

**DESIGN CONSULTANT IN DIVISION PERFORMANCE ASSESSMENT
CONSULTANTS CV. ANFIELD GEO SOLUTION SURABAYA USING
ANCHOR BEHAVIOURALLY RATING SCALES**

Suryo Hadi Kusumo¹, Fairuz Zahra²

Universitas Anwar Medika

Email: khaderaindonesiacoc@gmail.com¹, faayzhr25@gmail.com²

Abstract – CV. Geo Anfield Solution is a company engaged in consulting services for the management system that has helped many companies to develop business in terms perumusan management standards. However, in the execution of the project - project, CV. Geo Anfield Solution still using the performance appraisal system that is simple, subjective and not aligned with organizational goals. It certainly makes the assessment of performance as one of the crucial things to be addressed to improve the management system consulting services to clients CV. Geo Anfield Solution. As for the problem - the problem contained in the CV. Geo Anfield Solution in terms of their performance appraisal is not performance assessment carried out by the internal CV. Geo Anfield Solution. This assessment is only done by the customer CV. Geo Anfield Solution only in the form of Customer Satisfaction Survey distributed at the end of the execution of a project, This study is a case study research methods that are exploratory study using a qualitative approach. Types and sources of data used are archival records, documentation, interviews and observations to Key Informants CV. Geo Anfield Solution. Key Informant CV. Geo Anfield Solution in this study is the Chief Executive Officer, Operational Director, Project Manager, Senior Consultant. Results from this study is the formulation of performance assessment konsultan CV. Anfield Geo Consulting Solution Division which includes the organization's strategic analysis, formulation job specification and job description, assessment-oriented behavior (Anchor behaviorally Rating Scales) and results-oriented assessment. As for suggestions from researchers for further research is required direct observation of the performance assessment indicators and evaluated periodically to each individual - each of the performance assessment indicators.

Keywords: Consulting Services, Performance Assessment, Case Study, BARS, Evaluation.

INTRODUCTION

At this time of economic development and business has experienced a very significant development, which the Indonesian Central Statistics Agency (BPS) conducted a survey which stated that in 2017 the second quarter against the second quarter of 2016 grew by 5.01% in all lines of business field. But even so, as the country - other countries, Indonesia has also had a number of risks, such as the uncertainty of global economic policies and global financial turmoil. Entire businesses in Indonesia at this time are required to improve the performance of consultants in terms of internal conditions of the organization so that business people can continue to exist in the respective industries - each with the current global challenges. It tertu alone will open up great opportunities for CV. Geo Anfield Solution as more and more companies are developing, and of course, more and more companies who need a standard for their organization. For that CV. Geo Anfield required to continue to develop the quality of services in the field of consulting services Management System in accordance with the objectives of the organization.

To maintain the quality of consulting services to the customer, then the CV. Geo Anfield Solution required in order to continue to make improvements - internal housekeeping particularly in the field of human resources. According to Norton (2006) almost 80% value of an organization comes from intangible assets such as human capital. As one of the ways CV. Geo Anfield Solution in developing the field of human resources is to do a re-design of the performance appraisal consultants in particular for consulting division. The performance assessment consultant at CV. Geo Anfield Solution at this time, performance assessment consultants only rated by the customers only and only at the end of a construction project. The procedure for the assessment of consultants' performance internally does not exist. This would result in the consultants' performance consultancy division is never done and is not known about the performance of each - each consultant. In addition any duties, responsibilities and authority, and the qualifications of consultants is not yet well defined and written. The supervisors and leaders were also rarely reviewing of the performance of a consultant at the time of execution of a project both in terms of behavior and in terms of the competence of consultants.

Starting from this, required a performance assessment in accordance with the organization's strategic direction. Of course, with assessment of performance in a systematic and orderly consultants will affect the performance of the organization significantly to the growth of the CV. Geo Anfield Solution for consulting division. Due to good performance appraisal and objective then motivation and satisfaction consulting division will increase performance and performance consultancy division will be consistent and measurable thereby enabling upgrading management systems consulting services to be provided to the customer CV. Geo Anfield Solution.

This is also consistent with the opinion of Bernardin (2003) which says that useful to assess performance, to manage and improve the performance of consultants, to make staff decisions are timely and accurate, and to enhance the overall quality of the company's services. The performance assessment was also carried out with the purpose of evaluating consultants' performance overall in terms of both behavior and in terms of competence.

The reason the author to redesign the scoring system for the CV. Geo Solution Anfield due to assessments by CV. Geo Anfield Solution based solely on Customer Satisfaction Survey distributed at time of execution project, ie, at a meeting or third visit, and the visit by the end of the consultation advisory only. Customer Satisfaction Survey was also only be filled by a person from the customer CV. Geo Anfield Solution only. As this is not appropriate because A Top Management basically is not always present in person at each visit so that the consultant is not quite valid if the Top Management must assess the overall progress of the project. In this

case too, the Person In Charge (as Management Representative) also tend to give a subjective assessment because a consultant typically emphasize fast performance, good and directed to the Management Representative,

Furthermore, for internal assessment CV. Geo Anfield Solution related to consultants, carried out by a Project Manager conducted every 6 months. And for the assessment was also merely on the quantity of work performed by consultants and assess the performance of consultants based on the results of the Customer Satisfaction Survey carried out by one person, the Top Management or Person In Charge. And of course the Project Manager was never done and it is impossible to see the results of the performance of consultants at client advisory consulting CV. Geo Anfield Solution. And it must have been biased assessments and overall performance of the consultant can not be known as the leadership, communication, reliability in problem solving, and motivation. Because according to Bacal (1999), All the work should be assessed. The process of assessing the work is a process to assess and evaluate the performance of a person. And of course, the assessment process is also an impact on the commission as well as career consultants and consultants prosperity. That's why it's important to redesign the performance appraisal system consulting division to obtain an objective assessment that consultants' performance can be evaluated and improved on an ongoing basis.

According to Schwab (2012), states that there are two purposes of performance assessment is broadly stated to reach a conclusion that evaluative to give due consideration to the performance of employees, and for the development of various works through the program - the program provided by the CV. Geo Anfield Solution. With the program - the program could stimulate improved performance, develop a sense of responsibility, and raise the attachment and commitment to the organization. Assessment and implementation of good performance can foster a motivational effect on CV consultant. Geo Anfield Solution. Therefore, performance assessment consultant consultant for the division to be associated with an increased career consultant.

Furthermore, there are some advantages for the leadership of the CV. Geo formulate judgments Anfield with good performance and scalable, ie, according to Bacal (1999) is

1. Save time by helping employees to take their own decisions, to ensure that they have the knowledge and understanding necessary to make decisions correctly.
2. Reduce misunderstanding spend time among staff about who is responsible for what
3. Reducing the frequency of diaman situation we do not have information when we need it.
4. Reduce mistakes and repetition was to help staff to identify the cause - the cause of the error or efficiency.

Performance assessment will be formulated and implemented in the CV. Geo Anfield Solution is expected to be a reference to evaluate the performance consultant for consultancy division. With the objective appraisal, it is expected that the consultant hasgap Competencies (Competency gap) will be guided and accommodated to align its ability to follow the program - the program will be given by CV. Geo Anfield Solution. Information CV consultant performance appraisals. Geo Anfield Solution can be used as a basis for planning, training and development consultant for consultancy division. Furthermore, if the performance appraisal information comprehensively analyzed, it can be associated with reward and punishment, the selection standards for the reception of consultants, as well as the reference standard CV consultant competence. Geo Anfield Solution.

In preparing the performance assessment must also be in accordance with the organization's strategic plan, because according to Bernardin (2003) which says that every organization absolutely conduct an assessment to determine the performance achieved every employee, whether compliant or not with the expectations of the organization. With the redesign of performance appraisal can also be used as an evaluator organization's strategic plan.

As for the method of assessment used by the authors to minimize subjectivity, assuming a mere formality, and the notion that performance appraisals do not have clear standards and measurable, the authors meninimalisirkannya by implementing a performance appraisal based BARS to minimize subjectivity of assessment feedback in the assessment of the performance of consultants in the division consultant , The reason researchers use methods Anchor behaviorally Rating Scales because this method is able to provide an accurate assessment and in accordance with the conditions of CV consultant.

In conducting an objective appraisal of course the selection of appropriate methods should also be considered because it would affect performance appraisal effectiveness. According to Schuler (1999), which says that a systematic approach is necessary to rely on the events - events that are important in an organization to replace the weight - the weight scale graphics are ambiguous with creating a grading scale that is weighted based on behavior or also called Behaviorally Anchored Rating Scales. Where the results obtained with this scale gives more specific results and constant and allow the leadership of the division consultants to provide an objective assessment and comfortable. The whole weighting is also associated with a behavior consultant in the division covers a consultant but the consultant's personality. To support the organization's goals can go hand in hand with performance assessment consultant at consultancy division, we need a method to assign specific organizational goals at a certain time. This was disclosed by Dessler (2008), which states that the MBO is a way to set specific goals that can be measured every development consultant periodically.

For the performance assessment method for consulting division which will be designed and implemented by CV. Geo Anfield Solution is a very important thing to note, because the good performance ratings will be affected on how the performance appraisal is done, the type and SSR assessment methods and how the application of the performance for the consultant division implemented. To avoid subjectivity of performance assessment consultant consultant division, the consultant levelmiddle management need to collect relevant information, thorough and complete as comparison and reference for assessing performance. Because according to Basri (2005), the design of performance assessment needs to consider the input (feedback) as information appraiser, what is assessed, the reason assessment, time, place and method of performance appraisal to the output (output) as the benefits, impact, risk of recommendation performance assessment have been made by CV. Geo Anfield Solution.

Standard - a standard that will be designed CV. Geo Anfield Solution in assessing the performance basically use with the type of performance appraisal ratings formal and informal. Types of formal assessment would certainly be the main reference in assessing the performance of consultants and be the primary evaluator. However, non-formal performance appraisal is also required and is only used by Top Management and serve as a secondary evaluation conducted several reasons for the placement of a strategic position for consultant CV. Geo Anfield. Informal assessment can also be used as consideration in evaluating the performance assessment of primary.

According Sinambela (2016), many of the benefits that would be obtained by CV. Geo Anfield when applying the method of performance appraisal method consultants Behaviorally Anchored Rating Scales, namely: reduced errors - errors in judgment, the assessment system will be more reliable than the previous scoring system that assessment is only done by the customer, but should be done from an external parties as well. Thus the level of acceptance of the assessment results would be acceptable and conflicts could be avoided as well as improvement in the ability based on analysis of performance appraisal results CV consultant. Geo Anfield Solution.

As for the excess usage by using the performance appraisal Anchor behaviorally Rating Related Scales namely:

1. Weighting and measurement more accurate indicator
2. Assessment standards to be clear and not subjective as well as in accordance with the events that occurred
3. Feedback on the assessment will be more positive
4. Allow to be able to make the dimensions independently if possible
5. Consistent in the measurement

Once the researchers conducted against the background exposure that has researchers explained, the researchers wanted to examine the Performance Assessment Consultant Design Consultant Division in CV. Geo Anfield Solution Surabaya Methods Behaviorally Anchored Rating Scales.

METHOD

According Sugiyono (2013), is a research method scientific way to obtain data for the purpose and usefulness. In this study, of course, with the selection of appropriate research methods course will assist researchers in conducting the design of performance assessment in accordance with the conditions of CV. Geo Anfield Solution. In this study, researchers used a qualitative research method.

Qualitative approach in this exploratory research that is used on the following grounds:

1. A qualitative approach has the flexibility that allows researchers to dig deeper about the entire information related to the performance appraisal CV. Geo Anfield Solution.
2. Exploratory study used if researchers have limited experience or knowledge about research problems. Thus we hope researchers can develop more in-depth knowledge to formulate and design a performance appraisal CV consultant consultant in the division. Geo Anfield Solution.
3. The author is able to describe the phenomena - phenomena and specific facts that occurred during project execution client CV. Geo Anfield Solution to help CV. Geo Anfield Solution in taking strategic decisions.
4. By using exploratory research, researchers and CV. Geo Anfield solution will be easier to dig further on the anchor for the assessment of performance-oriented behavior.
5. By using qualitative research, researchers and CV. Geo Anfield Solution expects to find a concept - a concept in the implementation of more effective management systems to clients CV. Geo Anfield Solution.

RESULT AND DISCUSSION

1. Environmental Analysis CV. Geanfield Solution

Environmental analysis conducted as a preliminary step to determine whether the company has made the strategic planning process. Environmental analysis is the identification of internal and external parameters of the environment in which CV. Geo Anfield Solution operates. The next step is to conduct an analysis of the vision, mission and strategy of CV. Geo Anfield Solution.

Analysis of the internal and external environment melaluio company conducted a SWOT analysis (Strength, Weakness, Opportunity, Threat). Including consideration of their environmental pengujuan chance (opportunity) and threats (threat) faced CV. Geo Anfield Solution. While testing the internal environment includes consideration of the strength (Strength) and weakness (weakness) owned by CV. Geo Anfield Solution.

Based on observations made by researchers with the CEO, Operational Director And Project Manager, as well as analysis of company documents, obtained internal and external factors into opportunities, threats, strengths and weaknesses of the company.

At CV. Geo Anfield Solution, external factors become an opportunity for the company is

the customer, while the threat is economic conditions and competitors. Customers have become an opportunity for CV. Geo Anfield Solution, because since officially released, then the CV. Geo Anfield Solution into a profit-oriented company and demanded to be creative in the search for profits. CV. Geo Anfield Solution also have the opportunity to partner with the consulting agency management system or by another certification body in Indonesia.

A further factor to consider enterprise as a threat is the economic conditions and competitors. Observation and precise analysis of economic conditions it is important to do because it can affect the determination of goals and strategies CV. Geo Anfield Solution. As it happened in 2015, CV. Geo Anfield Solution decreased profits due to various barriers to the internal conditions of CV. Geo Solution Anfield itself. As it is also due to the local economy in 2015 that slowed so many industries that reduced business activity. It was also due to the many new players in the industry management system consulting services provider. For example, in the code of conduct,

As in the organizational structure, CV. Geo Solution Anfield is still relatively firm that does not have a complicated coordination line. It would facilitate the CV. Geo Anfield Solution in control every activity that occurs in the CV. Geo Anfield Solution. With the ease of controlling the branch will facilitate business unit CV. Geo Anfield Solution others in developing and looking for business opportunities diarea masing - each. In other words Operational Manager which are directly under the CEO, will give more authority and flexibility for the business unit CV. Geo Anfield Solution another in search of profits for the company in accordance with the circumstances of the work area each - each.

On the other hand, resource management CV. Geo Anfield Solution including Human Resources owned still not optimal because of the many project - project conducted and the administration was also not well ordered. The platform has been provided by the CV. Geo Anfield Solution for consultants was also not functioning optimally where the platform should be used as a controller of the activity of each agent for each consultant in general are outside the office. It is used to facilitate communication between the project manager and consultant. In addition it was time management consultant in the execution of the project was also not good direnakan internal issues and external issues of CV. Geo Anfield Solution. The external problem the customer CV. Geo Anfield Solution that does not have ketersiapan in implementing ISO but imposed so that when applying the ISO must catch up in the execution of some of the documents related to quality management systems. CV's internal problems. Geo Anfield Solution one of which is the amount of man power that exceeds the capacity should be. Suppose that within a period of 6 months should have the maximum number of construction projects are handled by a maximum of seven project consultant. However, because the number of consultants are lacking, then the consultant should work on 10-12 projects at once within a period of six months. Of course it will be difficult for consultants in Charge to set the schedule. Suppose that within a period of 6 months should have the maximum number of construction projects are handled by a maximum of seven project consultant. However, because the number of consultants are lacking, then the consultant should work on 10-12 projects at once within a period of six months. Of course it will be difficult for consultants in Charge to set the schedule. Suppose that within a period of 6 months should have the maximum number of construction projects are handled by a maximum of seven project consultant. However, because the number of consultants are lacking, then the consultant should work on 10-12 projects at once within a period of six months. Of course it will be difficult for consultants in Charge to set the schedule.

Table 1. CV SWOT analysis. Geo Anfield Solution

SWOT		
N O	Strength	Weakness
1	HR highly experienced in their field	HR management less than the maximum
2	The system is well defined	
3	Loyal customers	
OPPORTUNITY		Threat
1	MEA influx of Bilateral Relations	The number of freelancers for Management System
2	The number of companies in Asia Pacific that have not implemented the iso	Intense competition in the field of consultancy services
3	Implementation of the ISO to be computerized systematization	World economic conditions worsening
4	DiIndonesia regulation to improve public services	The amount of change in the core business of companies in Indonesia
5	Accreditation standards for first-level health facilities of an	

1) Opportunity + Strength = Leverage

From the analysis that has researchers dug, the strategy used by the company in the face of a situation leverageis by re-segmentation of the market to gain market share both the industry small, medium and large industries. And cooperate on services - services outside the island of Java. With technological development at the program allows CV. Geo Anfield Solution to develop a computerized management system so that the implementation of the project to the management system more effective and efficient.

Another thing to an increase in CV. Geo Anfield Solution namely, to expand market share as well as learning the language for the country - a country that joined the MEA that CV marketing area. Solution Anfield broader geo and in accordance with the vision CV. Geo Anfield Solution.

2) Opportunity + Weakness = Constraint

In the face of a situation full of obstacles companies develop strategies related to the development of quality human resources. Various programs and targets adopted by the company include the recruitment, selection and training, and improve the management system specified performance.

3) Threat + Strength = Vulnerability

Make a container for collecting and cooperation to the consultant - a consultant who is outside the CV. Geo Anfield Solution so that competition can be minimized. Moreover the price for consulting services for the management system will be balanced as followsstandard rate for consulting services management systems.

4) Threat + Weakness = Problem

The latter situation where threats and vulnerabilities generate problems require extra attention from management. Threats from competitors and a weak human resource management requires human resources management and optimal internal creative company, and involves the commitment of the whole range of companies that can provide added value.

CONCLUSION

Based on research conducted by researchers associated with the design of the performance appraisal CV consultant consultant in the division. Geo Anfield Solution then obtained the following conclusions:

1. Individual performance assessment indicators for work (result) and the individual's performance assessment (behavior) for each position in the Consulting division has

dirmuskan and appropriate strategies CV. Geo Anfield Solution. Then also obtained the weight of each indicator penilaian performance, whether it's the work (result) and behavior (behavior) using rating scales anchor behaviorally. In conducting this assessment too, researchers have made the design of a mechanism for assessing the performance.

2. Strategy consulting division and division goals in CV. Geo Anfield Solution has been developed and aligned with the strategy and objectives of the organization CV. Geo Anfield Solution. This will support the division's performance consultant in terms of achieving organizational goals CV. Geo Anfield Solution.
3. Duties, responsibilities, authority and qualifications of the job has been determined and has been adapted to the purpose of the division that had been developed based on the objectives CV. Geo Anfield Solution so that consultants can work more focused and in accordance with the scope of work.

Suggestion

As for the suggestion of researchers associated with this study are as follows:

1. In assessing performance, expected better performance assessment of all aspects of behavior and performance assessment results must be done in order to get the desired results of the assessment.
2. Assessment of performance in CV. Geo Anfield should not only be done by an external party, but also required performance assessment carried out by the internal CV. Geo Anfield Solution.
3. In the implementation of performance assessment is expected to be done consistently and regularly CV. Geo Anfield Solution using the performance assessment indicators has researchers have documented.
4. The consultant for the performance indicators need to be assessed continuously in order to adjust the performance of consultants.

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