture. Result control creates meritocracies; rewards are given to the most talented and hardworking employees. Outcome controls influence actions because they cause employees to

worry about the consequences of the actions they take.

2.1 Prevalence of outcome controls

These controls are used to control employee behavior at many levels of the organization. But especially for professional employees with decision authority. Decentralization and incentive system design are two critical organizational design (organizational architecture) options in the context of outcome control.

2.2 Outcome control and control problems

It is important that the results inform employees what is expected of them and encourage them to do what they can to produce the desired results. The control results are effective in overcoming motivation problems and they can also overcome the problem of personal limitations and they can encourage all employees to overcome their limitations and to develop their talents to position themselves for rewards that depend on the results. Performance measures also provide some non-motivational benefits from cybernetic traits (feedback). Management-With-Exception is investigating and intervening when performance deviates from expectations. Good control means that management can be reasonably confident that there won't be any big unpleasant surprises. It must be driven and driven by future goals. Out of control describes a situation where there is a high probability of poor performance.

Perfect control will require complete assurance that all physical control systems are very easy to eradicate and that all the individuals who depend on the organization must always act as best they can. Losing control is the cost of not having a perfect control system. Optimal control can be said to have been achieved if the loss of control is expected to be less than the cost of implementing more control. Judging whether good control has been achieved should be future oriented (no unpleasant surprises in the future) and goal driven (because goals represent what the organization wants). But still it is difficult and subjective to define control as 'good'. Action controls include ensuring that employees perform certain actions that are known to be of benefit to the organization. They are not effective in every situation. They are feasible only when the

manager knows what action is desired and has the ability to ensure that the desired action occurs.

Personnel controls are controls to make it more likely that employees will perform the desired tasks satisfying their own employees because employees are experienced, honest, and hardworking.

Cultural controls are controls to shape organizational behavior norms and encourage employees to monitor and influence each other's behavior.

Administrative boundaries can be used to place limits on an employee's ability to perform all or some of certain actions. Examples are restrictions on decision-making authority or segregation of duties (so that one person cannot perform the entire task). Separation of duties is necessary for good internal control but cannot prevent collusion (between different people). Poka-yoke is a step built into a process to prevent deviations from the correct sequence of steps; that is, where a particular action must be completed before the next step can be taken.

Action control is most effective when the desired objectives are well communicated. Actions for which employees are held accountable can be communicated either administratively (rules, policies, contracts, codes of conduct) or socially. Actions can be traced in person (surveillance or monitoring) or by examining evidence:

Action control and control issues

	Control problems		
Type of action control:	Lack of direction	Motivational problems	Personal limitations
Behavioral constraints		X	
Preaction reviews	X	X	X
Action accountability	X	X	X
Redundancy		X	X

Controls that prevent unwanted error and disorder from occurring are, when they are effective, the strongest form of control because no cost of

undesirable behavior will occur. Detection controls are applied after the behavior has occurred. Most of the control measures are used for prevention. However, as accountability controls are designed to motivate employees to behave appropriately, it cannot be verified whether appropriate action is taken until evidence of action is gathered.

3. Methods

Types and Research Locations The type of research used in this research is explanatory research with a quantitative approach, namely testing the hypotheses that have been formulated to determine the influence between the variables to be studied. This research was conducted at the Education Office, East Priangan region including Banjar, Tasikmalaya, Garut Ciamis, Pangandaran.

Method of collecting data
The method of collecting data in this study is to use a questionnaire containing statements distributed to employees of the Education Office in the East Priangan Region, West Java. Indirect data collection techniques are obtained from documents that contain information about companies or organizations to support this research.

Almost the same as the steps for a quantitative systematic review, a qualitative systematic review includes the following steps (Francis & Baldesari, 2006):

- a. Formulating the research question (formulating the review question)
- b. Conducting a literature search on systematic review (conducting a systematic literature search)
- c. Screening and selecting appropriate research articles (screening and selecting appropriate research articles)
- d. Perform analysis and synthesis of qualitative findings (analyzing and synthesizing qualitative findings)
- e. Implementing the quality control (maintaining quality control)
- f. Prepare a final report (presenting findings)

As a result of the inconsistencies in reported findings, there is controversy regarding the effectiveness of balance training for improving functional performance and neuromuscular control. Thus, its practical benefits in athletic training remain inconclusive. Our aim is to

evaluate the effectiveness of training interventions in improving neuromuscular control and functional performance.

Study Selection: Randomized controlled trials and non-randomized controlled trials with healthy and physically active participants aged up to 40 years were considered for inclusion.

Interesting results are postural control, muscle strength, agility, jumping performance, sprint performance, muscle reflex activity, force development rate, reaction time, and electromyography. Balance training was effective in improving postural swing and functional balance when compared to untrained control participants. Larger effect size for training programs of longer duration. Although controversial findings were reported for jumping performance, agility, and neuromuscular control, there are indications for the effectiveness of balance training in these results. When compared with plyometric or strength training, conflicting results or not the effects of balance training were reported for the increase in strength and in sprint performance.

To synthesize evidence of the management control system (MCS) being employed by organizations to enforce sustainable development (SD). We aim to suggest a road map for coherent research. We identified the different types of controls that organizations use to enforce SD. Our findings pose a problem. instances where the MCS cannot properly address all relevant aspects of SD. We found that organizations prefer to manage and control the smaller aspects of SD, such as environmental responsibility. Social responsibility is handled less frequently, and only a few organizations implement sustainable MCS (SMCS) that addresses all aspects of SD. Classic 'cybernetics' controls are the preferred choice in MCS, but organizations have advanced beyond them over the past decade. Our main contribution is a structured map of contemporary research that points to areas in which our understanding of SMCS is scarce, such as their interactions with contextual factors and as a result, long-term performance effects. When a PSS company is created by three subsystems that depend on each other under. In the CEPSS model, the total ability of PSS to meet customer performance expectations will depend on how the capabilities of each subsystem are designed and the environmental effects on the implementation of

these subsystem capabilities. Theoretically, for each of the subsystems in a CEPSS company, it is possible to construct several measures of the firm's capabilities in terms of the yields that can be generated by the capabilities. These methods include surveys, interviews, system audits, comparative analysis, human resources.

Performance appraisal is a vital tool for measuring the framework that any organization establishes its employees. It is used to track individual contributions and performance against organizational goals and to identify individual strengths and opportunities for future improvement and assess whether organizational goals are being achieved or serve as the basis for future corporate planning and development. This study examines the status of the performance appraisal system for the National Construction Company and its implications for employee performance. Respondents in this study are permanent employees. Purposive sampling technique was used in selecting respondents. Quantitative and qualitative research methods are used in data collection. Interviews, focus group discussions and survey questionnaires are the main instrument used in research.

In every organization, each individual performance has its own importance in the success of the organization. With the changing competitive business environment the effective and efficient use of resources is very important for the survival of organizations in the market. And performance evaluation of all resources involved in organizational operations is also very important to achieve organizational goals. As human resource is considered as the most valuable and complicated resource in an organization, HR assessment is also complicated and very important. Employee performance appraisal practice is not a new concept. In a group work, members, consciously or unconsciously, make opinions about other people. The opinion may be

about their quality, behavior, way of working, etc. Such opinions form the basis for interpersonal interactions. In the same way, when supervisors provide an opinion about their subordinates, it becomes the basis for their evaluation of performance (Prasad 2007).

With the expansion of performance appraisals the field of business has become more formal and structured. Although performance appraisal evaluates employees' past performance and helps in eliminating deficiencies this system alone is not sufficient to bring out the results of what today's competitive world demands, as this system emphasizes individual or team evaluation. As long as organizations struggle to survive, they must keep the principle of continuous improvement at the center of the stage. This principle cannot be achieved unless the context for achievement will be provided by improved performance evaluation process. An effective and appropriate evaluation process in the organization must provide the necessary feedback to employees and take action for their inner motivation.

Certainly such organizations with motivated and energetic employees can respond better to environmental changes and meet the needs of clients and service consumers. Here the process of performance evaluation from the perspective of the department of transport staff and terminals in Esfahan province is studied and its impact on employee intrinsic motivation has been determined. The results of this study indicate that the performance of the employee evaluation process in this organization affects the intrinsic motivation of these employees and it is positive. An obvious fact in process evaluation and intrinsic motivation is that we can strengthen the relationship between the two variables through various methods and use this to achieve better performance.

4. Results

Table 4.1. Previous research

Auditor	Titel	Methods	Advantages	Limitation
1.Astrid Zech, PhD	Balance Training for Neuromuscular Control and	The methodologic quality of all eligible studies was independently examined by	Data of interest were methodologic assessment, training intervention, outcome, timing	One limitation of this review was the poor methodologic quality of included studies (mean score 5.3). The best methodologic quality score was 7 of

	<p>Performance Enhancement: A Systematic Review</p>	<p>the 2 reviewers. For this approach, the scale of van Tulder et al 19 for the assessment</p>	<p>of the outcome assessment, and results. Standardized mean differences and 95% confidence intervals were calculated when data were sufficient.</p>	<p>9 points on the modified van Tulder scale, and only 3 of 21 studies were considered high quality, with scores of 5 points or more.^{1,21,23} We used 2 methods of data analysis to evaluate balance training effects: (1) summarizing of reported results and (2) meta-analysis techniques (SMDs).</p>
<p>2. Rainer Lueg, Ronny Radlach</p>	<p>Managing sustainable development with management control systems: A literature review</p>	<p>Our main contribution is a structured map of contemporary research that points to areas where our understanding of SMCSs is still scarce, such as their interplay with contextual factors and the resulting, long-term performance effects</p>	<p>We identify diverse types of controls that organizations use to enforce SD. Our findings problematize examples where the MCS is unable to appropriately address all relevant aspects of SD. We find that organizations prefer to manage and control smaller aspects of SD, such as environmental responsibility. Social responsibility is addressed less frequently, and only few organizations implement a sustainable MCS (SMCS) that addresses all aspects of SD. Classic ‘cybernetic’</p>	<p>The findings of the literature review have some limitations. First, despite our systematic approach, transparency is limited by our inherent values and beliefs, which we might not be able to fully express. Second, a systematic review produces a more generalizable theory (Rousseau et al., 2008)</p>

			controls are the preferred choice in MCS	
3. Anh-Tuan Nguyen	⁷ A review on simulation-based optimization methods applied to building performance analysis	⁷ Recent progress in computer science and stringent requirements of the design of “greener” buildings put forwards the research and applications of simulation-based optimization methods in the building sector	⁷ This paper also gives bibliographic information on the issues of simulation programs, optimization tools, efficiency of optimization methods, and trends in optimization studies.	³⁴ Simulation-based optimization is undoubtedly a promising approach to achieve many building design ³⁴ targets, opening a new era of design to architects and engineers. This paper provides an overview on optimization methods applied to building performance analysis.
4. Henri Inkinen	Review of empirical research on knowledge management practices and firm performance	Knowledge management (KM) has emerged as one of the most discussed new management methods. Among the most debated areas in KM has been the association between knowledge and firm performance, but a lack of understanding and consensus still remains as a major issue	⁶ This is the first systematic literature review on KM practices and firm performance. The results increase understanding of efficient and effective management of knowledge resources for organizational benefit.	The first limitation of this paper regards the methodological ³⁷ choice. This systematic review may have missed some literature due to the rigorous literature selection process. The search for the literature was conducted only through the abstract and citation database Scopus, w
5. John P. T. Mo	Performance Assessment of Product Service System from System	The rationale to use enterprise engineering methodologies to guide these steps is to minimize enterprise	²⁷ New business models in complex engineering products have favoured the integration of acquisition and sustainment	7. Conclusion New business models in delivering capabilities from the operations of complex engineering products such as aircraft, ships, and refineries have

	Architectu re Perspectiv es	design modifications and associated rework of the system governing information and material flows	phases in capability development. The product service system PSS concept enables manufacturers of complex engineering products to incorporate support services into the product's manufacturing and sustainment lifecycle.	favoured the integration of acquisition and sustainm ²⁷ . phases of the products. The product service system PSS concept enables manufacturers of these complex engineering products to incorporate support services into the product's system capability lifecycle. been fragmented
6. Liza Estino Daoanis, Ph.D	PERFOR MANCE APPRAIS AL SYSTEM: It's Implicatio n To Employee Performan ce	²⁶ This study is a qualitative and quantitative research which aimed to assess the status and impact of the Performance appraisal system on employees. The purposive sampling technique was utilized in the selection of 55 respondents .	¹ The result of the study showed that the performance appraisal system of the company are in place, aligned with the vision and mission of the institution , and is accurate in terms of cont ¹ and purpose. On the other hand, the results reflected that the performance appraisal system of the company has brought about both positive and negative impact on the employees performance.	Performance appraisal is a vital tool to measure the frameworks set by any organization to its employees. It is utilized to track individual contribution and performance against organizational goals and to identify individual strengths and opportunities for future improvements and assessed whether organizational goals are achieved or serves as basis for the company's future planning and development .
7. 1Ms. Leena Toppo	From Performan ce Appraisal to Performan ce	¹⁷ This paper has focused to study the evolution of employee's performance appraisal	So at its core, the performance appraisal process allows an organization to measure and evaluate	³⁰ rformance management consists of all organizational process that determine how well employees, teams and ultimately, the organization

	Management	17 system, critics the system suffered and how the performance management system came to the practice. The main purpose of this paper is to differentiate these two systems, employee's performance appraisal and management system.	28 individually the employee's behaviour and accomplishments over a specific period of time (De Vries et al. 1981). By using a formal system performance appraisals have many advantages if they are designed and implemented properly.	30 perform. The process includes HR planning, employee recruitment and selection, T&D, career planning and development and compensation. Performance appraisal is especially critical to its success.
8. Shaemi Barzoki Ali	The Effect of Employees' Performance Appraisal Procedure on their Intrinsic Motivation	Various models have been provided by the management experts for the performance evaluation so that organizations use them according to their type of organization, mission, structure and manpower. O	The present study is a descriptive-survey study. The objective of this study is to investigate the influence of employees' performance evaluation process on their intrinsic motivation. Statistical population of this study is 80 employees of transportation organization in the Esfahan province.	Here the performance evaluation process from the perspective of transportation department staff and terminals in Esfahan province studied and its impact on intrinsic motivation of employees has been determined
18 9. Zafrullah Khan, Abdul Sattar Khan	Impact of Performance Appraisal on Employees' Performance Including	The results are given in a table where we can observe that although Model 2 with the interaction between performance appraisal and	The main goal of the study was to determine the vision of the bank authorities' the impact of performance examination system on performance and	The study focuses on the association between performance evaluation and employees' performance and motivation as a moderator. The results demonstrate that there is critical association

	the Moderating Role of Motivation: A Survey of Commercial Banks in Dera Ismail Khan, Khyber Pakhtunkhwa, Pakistan	employees motivation accounted for more variance than just performance appraisal and employees	motivation of the bank authorities.	³⁸ between performance evaluation and performance of employees of commercial banks of Dera Ismail Khan. A total of one hundred and fifty (150) employees of banks were studied in Dera Ismail Khan
10. Rachana Chattopadhyay	Performance appraisal based on a forced distribution system: its drawbacks and remedies	Here the authors use the Likert's scaling method to convert these grades into numerical scores, then these scores are used to estimate the average performance of each group of employees, which is referred to as the group index	⁸ Extensive simulation studies show that the modified algorithm is uniformly better than the existing one over different schemes for allocations of employees to different projects, and depending on the allocation scheme, it can lead to substantial improvement	Performance appraisal based on a forced distribution system (FDS) is widely used in large corporate sectors around the globe. Though many researchers have pointed out several drawbacks in FDS, due to the absence of any suitable alternative, it has been (and continues to be) adopted by many industries over a long period of time. The purpose of ⁸ s paper is to point out some serious limitations of this system and propose a simple modification to overcome these ¹² limitations.
11. Muhammad Imran	The Performance Appraisal System: An Examination in The City School of Bahawalp	³ Data were collected by survey questionnaire from a random sample of 44 teaching staff in City school Bahawalpur branch	³ This paper might be of particular value to national or private school management that wish to consider how to evaluate the effectiveness of various options before introducing a	The results are in first section, checking the status of performance appraisal system, overall 44 respondent which are employees all of them agreed with performance appraisal system status, in other words they perceived that

	ur in Terms of Employee Perception s		system of performance appraisal system.	3 performance system works effectively. In second section checking the impact of performance appraisal system on employees, I conclude that 28 employees affected by performance appraisal system.
12. Nadeem Iqbal	38 Impact of performance appraisal on employee's performance involing the Moderating Role of Motivation	In this paper firstly we defined performance appraisal, employee performance and the propensity of motivation affect both the performance appraisal and employee performance in literature.		There are few limitation of our study first there is no prior study exist about appraisal system in the area of Dera Ghazi Khan many researches are conduction about it in foreign centuries and different famous cities of Pakistan. Second the duration of our study and data resources are very few if we have proper resources and time, we can do our study much deeply and can analyses

6. Discussion.

Motivation, professional competence, hard work, and performance aspects result from employees.

Second, the process by which system control affects performance

The personnel force is determined in large part by mediating mechanisms involving the role of the characteristic workforce. The three mediator variables that act as controlling variables in the mediation mechanism are work motivation,

professional competence, and hard work. The role of work-smart variable is also important because of its relationship with the other three variables, especially work motivation and smart work with the performance variable.

Third, the process by which system control affects

6.1. A Review on The Influence of the Performance Assessment Control System on Job Satisfaction and Job Performance

Autor	Titel	11 Methods	11 Vantages	Limitation
1. Patrick Kampkötter	Performance Appraisals and Job Satisfaction	This suggests that for these employees appraisals, which induce performance monitoring without any monetary	Formal performance appraisals (PA) are one of the most important human resource management	Although our study is based on a large, representative panel data set, some limitations may explain why the

		<p>11 consequences, have a detrimental effect on job satisfaction rates.</p>	<p>11 practices in companies. In this paper, we focus on the reaction of employees to these performance assessments. I</p>	<p>results for the moderating effect of personality traits are rather weak. In large, longitudinal surveys, typically shorter scales of personality constructs such as the Big Five are applied due to time and budget constraints</p>
2. Musriha	<p>Influence of Teamwork, Environment on Job Satisfaction and Job Performance of the Cigarette Rollers at Clove Cigarette Factories in East Java, Indonesia</p>	<p>This research was conducted at the cigarette factories in East Java which covered 200 cigarette rollers as respondent. The sample was drawn using proportional random sampling method. Data were obtained by distribution and collection of the returned questionnaires and then analyzed using Structural Equation Model.</p>	<p>East Java This suggests that the better working environment does not bring about meaningful change to the increased employee job satisfaction; (4) the work environment significantly influences the job performance of cigarette rollers in East Java</p>	<p>Regarding the results of research, we can draw some conclusions as follows: (1) 32 e Teamwork significantly influences the cigarette rollers' job satisfaction in East Java This means that the better Teamwork will result in higher satisfaction; (2) the Teamwork significantly influences the cigarette rollers' job performance in East Java</p>
3. Markus Christen	<p>Job Satisfaction, Job Performance,</p>	<p>14 We now examine how the results of our analysis are</p>	<p>The firm's objective is to maximize financial</p>	<p>This article attempts to clarify ambiguities in</p>

	and Effort: A Reexamination Using Agency Theory	¹⁴ affected by changing the definition of job performance and excluding effort as an antecedent from the model	¹⁴ performance within the business unit or department affected by the employee's job performance. Similarly, the employee maximizes job satisfaction.	¹⁶ the literature about the relationships among effort, job performance, and job satisfaction. Using a model with variables that are important for both agency theory and organizational psychology, we find a negative, direct effect of effort and a positive, direct effect of job performance on job satisfaction
4. Angelika Lepold	Expectations of Bank Employees on the Influence of Key Performance Indicators and the Relationship with Job Satisfaction and Work Engagement	The online-survey was advertised on the intranet of a bank in Austria. Bank employees were asked to participate in an online study about the influence on performance indicators and were promised total data protection.	However, this study contributes to the importance for employees to know the goals of their company, e.g., with feedback systems of KPIs, to enhance job satisfaction and work engagement and further organizational productivity	The present study was conducted with employees in an Austrian bank. On one hand, the sample is a limitation because of the generalization of the results.

6.2. Open research problem

The description above shows that control systems, especially employee behavior-based control systems, are still a matter of debate among researchers. Therefore, this study seeks to close

the gap from previous researchers by proposing a more comprehensive control system model involving negative direct effect models in addition to positive direct effects.

6.2. Research Gap Against Related Organizational Control Systems

Research Gap	Issues	Findings
There are differences of opinion regarding the direct effects of the control system on occupational variables	Direct effects of control systems on employee performance. Lusch and Jaworski, 1991; Craven et al, 1993	The control system affects the characteristic variables of the workers
There is another opinion which states that the control system can result in dysfunctional behavior of employees	The direct effect of the control system on employee dysfunctional behavior	Finding dysfunctional effects of control systems, especially control of employee behavior
There is another view which states that control system effects are mediated or intervened by other variables	The direct effect of the control system on workers	The variables of role and outcome clarity are important mediators in the relationship of performance control and job satisfaction

6.3 The theoretical implications of the findings of this study are: First, the control system is fairly accurate in various aspects and predictions the work of employees such as dysfunctional behavior, work, employee skills, work effort, and performance. Second, mediation media that adds theoretical understanding performance. Several types of employees such as work and smart work businesses are constructs that are very relevant as the main mediators in the relationship system with performance. This government also blends well with the differences of the two different research streams, namely the control systems based stream and the performance based research flow, the discovery and control system knowledge. Third, task programmability is the core construct of the theory agency and organizational theory among the contextual variables and moderating variables which are able to explain the effects of salesperson employment. The moderation movement adds to the knowledge of information systems in the context of control systems.

6.4. First, increase the level of control to monitor the activity of salespeople with more work and can be clearly used by members of the organization. Second, the research findings on staffing provide a clear profile. used behavior, namely employees who have high skills and knowledge of employees, have high morale, and have high enough smart work but relatively low hard work. Third, the findings of mediation media

and provide a clear message to management sales, that is, the management needs to pay more attention to efforts to promote the type of salesperson, especially work and business motivation, rather than just focusing on performance indicators. Fourth, the findings such as moderation and provide a clear message for sales management, namely that management must be careful in using the control system because the role of the task at its height does not have the same effect of spurring hard work and increasing the skills of sales professionals. If management's intention is to directly improve performance then highly programmed performance-tasks do not make the control system work effectively. Alternatively, the focus of management's attention should be more clearly on improving aspects related to the characteristics of the sales force, especially the workforce and professional workforce. These two variables will become important mediators for the control system in an effort to improve employee performance.

6.5. The main limitation of this research model lies in the relatively small number of the square multiple correlation (R) or the coefficient of determination for the endogenous variables 2. which is the main problem of the study. The R value for performance result 2 is 0.24 compared to the R value for behavioral performance which is 2 0.38. The small number of squares of multiple correlations indicates many other variables that can affect the performance of the results. Research can focus on finding other variables that can affect

salesperson's performance and behavior. Salesperson performance, for example, is not only enforced by the control system or by its different variables. stated in this study, but also by other variables such as sales territory design (Fang, Evans, and Zou, 2004; Piercy, Cravens, and Morgan, 1997, 1999; Plank and Reid, 1994), and job engagement (Lassk et al., 2001). This study did not examine the sales area construct because of its focus the concern is with the control system results over its effects. Research by Piercy et al. (1999), for example, suggest that sales territory design is an important construct in control systems because there is a very strong effect on behavioral performance. However, it is still unclear in the matters they deal with, the product and sales type, salesperson, employee.

7. Conclusions

Some of the research conclusions from this study are presented as follows.

First, the mechanism of the direct effect of the control system on the outcome variables is particularly relevant in reducing dysfunctional behavior and in increasing work motivation, professional competence, hard work, and performance aspects of employee outcomes. Second, the process by which system control affects performance. Labor is determined in large part by mediating mechanisms involving the role of the labor characteristic variable. The three mediator variables that act as controlling variables in the mediation mechanism are work motivation, professional competence, and hard work. The role of work-smart variable is also important because of its relationship with the other three variables, especially work motivation and smart work with the performance variable.

Third, the process by which system control affects performance. Labor power can be explained by a moderation mechanism. When organizational tasks become more programmed the control system can increase hard work and decrease dysfunctional behavior more effectively than the unmoderated model, but the system has no influence at all on work motivation, work-smart, and performance. Having a higher intensity assignment program can make work hard and the professional competency variable an important mediator in the relationship between the control system and the sales force's performance. Conversely, the existence of the assignment program below. The intensity has made the

control system have a very limited effect, where the control system has no effect whatsoever on the performance and characteristics of the sales force, except for one on work motivation. In this case, the control system mechanism in improving performance. Worker power is very dependent on the work motivation of creative workers who play a role as vocal intermediaries. Some of the important theoretical implications of this research are as follows. Behavior-based control systems are accurate in describing and predicting several aspects of. Salesforce related work results such as dysfunctional behavior, work motivation, professional

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