

THE EFFECT OF THE IMPLEMENTATION OF KEY PERFORMANCE INDICATOR ON CAREER DEVELOPMENT AT THE ONE LEGIAN

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ABSTRACT

It is important to always develop a career for all employees for a company including hotel companies, because employees are one of the assets used by companies to achieve corporate goals that have been set previously. The purpose of this study is to determine the effect of key performance indicators applicant to the career development. The ONE Legian is a research location with 55 respondents. Data collection methods used were questionnaires and observations. Data processing techniques that is the test of validity and reliability, and data analysis techniques, namely simple regression and hypothesis testing. The results of the analysis of this study indicate that the implementation of key performance indicators have a significant positive effect on career development. From the results of t test obtained t-count value $6.590 > t\text{-table } 1.674$ with probability 0.000. Because the probability value is much less than 0.05, therefore the key performance indicator variable partially has significant positive effect on career development at The ONE Legian.

Keywords: key performance indicator, human resource, and career development

INTRODUCTION

Companies in running their business must always observe changes in the behavior of human and consumer resources so that it can anticipate the change of behavior, then make regulation in order to improve behavior. Basically, the goal is to know and understand the company's performance well so that the products offered can be accepted by consumers.

Human resources is one of the company's assets most highlighted by the leaders of the company, but the practice to realize the Human Resources (HR) quality is often constrained. Many companies are looking for a method for exploring managerial skills so that the Human Resource

development method has enough strength to predict a person's success rate in a position planned for him, so that the costs incurred are adequate with the results obtained. Here then we intersect with a method often called key performance indicator which is one of the employee performance appraisal methods in a company. Key performance indicator is a standardized performance evaluation process. Key performance indicator is a method performed in future performance-oriented assessment especially in terms of employee career development, identifying people suitable for a particular type and level of work.

The ONE Legian 4-star hotel is one of the hospitality services industry that applies key performance indicator method. This hotel provides services such as overnight services, spas and other public services found in the hospitality industry. To seize all the opportunities available, the company provides the best service to customers. During this time, the ONE Legian has organized various trainings as well as developing human resources to ensure that the company's business capability is able to meet market demands, and employees are able to produce what is expected from the market demand. Meanwhile, continuously recruiting young workers have the potential to fill the company's important positions in the future. One example of the use of performance appraisal methods applied to a company is to assess all potential employees for higher positions than before, where one of the requirements to be able to follow the key performance indicator method is the entire employee of The ONE Legian of 210 richmen. This is based on the results of interviews with researchers Putu Meliyani who is the Human Resources Manager of The ONE Legian.

Formulation Of The Problem.

Based on the background of the problem then the formulation of the problems used in this study are:

1. How do key performance indicators affect employee career development?

2. How is employee career development on The ONE Legian?

Research Method.

This research was conducted at Hotel The ONE Legian which is located at Jl. Raya Legian No.117, Kuta, Badung Regency, Bali 80361. The object of this research is the employees of hotel The ONE Legian.

This research uses two variables:

1. Independent variable (free)

The independent variable denoted by (X) is the variable that influences the dependent variable, either positive or negative. Independent variables in this research are: Key Performance Indicator

2. Dependent variable (bound)

The dependent variable is the variable that becomes the main focus of the researcher. The essence of a problem is readily apparent by analyzing the various dependent variables used in a model. The variability of this factor is what the researcher is trying to explain. In this study, the dependent variables are: Employee career development.

Data Analysis Technique

1. Quantitative Descriptive Analysis

Quantitative descriptive analysis. It is a method that aims to convert the raw data set into an easily understood form, in the form of concise information, in which the results of the study and its analysis are described in a scientific paper which from which the analysis will form a conclusion.

2. Quantitative Analysis

a. Validity test.

validity test results can be seen that the whole item statement shows that r arithmetic > r table at the level of significance 0.361. In this study the statements submitted in the questionnaire declared valid, because r

arithmetic > r table at the level of significance 0.361.

b. Test Reliability

Table 1. Reliability Test

Cronbach's Alpha	N of Items
.881	11

Sumber: Lampiran Output SPSS, 2018

From the table above can be seen that the value of Cronbach Alpha of all variables tested value is above 0.60 it can be concluded that all variables in this study declared realibel. Reliability test results show that all the variables are reliable and can be shown with Cronbach Alphanya value of 0.881 above 0.60 so it can be said that all the measurement concepts of each variable of the questionnaire is reliable so for the next items on each concept variable is suitable for use as a measuring tool.

c. Simple Regression Test

Table 2. Simple Regression Test

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.084	2.136		1.444	.155
X	.454	.069	.671	6.590	.000

Dependent Variable: y

Sumber: Lampiran Output SPSS, 2018

The above regression equation can be explained as follows:

1) = 3.084 indicates that if the application of key performance indicator is constant or $X = 0$, then the career development is 3.084

2) = 0.454 indicates that any implementation of key performance indicator work will encourage career development of 0.454

d. Hypothesis Testing

1. t Test

Table 3. t Test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.084	2.136		1.444	.155
	X	.454	.069	.671	6.590	.000

Source: Output SPSS, 2018

Based on Partial Test Table (t test) then the test results of the independent variables are described as follows:

The variable of performance appraisal shows that the t_{count} is bigger than t_{table} , ($6,590 > 1,674$), or sig, $< \alpha$ ($0.000 < 0.05$), it means that the key performance indicators have a significant and positive influence on career development on The ONE Legian, thus the hypothesis is accepted.

2. Correlation Coefficient

Table 4. Correlation Coefficient

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

1	.671 ^a	.450	.440	1.379
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Source: Output SPSS, 2018

Based on the correlation table, the correlation coefficient is 0.671. So it can be stated that there is a positive relationship between the variable key performance indicators with career development variables are categorized strong.

DISCUSSION

Based on the results of statistical tests that researchers have presented can be seen in partial independent variable that is the implementation of key performance indicators affect the dependent variable that is career development, and can be seen that the application of key performance indicators have a significant positive effect on career development as for indicators indicators key performance indicators that influence development career is as follows:

a. Presence

Assessors assess discipline. One of them is discipline in attendance, and comply with existing rules and perform work in accordance with the instructions.

b. Ethics (Work Habbit) & Appearance (Grooming)

The appraiser assesses the employee's attitude, modesty, cheeriness, likes, gives the impression of fun, shows a good attitude, and looks sympathetic and reasonable.

c. Communication & Team Work

Assessors assess the willingness of employees to communicate, participate and work with other employees vertically or horizontally inside or outside the job so that the work will be better

d. Productivity & Deadline Jobs

Assessors assess the ability of employees in developing productivity and creativity to complete the work, so that work more efficient and effective.

With the indicators mentioned above it can be described that the results of research on the implementation of key performance indicators to the career development, the implementation of key performance indicators and it can be explained based on t test results. Key performance indicator produces a significant value of 0.00 where the value is smaller than 0.05 and result of $t_{count} (6,590) > t_{table} (1,674)$ therefore the hypothesis received is $H_a: \beta_i \neq 0$ and H_o is rejected. It means that implementation of key performance indicator positively and significantly influences the career development at The ONE Legian. This means application of key performance indicator is very supported by all employees because with the implementation of key performance indicator all employees will be entitled to promotions and positions increased (career development).

CONCLUSION

From the above research, this study is intended to determine the effect of applying key performance indicators to career development on The ONE Legian. Based on the results of the study description and discussion it can be concluded from the research are:

From the results of partial test (t test) conducted on the hypothesis, it can be concluded that the application of key performance indicators have a positive and significant effect on career development on The ONE Legian. Results of processing and computerization by using SPSS program obtained t value > t table and significant value smaller than 0.05 which means that there is a positive and significant influence of the application of key performance indicators to career development on The ONE Legian.

This research explained 44% the influence of the application of key performance indicators to career development on The ONE Legian and 56% influenced by factors not in this researched. Therefore hopefully future researchers will further extend the research on the application of key performance indicators to career development by extending other indicators. and will provide lessons for future researchers who will examine the effect of applying key performance indicators to career development.

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