LITERATURE STUDY OF CONCEPTS, DIMENSIONS AND PERFORMANCE INDICATORS

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ABSTRACT

The purpose of this paper is to produce a study of the definition construct, dimensions and performance indicators. Design/Methodology/Approach: This research is a descriptive study using a qualitative approach, to find a conceptual model regarding the construct definitions, dimensions and performance indicators. Findings: Based on the results of a study of several concepts regarding performance from several experts, it was found that the constructs of the definition of performance is the quantity and quality of results, as well as the timeliness of carrying out duties and responsibilities in realizing the goals, objectives, mission and vision of the organization. Practical implications: The findings of this study are very useful as a reference on the concepts and constructs of performance. Originality/value: This research provides a useful contribution, because the study of literature on the performance construct is still very much needed for the development of human resource management science, especially organizational behavior.

Keywords: Performance, Performance Dimensions, Performance Indicators.

I. INTRODUCTION

Human resource management is an effort to utilize human resources. Some experts define human resource management as follows: Beer et al., (1984) stated that Human Resource management (HR) is a management activity that has an impact on the relationship between organizations and employees. However Pfeffer (1998) argues more specifically that human resource management as a system of operational functions such as staffing, selection, job design, training and (career) development, performance appraisal and compensation. Koch and McGrath (1996) add that there is an increasing trend to also consider more strategic level functions such as human resource planning and forecasting. Hellriegel, Jackson, Slocum and Staude (2009) are also more specific that human resource management is a process to analyze and manage people in an organization and need to ensure satisfaction in achieving strategic goals. Organizational behavior is related to how to understand and manage people or individuals in an organization. Kreitner (2006) says that organizational behavior is an interdisciplinary field that is used to better understand and manage human resources in the workplace. The levels of analysis are individual, group and organizational. Meanwhile, according to Luthans (2011: 20) Organizational behavior is an understanding, prediction, and management of human behavior in an organization. More specifically Ivancevich (2014:7) argues that organizational behavior is a science that studies the impact of individual behavior, groups, structures and processes in organizations.

Based on several views on organizational behavior, organizational behavior is a science to understand, predict, regulate, manage behavior and the impact of individual, group, and organizational behavior. So that the strategy of human resource management and organizational behavior in the end has a target to improve the achievement of individual, group and organizational performance. The success of an organization is influenced by the performance (job performance) of employees. Experts in human resource management and organizational behavior explain the concept of performance (performance) is a record of outcomes resulting from a particular job or activity during a certain period. For this reason, every company will try to improve the performance of its employees in achieving the organizational goals that have been set.
II. LITERATURE REVIEW

Performance
Performance is basically what employees do or don't do. Meanwhile, Lussier (2008: 8) argues that performance is the extent to which expectations or goals have been met. A different opinion was conveyed by Raymond J. Stone (2008: 36) that performance is related to the achievement or achievement of certain achievements shown in completing work. John Bernardin (2010: 222) defines performance as a record of the results resulting from the function of certain work activities or activities over a specific period of time. While Moheiriono (2010: 60; Adewumi, 2020; Keyser et al., 2020; Nayan et al., 2020) defines performance as a description of the level of implementation of a program of activities or policies in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization. Slightly different is expressed by Ivancevich (2014: 172) that performance is a set of behaviors related to the work of employees designed to achieve organizational goals. Performance is the result of work that has a strong relationship with the organization's strategic objectives, customer satisfaction, and contributes to the economy.

Factors Affecting Performance
Employees A person's performance is influenced by many factors that can be classified into 3 (three) groups, namely the individual compensation of the person concerned, organizational support, and management support (Simanjuntak, (2011:11))

a. Individual compensation
Ability and skills to do work. Each person's compensation is influenced by several factors that can be grouped into 6 (six) groups, namely.

1. Ability and work skills
2. Expertise which describes the work of employees based on the extent to which knowledge about the things they handle is better than that of others in the same field.
3. Needs that describe employee performance based on things that move employees to activities and become the basis for business reasons.
4. Responsibilities that describe the performance of employees based on the state of being obliged to bear on their duties.
5. The background that describes the performance of the employee seen from the starting point of his past which gives an understanding to his work what he wants to do.
6. Work ethic that describes employee performance based on attitudes that arise on their own volition and awareness based on organizational system of cultural value orientation towards performance.

b. Organizational Support Factor
1. The working conditions and conditions of each person also depend on organizational support in the form of organizing, providing work facilities and infrastructure, comfortable working environment, as well as working conditions and conditions.
2. Organizing what is meant here is to provide clarity for each work unit and everyone about the target. While the provision of work facilities and tools directly affects everyone's performance, the use of advanced equipment and technology today is not only intended to improve performance, but is also seen to provide work convenience and comfort.

c. Psychological factors
The performance of each individual is also highly dependent on psychological abilities such as perception, attitude and motivation. It is important for companies to know the performance of employees so that they can take steps to develop existing human resources in their companies by involving employees in certain trainings. Environmental factors also affect employee performance, including how the physical condition of the place of

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work, questions and materials, time for work supervision and training, organizational design and organizational climate.

Dimensions and Performance Indicators

Dimensions and performance indicators according to Mangkunegara (2012: 75) the dimensions of performance are as follows:

1. Quality: How well an employee does what he or she is supposed to do.
2. Quantity: How long an employee works in one day, this work quantity can be seen from the work speed of each employee.
3. Execution of tasks: How far the employee is able to do his job accurately or without errors.
4. Responsibilities: Awareness of employees' obligations to carry out the work assigned by the company.

Mathis and Jackson, (2010:378) stated that employee performance includes:

1. Quantity of results: Measured from employee/member perceptions of a number of assigned activities and their results.
2. Quality of results: Measured by employees' perceptions of the quality of the work produced and the perfection of tasks on the skills and abilities of members.
3. Timeliness of results: Measured from members' perceptions of activities that can be completed at the beginning of time until they become outputs / can complete work at a predetermined time and can maximize the available time.
4. Attendance: Attendance rate can improve employee performance
5. Ability to cooperate: Measured by the ability of members to cooperate with colleagues and with their environment.

Meanwhile, according to Robert L. Mathis and H. Jackson (2010:113), employee performance is influenced by three main factors, namely:

1. Individual ability to do the job. The individual abilities of these employees include talents, interests and personality factors.
2. The level of effort expended. The efforts of employees for the company are work ethic, attendance and motivation. The level of effort is a picture of the motivation shown by employees to complete a good job.
3. Organizational support. The facilities provided by the company for employees can be in the form of training, development, technology equipment, and management.

III. RESEARCH METHOD

The method in this study is a theoretical study according to experts from several literatures, both textbooks and journals. Referring to the purpose of this research is to produce a construct regarding the definition of performance as well as dimensions and performance indicators.

IV. RESULTS AND DISCUSSION

Based on the results of studies from several experts from both journals and textbooks, it is obtained a recapitulation of definitions, dimensions and indicators regarding performance, which are as follows:

1. Lussier (2008:8) Performance is the extent to which expectations or goals have been met.
2. Raymond J. Stone (2008: 36) Performance is related to the achievement or achievement of certain achievements shown in completing work.

3. John Bernardin (2010: 222) Performance as a record of the results resulting from the function of certain work activities or activities during a specific period of time.

4. Moheheriono (2010:60) defines performance as a description of the level of implementation of a program of activities or policies in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization.

5. Ivancevich (2014: 172) that performance is a set of behaviors related to the work of employees designed to achieve organizational goals.

From the results of the study of the concept of the definition of performance according to experts, the construct of the definition of "performance is the quantity and quality of results, as well as the timeliness of carrying out duties and responsibilities in realizing the goals, objectives, mission and vision of the organization".

The following is a recapitulation of dimensions and performance indicators according to experts:

Dimensions and performance indicators according to Mangkunegara (2012: 75) the dimensions of performance are as follows:

1. Quality: Quality of work, accuracy, neatness, and completeness that have been determined.

2. Quantity: Work process, working conditions, Number of errors, and Number and type of work

3. Task execution: The ability to do the job, the level of accuracy, no errors.

4. Responsibilities: Awareness of the obligation to carry out the work

Mathis and Jackson, (2010:378) stated that employee performance includes:

1. Quantity of results: The number of activities assigned and their results.

2. Quality of results: The quality of the work produced and the level of perfection of tasks, work skills and ability to complete work according to standards.

3. Timeliness of results: Activities that can be completed at the beginning of time to become outputs / can complete work at a predetermined time and can maximize the available time.

4. Attendance: Attendance rate

5. Ability to cooperate: Ability to cooperate with colleagues and with the environment.

Meanwhile, according to Robert L. Mathis and H. Jackson (2010:113), employee performance is influenced by three main factors, namely:

1. Ability to do work: talents, interests and personality.

2. The level of effort expended. The efforts of employees for the company are work ethic, attendance and motivation. The level of effort is a picture of the motivation shown by employees to complete a good job.

3. Organizational support. Training, development, technology equipment and management.

Based on the results of the study on the dimensions and performance indicators, the construct dimensions and performance indicators obtained are:

1. Quantity of results: The number of activities assigned and their results.
2. Quality of results: Quality of work produced, level of task perfection, work skills and ability to complete work according to standards.

3. Timeliness of results: activities that can be completed in advance of time, timeliness of producing outcomes and maximizing available time.


5. Responsibilities: Awareness of the obligation to carry out the work

6. Ability to cooperate: Ability to cooperate with colleagues and with the environment.

V. CONCLUSION:

Based on a literature review of several concepts from experts both from textbooks and from journals, the construct definitions, dimensions and performance indicators are obtained, namely: The performance definition construct is the quantity and quality of results, as well as the timeliness of carrying out tasks and responsibilities in realizing goals, objectives, mission and vision of the organization. While the construct dimensions and performance indicators are. Quantity of results: A number of assigned activities and their results. Quality of results: The quality of the work produced and the level of task perfection, work skills and ability to complete work according to standards. Timeliness of results: activities that can be completed early on time, timeliness of producing outcomes and maximizing available time. Responsibilities: Awareness of the obligation to carry out the work. Attendance: Attendance rate. Ability to cooperate: Ability to cooperate with colleagues and with the environment.

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