

EMPLOYEE PERFORMANCE ASSESSMENT ANALYSIS IN CAFE FALCON SEKADAU USING THE BEHAVIORALLY ANCHOR TRANTING SCALE (BARS) METHOD

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Abstract

Performance appraisal is an important process in the business world used to assess how well employees carry out their duties and responsibilities. Good employee performance significantly impacts the sustainability and success of a company's operations, especially in the culinary business, such as cafés. The quality of human resources (HR) in a café, like Café Falcon Sekadau, is one of the main factors that determine the quality of service and customer satisfaction. This study aims to evaluate employee performance, particularly waiters, using the Behaviorally Anchored Rating Scale (BARS) method. Through structured and objective assessments, employee performance can be analyzed more clearly, helping management make decisions regarding promotions, compensation, and performance improvements. The results of this performance evaluation can enhance employee motivation and improve service quality at Café Falcon Sekadau, ultimately supporting the business's competitiveness and long-term sustainability. Proper performance appraisal also provides important feedback for employees to continuously develop and enhance their skills.

Keywords: Performance Appraisal, Behaviorally Anchored Rating Scale (BARS), Employee Performance, Service Quality,

Introduction

In the business world, entrepreneurs inevitably have many goals they wish to achieve in their operations. To realize these goals, entrepreneurs need to have high-quality human resources (HR), because the key to success lies not only in the café's ambiance, but also in employee performance and the quality of service provided, with customer satisfaction being the most important factor. Thus, qualified human resources will become a strength that helps entrepreneurs survive in the competitive business environment. The culinary business in Indonesia, especially in large cities, is growing rapidly, with intense competition from various businesses such as cafes, coffee shops, eateries, bakeries, and many others. A café is a service-based business. According to Law No. 10 of 2009 on Tourism, it is stated that "a business that provides food and beverages is a type of service business that provides facilities for the preparation and serving of food and drinks using adequate equipment and supplies. This type of business can take the form of a café, catering service, or bar/beverage shop."

Cafe Falcon Sekadau is a café located in Sekadau, West Kalimantan, that sells food and beverages. Cafe Falcon started its operations in February 2021, and as of now, it has been running for three years and eight months. The management of Cafe Falcon Sekadau currently conducts monthly performance evaluations. However, the implementation of this evaluation lacks a well-organized structure, which raises concerns about its effectiveness. So far, the evaluation process has appeared more like a formality, without clear parameters or indicators. As a result, employees feel that the assessments are subjective and do not accurately reflect their actual performance. Additionally, the lack of measurable standards in the evaluation process creates confusion among employees regarding the expectations they need to meet. Employees also do not receive specific feedback, leaving them without guidance on areas to maintain or improve. This situation affects employee comfort and motivation. Without transparent and constructive evaluations, employees feel undervalued, which can ultimately decrease their work enthusiasm. If this issue is not addressed promptly, it could negatively impact overall productivity and job satisfaction. Therefore, it is crucial for the management to improve the performance evaluation method, making it more structured, objective, and able to contribute positively to enhancing employee performance and the overall success of Cafe Falcon Sekadau. To anticipate changes and continue to thrive in the long term, Cafe Falcon must develop the ability to adapt quickly and dynamically. The café features a modern outdoor design and offers

a relaxed, comfortable atmosphere with entertainment. It offers various types of coffee, such as espresso, latte, and cappuccino, along with a variety of other drinks and dishes.

To assess the potential and identify the areas of improvement for waiters (food and beverage servers in a restaurant or bar), it is important to conduct employee performance evaluations to assist management in assessing and understanding the contributions of each employee. Performance evaluation is a formal system implemented periodically to assess an employee's work results. In addition to serving as an evaluation tool, this assessment also aims to identify, measure, and record the strengths and weaknesses of employees in performing their tasks. With the implementation of performance evaluations, it is expected that employee work performance can improve. Therefore, I conducted this research using the Behaviorally Anchored Rating Scale (BARS) method to evaluate the performance of employees at Cafe Falcon Sekadau. The results of this research are expected to provide the following benefits:

Theoretical Benefits

This research is beneficial as a contribution to improving performance and providing theoretical input to the field of education, particularly in relation to work discipline, which affects employee performance.

For the Author

The author hopes to gain experience and understand how far theoretical knowledge can be applied in everyday practice.

For Cafe Falcon Sekadau

This research is expected to serve as a reference for Cafe Falcon Sekadau in solving problems related to the employee performance evaluation system. It is hoped that this will provide benefits to both the business owners and the employees.

Literature Review

According to Wijaya & Hidayat (2022), "Performance appraisal is a systematic process designed to evaluate individual performance based on tasks, responsibilities, and standards established by the organization. This process is conducted periodically as part of the organization's efforts to assess how well an employee or supervisor meets the set expectations. The results of the performance appraisal are used for various strategic purposes, such as employee competence development, awarding incentives or rewards, workforce planning, compensation provision, and improving work motivation. Performance appraisal also helps ensure that each individual within the organization performs their duties in accordance with the roles and functions described in their job description, while also serving as a means of providing feedback for future performance improvement. The appraisal is the result of a policy that reflects the values or achievements of the objectives the policy aims to accomplish. Performance evaluation is the final stage in a work process."

Aisyah (2021) states, "In Indonesian, performance is understood as ability, appearance, and achievement. Meanwhile, from an Islamic perspective, achievement is one way or form of a person realizing themselves. When an employee demonstrates good performance, the company will find it easier to achieve its objectives, because employee performance plays a key role in determining the success and continuity of the company. In every company, humans play a crucial role in sustaining and running the organization."

Wijaya (2022), p. 1: "Employee performance in Indonesian encompasses the concepts of ability, appearance, achievement, and capacity. From an Islamic perspective, performance is seen as a way for someone to realize or actualize themselves. Performance is a tangible manifestation of the values, beliefs, and understanding held by the individual, based on strong moral principles, and becomes a driving force to produce high-quality work."

Sativa et al. (2022) state, "In organizational development, job analysis plays a crucial role in human resource management. The job descriptions generated from this analysis serve as a basis for decision-making related to recruitment, selection, training, promotions, and remuneration. Job analysis is not only beneficial for the organization but also for employees, as it enables them to be placed in positions that align with their qualifications. Proper placement allows employees to maximize their abilities and potential."

Evita et al. (2019) state, "The Behaviorally Anchored Rating Scale (BARS) method is an employee performance assessment technique based on the characteristics and behavior of employees during work. Employee performance is assessed based on measurable daily behaviors, which can serve as indicators of whether the employee is working well in line with the company's goals. The assessment process involves identifying specific behaviors to focus the evaluation on, known as anchors, such as punctuality in attendance."

Research Method

This research uses a qualitative method, where the study is conducted directly in the field, meaning direct engagement with the sources and collecting data firsthand through interviews. In addition to interviews, other data collection methods used include observation and questionnaires.

Results and Discussion

Employee Performance Evaluation

Evaluation is a structured process that includes the collection, processing, analysis, and interpretation of data aimed at supporting decision-making. Therefore, every evaluation process always leads to a specific decision. This differs from research, which primarily focuses on finding solutions to a problem. Performance evaluation, specifically, is a formal mechanism used to assess the performance of an employee periodically based on the criteria set by the organization. The results of this evaluation serve as the basis for decisionmaking, which includes employee competence development, rewards, workforce planning, compensation, and improving work motivation.

Every employee in an organization has specific duties, functions, and responsibilities outlined in the job description created by the management. In practice, employee performance is evaluated by comparing their work outcomes with the standards that have been set. The results of this evaluation are then provided to employees as feedback. This evaluation becomes an important tool for human resource management to ensure that the organization's performance standards are met. By comparing employee performance against specific standards, the results of the evaluation are conveyed to the employees. This evaluation serves as a tool for human resource management to assess whether the established standards have been met.

These standards are crucial in the evaluation process to ensure that employees have a clear understanding of the knowledge and tasks they must master and perform in their work. Employee performance reflects the level of achievement of organizational goals, measuring whether these goals have been met as expected or not. Performance can be identified as the work outcomes of an individual that are aligned with the responsibilities and roles they hold. According to Silaens (2021:7), an employee who has carried out their duties within an organization can be identified and evaluated through performance appraisal instruments. One of the key aspects of performance evaluation is making a comparison between the performance that was preestablished.

Discussion Of Cafe Falcon Sekadau

Performance can be defined as the level or quality of task execution carried out by an individual based on the competencies they possess. The term "performance" is closely related to work activities because performance is the result obtained from the work process. In this context, performance refers to the work outcomes achieved in an effort to meet pre-established goals or requirements. Performance can be defined as the level or quality of task execution carried out by an individual based on their competencies.

The term performance is closely related to work activities because performance is the result obtained from these work processes. In this context, performance refers to the work outcomes achieved in an effort to meet pre-established goals or requirements. Performance analysis is a systematic process of assessment carried out to evaluate the work performance of an individual or the overall organization (Setyaningrums:2022:18).

Basically, an employee is expected to demonstrate their best performance when carrying out the tasks assigned to them. From the results obtained through interviews and discussions with the owner of Cafe Falcon regarding the performance aspects that currently need attention and in accordance with the existing performance evaluation at Cafe Falcon, the following points were identified:

Punctuality Aspect

Always arrives on time during operational hours. Gets four days off in a month, except on Saturdays and Sundays, or one day off each week. Working hours are from 04:00 AM to 00:00 AM, when the operational hours close.

Teamwork Aspect

Able to establish effective communication and coordinate well with other colleagues. Able to cooperate and support each other in completing assigned tasks. Each team member has specific tasks and roles to carry out in the process of preparing food and beverages.

Honesty Aspect

Always reports the sales stock summary accurately, according to the actual condition. Responsible for the tasks assigned by the owner.

Table 1. Performance Evaluation of Waiters Using the Behaviorally Anchored Rating Scale (BARS) Method

Aspect	Rating	Dimension
Punctuality	5	Never late during operational hours.
	4	Late up to 3 times in a month.
	3	Late up to 5 times in a month.
	2	Late up to 7 times in a month.
	1	Late up to 10 times in a month.
Teamwork	5	Able to communicate and coordinate effectively.
	4	Aware of others' tasks related to their own and willing to accept suggestions from colleagues.
	3	Occasionally gets a reminder to adjust their views before acting.
	2	Reluctant to accept decisions.
	1	Cannot communicate with colleagues at all.
Responsibility	5	Able to present well and meet the sales target (500k/day).
	4	Sells less than the target but not far off.
	3	Sells less than the target, but still within reasonable limits.
	2	Sells but far below the target.
	1	Cannot sell.
Product Knowledge	5	Can list all products and remember the prices (15 food items + 20 beverages).
	4	Can list all products and remember the prices (12 food items + 18 beverages).
	3	Can list all products and remember the prices (10 food items + 15 beverages).
	2	Can list all products and remember the prices (8 food items + 10 beverages).
	1	Can list all products and remember the prices (5 food items + 7 beverages).

From Table 1: Based on the formulation of the waiter performance evaluation using the Behaviorally Anchored Rating Scale (BARS) method above, a new proposal for the waiter performance evaluation form can be arranged as follows:

Table 2. Waiter Performance Evaluation Form 1 Based on the BARS Method

A. Employee Identification	
Employee Name : Ancy	Period : Januari 2024
Position : Waiters	
Address : Sekadau	
Supervisor : Sinar Fitasso	

No	Aspect	Scale					Total
		1	2	3	4	5	
1	Time Discipline				4		4
2	Teamwork				4		4
3	Responsibility					5	5
4	Product Knowledge					5	5
Sub Total							18

Based on the table above, the total performance evaluation results for the four aspects show that the waiter, Ancy, received a score of 4 for time discipline, 4 for teamwork, 5 for responsibility, and 5 for product

knowledge. It can be concluded that Ancy's performance is excellent, and she has been an employee at Cafe Falcon from 2022 to 2024. Ancy achieved a total score of 18 (eighteen) points.

The performance evaluation of waiter 1, Ancy, based on the assessment from the owner of Cafe Falcon, states that: "Ancy's discipline in January 2024 shows that she was late three times during the month. Ancy's teamwork performance currently demonstrates her ability to complete assigned tasks and her openness to receiving suggestions or feedback during working hours. Ancy's honesty is highly commendable, as she performs her duties with full integrity and takes responsibility for her performance. Regarding product knowledge, Ancy is able to name all the products and recall the prices (15 food items + 20 beverages) well. At this point, Ancy's performance is regarded as outstanding by the owner of Cafe Falcon Sekadau." (Interview with the owner of Cafe Falcon, October 28, 2024).

Table 3. Performance Evaluation of Waiter 2 Based on the BARS Method

A. Employee Identification	
Employee Name : Winda	Period : Januari 2024
Position : Waiters	
Address : Sekadau	
Supervisor : Sinar Fitasso	

No	Aspect	Scale					Total
		1	2	3	4	5	
1	Time Discipline			3			3
2	Teamwork				4		4
3	Responsibility					5	5
4	Product Knowledge			3			3
Sub Total							15

Based on the table above, the total performance evaluation results for Waiter 2, Winda, are as follows: For punctuality, Winda received a score of 3, teamwork received a score of 4, responsibility for work received a score of 5, and product knowledge received a score of 3. It can be concluded that Winda's performance is good, and she is a new employee who started working at Café Falcon in January 2024.

The performance evaluation of Waiter 2, Winda, based on the assessment from the owner of Café Falcon states: "Winda's punctuality in January 2024 showed that she arrived late 5 times during the month. Her teamwork performance currently shows her ability to complete the tasks assigned to her and her willingness to accept suggestions or feedback during working hours. Winda's honesty is rated as excellent because she performs her duties with full integrity and takes responsibility for her work. Regarding product knowledge, Winda is able to name all the products and recall their prices (10 food items + 15 beverages). Overall, Winda's performance is still considered good by the owner of Café Falcon Sekadau." (Interview with the owner of Café Falcon, October 28, 2024).

Performance Evaluation Indicators At Cafe Falcon

In the workforce, performance evaluation is crucial to ensure employee continuity within a company. If an employee receives good performance evaluations, they are likely to receive positive feedback from their superiors, which increases their chances of remaining employed with the company. Every company seeks employees with good performance in order to achieve its organizational goals.

The purpose of performance evaluation is to determine appropriate compensation, structure salary scales, manage salary increases, decide on promotions, and handle other matters related to human resource management. Additionally, performance evaluation aims to identify the strengths and weaknesses of employees, allowing management to place each individual in a position that matches their abilities and potential.

Employee Discipline

Employee discipline refers to working in accordance with the established rules. Based on the interview, the employees of Café Falcon have adhered to and performed the rules well. b. Work Quality

The quality of the employees' work has a direct impact on the progress of the café, as it affects the level of service and the quality of offerings provided to the customers.

Teamwork

Teamwork plays a vital role in facilitating the completion of tasks at the café. Each team member should be responsible for their tasks, while respecting and supporting their colleagues in accomplishing the work at the café.

Communication with Customers

Employees should be able to communicate effectively with customers to ensure positive interactions.

Quality of Food and Beverages

The quality of food and beverages provided to customers is essential. Employees should conduct proper checks on the food and beverages before serving them to ensure they meet the required standards.

Conclusion

Based on the discussion above, it can be concluded that performance evaluation is a process used to assess the extent to which employees carry out their tasks and responsibilities, by comparing their work results against a set of standards or criteria that have been previously established. This process aims to evaluate how effective and efficient employees are in achieving the expected goals in their work. It can be said that work discipline is highly valued because with discipline, the employees of Café Falcon can be more consistent and responsible in their tasks, as well as in providing service to Café Falcon's customers. The café owner also places great importance on the quality of the employees' performance because when employees have high quality, it significantly impacts the ability to maintain the quality of Café Falcon. Effective communication, whether within the team or between employees and customers, is also crucial for the sustainability of Café Falcon. With good communication, there will be no misunderstandings between the team and the owner. Indirectly, the purpose of this performance evaluation is to provide comfort to the customers.

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