

ABSTRACT

PT Tunggal Inti Kahuripan has employees who have worked long enough and have high employee engagement to the company, but because it resulted in the number of violations committed by employees resulting in performance degradation covered by several factors. Based on the observations, the company has an inappropriate performance appraisal in assessing the performance of its employees. Therefore, the need for effective performance appraisal and can take the assessment from the perspective of employees and from the perspective of stakeholders. The design of performance appraisal using the BARS (Behaviourally Anchored Rating Scale) method begins by creating a CSF (Critical Success Factor) to identify factors affecting performance degradation, then when those factors have been identified and analyzed into the BARS method with the initial stage namely CIT (Critical Incident Technique), followed by Performance Dimension, Retranslation, Scaling Incident, and the last Final Instrument. The study of performance appraisal using BARS method resulted in determination of 4 factors (quality factor, amount factor, time factor, and discipline factor). Total vote of 76.9% which states 4 factors are valid, and calculated the ranking using standard deviation with the final result of 0,559. The ranking of the four factors states that the most influential is time factor with an average of 3.62 with rankings of 1,2, and 3, followed by a discipline factor with an average of 4.00 with rank 4 and 5, and the less influential is quality and number factors with an average of 4.22 and 4.24 with ranks 6 and 7.

Keywords : *BARS, Critical Success Factors, Critical Incident Technique, Divisi Produksi, Performance Appraisal*