Evaluating The Performance Of An Employee
On The Bintan Villa Resto

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Abstract. *The objective of this research is to develop objective work assessment system to know the performance evaluation of employees de Bintan Villa & Resto. Methods used in this research are the combined and AHP method (Analytical Hierarchy Process). The method using ahp with some techniques, as : decomposition, comparative judgement, synthesis of priority and consistency. Results of the highest to lowest competency rating are technical competencies, managerial competencies and appropriate basic competencies according to manager's statement that technical competencies have alternatives, very required in employee performance evaluation de Bintan Villa & Resto.*

Keywords: *Evaluation, Performance, AHP, Employees*

1. INTRODUCTION

Management is a human resource management and resources utilization on employees .Management and resources utilization fully developed in the world of work to accomplish a purpose companies and the development of individual employees .Resources management man as the science which regulate the planning and the role of labor effectively and efficiently to the achievement of the aims (Yani, 2012) .Management of human resources is a strategic approach on skill, motivation, organizing management and human resources development .Resources management is created to form a company worth , support values staple from the company and ensure the success of the company.

According to prasad (Kurniawan,2017) a judgment is evaluation feasibility the quality of work so performance evaluation of can be defined as evaluation of employee performance over time .In addition assessment performance is an the power of performance management who helped identification and how to resolve the problems faced by an employee in his job (Akinbowale, Lourens, & Jinabhai, 2014). Supported by the words of based on the practice of most common in in the management, assessment performance is described as quality assessments of work used to compare performance between one individual with another through evaluation systematic individual focus on

their performance and potential of the them through the evaluation process performance, organization can be measured and evacuate behavior individual employees related achievement over time (Toppo & Prusty, 2012).

Performance evaluation can measure and distinguishing performance made employees and determine various policies in the field of human resources such as adjustment, return, training the development and promotion (Natanael & Mulyono, 2017). The evaluation / effective, employee performance assessment a company able to optimize competence his employees to achieve company. Besides the performance of employees who are not effective will give you a lot of the negative consequences for the company (Evita, Muizu, & Atmojo, 2017).

As an organization that moves in areas like, services de bintan villa & resto should be able to encourage an increase in the performance of human resources in order to win the competition. Employee performance assessment de bintan villa & amp; resto ever done in 2016.Interviews with mr padillah as human resources de bintan villa the resort is known that for this achievement assessment employee performance at de bintan villa & resto the assessment of the performance of up to support the increase in the level of employee if its performance was good enough. Now the system employee performance assessment applied de bintan villa & resto is form. Employee evaluations performance assessment form was only assess aspects of the work of, work and job skills. Attitude But a scoring system was still subjective, where is the boss could have been judge the work based on his employees like and dislike because the absence of an indicator of performance evaluations clear.

On the other side, the turn over de bintan villa & resto high. Indistinct performance assessment standards can affect the low worker satisfaction goes against the system performance assessment. For that reason, de villa bintan & restaurant employee performance requires a system of grading objective company so it can support the achievement of a goal. Performance evaluation of the review is an individual or group of strength and weakness in conducting the work so it can be determined the effectiveness of its performance. Performance evaluation is ideal when having practical criteria, clarity standards and criteria that are objective. Research aims to understand evaluation de employee performance brittle villa & resto.

2. LITERATURE REVIEW
2.1 Evaluating The Performance
Evaluation is as a step at all judgment to collect , analyze and present information on the state of the situation a useful objects by use of the instrument and the results described in the form of information as well as used to make decisions (Wirawan, 2012). Performance is the result or figure that deals with the level of achievement of activities and policy to achieve the goal , vision and mission its being obtained by a company that is oriented profit or not profit oriented and produces for a certain period in planning a company strategy (Fahmi, 2016). The evaluation and structured follow any pattern and procedures work raw and to do with the truth (Amir, 2015). An activity to evaluate different, research activities even though they have. elements in common. Performance is achievement or accomplishment someone delights as by charged tasks. Performance can also viewed as an integrated the results of to be achieved and of someone who attain (Marwansyah, 2014).

Evaluating the performance is a means to fix employee who have not done their job well in in organization or company (Situmeang, 2016). Companies try to achieve

objective to have a position and trusted their best in. Evaluating the performance is a model judgment to compare the past and execution, strategy operation, the employees in planning and prepare the strategy a better future (Tunggul, Isnanto, & Nurhayati, 2016).

Evaluating of performance indicators (hariyanto & satoto, 2016) :

1. Technical competence, that is characteristic of the skills and abilities relating to work to be executed.
   a. Cooperation is business activities or work done by some people to achieve common aims. Extra working
   b. Work done outside the normal or extra time work done outside of working hours.
   c. Skill is the ability to understanding, the mind, to work on ideas and creativity, altering or making something to produce a value of a work.
   d. Knowledge is the science or more information that is owned by someone.
2. Basic competence, the characteristic for skill and ability to possess by all of office.
   a. Honesty was a private saying usually expressed or evil spontaneous according to it is without any engineering from that in he and.
   b. Friendliness is benevolent and attractive language, sweet and his speech, like do and pleasing in and relating to the way.
   c. Modesty is the nature of or mannerisms and said a good word in daily life in each individual identity.
   d. Discipline is feeling do adherent to values including does a particular job believed a responsibility.
3. Managerial competence which is characteristic of skills and abilities associated with the insights and mastery in do duty or work.
   a. Communication is the process whereby an employee or some employees, agencies and companies are using information in order to stay connected to the working environment.
   b. Openness is the works is being honest, humble and want to receive opinions and other people criticism.
   c. Initiatives is the initiative the ability to decide on and do the right something without having to tell, have found what was supposed to be done against something, in and around trying to keep moving do some things even if the situation gets complicated.
   d. the responsibility is where the state of mandatory endure everything to give responsibility and suffer the consequences.

2.2 Analytic Hierarchy Process (AHP)

Analytic hierarchy process (AHP) is a comprehensive, methodology that provides the ability to combine quantitative and qualitative factors in decision making for individual and group (Saaty & Vargas, 2012).This model developed by Thomas I. Saaty, a mathematician at the university of Pittsburgh, the united states. This model can help human frame of mind for putting human perception as. Qualitative input Human perception to be included here is the perception of the experts, who got it right question submitted, suffered the consequences of a problem, or had concerns about the issue.

AHP is essentially a method of solving a problem complex and they live into its components, set components said in a hierarchy, enter a numerical value as a substitute

for human perception to comparison relatively, and finally produce a sintesa who setting an order and the priority of the components (Saaty & Vargas, 2012). AHP shown in the form model consisting top of a goal, hierarchy criteria, maybe some sub level criteria for each decision and alternative. AHP is one of the methods a structured related to the decision-making process with a complex problem , consisting of many alternatives such as a project , the act of and scenario .Ahp developed according to hierarchical structure some combination alternatives in decision-making .For example , knowledge , experience and intuition .So , this method provide the opportunity to everyone to make decisions about various kinds of problems .For example , waste management electronics (Rimantho, Cahyadi & Dermawan, 2015) , apply a method of ahp in order to choose the method of analysis substance organic (Rimantho, Rachel. & Cahyadi, 2016) , as the tools in decision-making prevention work accident on workers gatherer garbage (Rimantho & Cahyadi, 2016) , used to make hierarchical structure priority a problem in calibration equipment in pharmaceutical industry (Rimantho, Rahman, & Cahyadi, 2017).Ahp is an effective method decision-making when there is subjectivity from in trouble (Semih & Seyhan, 2011).

AHP is an effective method of decision making at the subjectivity from 11 in trouble .Further, AHP very apposite to solve problems in which the criteria are arranged in a hierarchy to sub-criteria .By using a series of comparison with elements of simple decision to reduce a complex decision .A study carried out by CIFOR stressed that the results of these comparisons synthesis can give the best decision and give apparent reason to a choice that is made (CIFOR, 1999).

The following are the steps in usage method of AHP (Saaty & Vargas, 2012):

1. Definitions problems and spells out the desired.
2. Make hierarchical structure from the perspective of comprehensive.
3. Make matrix comparison in pairs for the contribution of each element or influence of any relevant criteria that influence is jurisdiction over it .In this matrix, pairs elements than the criteria with regard to a higher level.
4. Synthesizing paired data in a matrix for comparison and priorities of each element.
5. Test the consistency of priorities that have been acquired
6. Do the steps up to each level hierarchy
7. Using the composition of the hierarchy to give weight of vectors to priority with the criteria and total all the value of priorities that have been given the weight of this with the value of the priorities of. Next level down and so on the result is a vector thorough priority to the level of the hierarchy at the bottom.
8. Evaluate consistency to the whole hierarchy by multiplying each index consistency with the priorities relevant criteria and add up the results of the time. These results are then divided by a similar statement uses index consistency random (random) in accordance with the dimensions of every. Matrix The ratio of the consistency of the hierarchy should not be more than 10 %, if more than 10 % then process must be repaired.

3. RESEARCH METHODS/METHODOLOGY

This study used mix method between quantitative dan qualitative approach and AHP method (*Analytical Hierarchy Process*). The method using ahp with some techniques, as :decomposition, comparative judgement, synthesis of priority and consistency. The instrument testing was carried out through the validity and reliability test. The validity test used the corrected item correlation value, while the reliability test used Cronbach Alpha. This research was conducted by distributing questionnaires to obtain research data. This questionnaire was distributed to the 50 employees of De Bintan Villa & Resto. Variables used in this research are evaluating performance and the indicator is technical competence, basic competence, and competence managerial. Technique data analysis is a process looking for and composing systematically the data obtained from the results of the spread of the questionnaire, interview , field notes and documentation of place research by means of organizes data into category.

4. RESULTS AND DISCUSSION
DECOMPOSITION

Decomposition is solve or divide the whole into constituent elements to form a hierarchy the decision-making process, where any element or elements interconnected.A hierarchy called ' if all the element on having relation over all levels a lies on the level next, while a hierarchy lengkap decision the opposite of the hierarchy who complete.
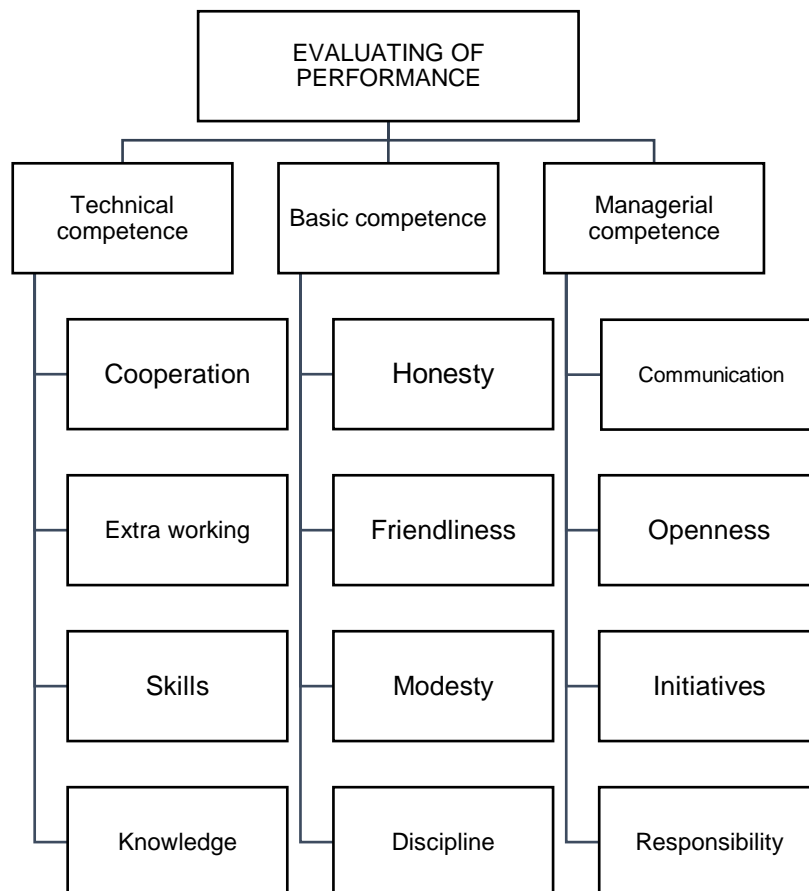
Picture 1. Structure Hierarchy De Bintan Villa & Resto

The main criterion used an alternative that is used, and criteria explained in table below:

Table 1.

The Primary Criteria

No	Criteria	Explanations
1	Technical competence	Characteristic for skill and ability relating to work to be executed
2	Basic competence	Characteristic of skill and capability of being need to possessed by all office competence
3	Managerial competence	Characteristic for skill and ability relating to insight and mastery in do duty or work

Criteria alternatives that is used explained in table below:

Table 2.

The Alternative Explanation

No	Alternative	Explanations
1	Cooperation	Level of cooperation employees who work together to solve a particular job
2	Extra working	The extra work employees to agencies, allegiance an employee at work
3	Skills	Rate ability employees about the idea and creativity in resolving a particular job
4	Knowledge	Level of knowledge of working, employees mastery of information and the principle of the work has been set by the company
5	Honesty	Level of honesty each employee that can determine good and poor a work done
6	Friendliness	The hospitality each employee that can determine how broad and good way the employees sociable in his life in working
7	Modesty	Each employee can be assessed the modesty of attitudes and the way employees appreciate colleagues or others
8	Discipline	Owned the discipline employees and you manage in working time
9	Communication	The level of communication in the delivery of your mind, emotional and information to colleagues and superiors
10	Openness	The level of openness by employees as a in working to a superior
11	Initiatives	The level of the initiative in the completion of a job requires employees to do something different every day to produce something better
12	Responsibility	Responsibility from the completed employees, her believed the duties on employees

COMPARATIVE JUDGEMENTS

Comparative judgments determines the priorities of elements by making matrix comparison pairs to get an assessment of relative importance two elements

Table 3.

Comparison The Average Criteria

TECHNICAL COMPETENCE				
Criteria	Cooperation	Extra working	Skills	Knowledge
Cooperation	1	1/3	1/3	2
Extra working	3	1	2	2
Skills	3	1/2	1	2
Knowledge	1/2	1/2	1/2	1
BASIC COMPETENCE				
Criteria	Honesty	Friendliness	Modesty	Discipline
Honesty	1	3	5	7
Friendliness	1/3	1	2	3
Modesty	1/5	1/2	1	2
Discipline	1/7	1/3	1/2	1
MANAGERIAL COMPETENCE				
Criteria	Communication	Openness	Initiatives	Responsibility
Communication	1	5	5	7
Openness	1/5	1	2	3
Initiatives	1/5	1/2	1	3
Responsibility	1/7	1/3	1/3	1

SYNTHESIS OF PRIORITY

Synthesis Of Priority, After matrix comparison in pairs, the average score next looking for vector eigen or local priority.

Table 4.

A Sum Value Column Criteria

TECHNICAL COMPETENCE				
Criteria	Cooperation	Extra working	Skills	Knowledge
Cooperation	1	1/3	1/3	2
Extra working	3	1	2	2
Skills	3	½	1	2
Knowledge	1/2	½	1/2	1
Criteria	Cooperation	Extra working	Skills	Knowledge
Cooperation	1	0,333	0,333	2,000
Extra working	3,000	1	2,000	2,000
Skills	3,000	0,500	1	2,000
Knowledge	0,500	0,500	0,500	1
Total	7,500	2,333	3,833	7,000

BASIC COMPETENCE				
Criteria	Honesty	Friendliness	Modesty	Discipline
Honesty	1	3	5	7
Friendliness	1/3	1	2	3
Modesty	1/5	½	1	2
Discipline	1/7	1/3	1/2	1
Criteria	Honesty	Friendliness	Modesty	Discipline
Honesty	1	3,000	5,000	7,000
Friendliness	0,333	1	2,000	3,000
Modesty	0,200	0,500	1	2,000
Discipline	0,143	0,333	0,500	1
Total	1,676	4,833	8,500	13,000
MANAGERIAL COMPETENCE				
Criteria	Communication	Openness	Initiatives	Responsibility
Communication	1	5	5	7
Openness	1/5	1	2	3
Initiatives	1/5	½	1	3
Responsibility	1/7	1/3	1/3	1
Criteria	Communication	Openness	Initiatives	Responsibility
Communication	1	5,000	5,000	7,000
Openness	0,200	1	2,000	3,000
Initiatives	0,200	0,500	1	3,000
Responsibility	0,143	0,333	0,333	1
Total	1,543	6,833	8,333	14,000

Table 5.

Vector Eigen Value Criteria

TECHNICAL COMPETENCE				
Criteria	Cooperation	Extra working	Skills	Knowledge
Cooperation	1	0,333	0,333	2,000
Extra working	3,000	1	2,000	2,000
Skills	3,000	0,500	1	2,000
Knowledge	0,500	0,500	0,500	1
Total	7,500	2,333	3,833	7,000
EIGENVALUE				
Cooperation	0,1333	0,1429	0,0870	0,2857
Extra working	0,4000	0,4286	0,5217	0,2857
Skills	0,4000	0,2143	0,2609	0,2857
Knowledge	0,0667	0,2143	0,1304	0,1429
BASIC COMPETENCE				
Criteria	Honesty	Friendliness	Modesty	Discipline
Honesty	1	0,333	0,333	2,000
Friendliness	3,000	1	2,000	2,000
Modesty	3,000	0,500	1	2,000
Discipline	0,500	0,500	0,500	1
Total	7,500	2,333	3,833	7,000

EIGENVALUE				
Honesty	0,1333	0,1429	0,0870	0,2857
Friendliness	0,4000	0,4286	0,5217	0,2857
Modesty	0,4000	0,2143	0,2609	0,2857
Discipline	0,0667	0,2143	0,1304	0,1429
MANAGERIAL COMPETENCE				
Criteria	Communication	Openness	Initiatives	Responsibility
Communication	1	5,000	5,000	7,000
Openness	0,200	1	2,000	3,000
Initiatives	0,200	0,500	1	3,000
Responsibility	0,143	0,333	0,333	1
Total	1,543	6,833	8,333	14,000
EIGENVALUE				
Communication	0,6481	0,7317	0,6000	0,5000
Openness	0,1296	0,1463	0,2400	0,2143
Initiatives	0,1296	0,0732	0,1200	0,2143
Responsibility	0,0926	0,0488	0,0400	0,0714

Table 6.

Jumlah Nilai Eigen dan Nilai Rata-Rata Kriteria

TECHNICAL COMPETENCE					
EIGENVALUE		TOTAL		AVARAGE VALUE	
0,1333	0,1429	0,0870	0,2857	0,6489	0,1622
0,4000	0,4286	0,5217	0,2857	1,6360	0,4090
0,4000	0,2143	0,2609	0,2857	1,1609	0,2902
0,0667	0,2143	0,1304	0,1429	0,5542	0,1386
BASIC COMPETENCE					
EIGENVALUE		TOTAL		AVARAGE VALUE	
0,5966	0,6207	0,5882	0,5385	2,3440	0,5860
0,1989	0,2069	0,2353	0,2308	0,8718	0,2180
0,1193	0,1034	0,1176	0,1538	0,4943	0,1236
0,0852	0,0690	0,0588	0,0769	0,2899	0,0725
MANAGERIAL COMPETENCE					
EIGENVALUE		TOTAL		AVARAGE VALUE	
0,6481	0,7317	0,6000	0,5000	2,4799	0,6200
0,1296	0,1463	0,2400	0,2143	0,7303	0,1826
0,1296	0,0732	0,1200	0,2143	0,5371	0,1343
0,0926	0,0488	0,0400	0,0714	0,2528	0,0632

CONSISTENCY

Consistency, at this stage will determine whether or not valid vector eigen obtained from the process *synthesis of priority* made in the process earlier.

1. Technical Competence

λ Max = (7,500 X 0,1622)+(2,333 X 0,4090)+(3,833 X 0,2902)+(7,000 X 0,1386) = 4,25339

2. Basic Competence
   λ Max = (1,676 X 05860)+(4,833 X 0,2180)+(8,500 X 0,1236)+(13,000 X 0,0725) =
   4,028296

3. Managerial Competence
   λ Max = (1,543 X 0,6200)+(6,833 X 0,1826)+(8,333 X 0,1343)+(14,000 X 0,0632) =
   4,207773

Next step from consistency is to test the consistency of hierarchy.
1. Technical Competence
CI = (4,25339–4) / (4–1) = 0,084463

2. Basic Competence
CI = (4,028296-4) / (4–1) = 0,009432

3. Managerial Competence
CI = (4,207773–4) / (4-1) = 0,069258

CONSISTENCY RATIO (CR)

Table 7.
Random Consistency Index

N	1	2	3	4	5	6	7	8	9
RI	0	0	0,58	0,9	1,12	1,24	1,32	1,41	1,45

1. Technical Competence
   CR = 0,084463 / 0,90 = 0,093848

2. Basic Competence
   CR = 0,009432 / 0,90 = 0,01048

3. Managerial Competence
   CR = 0,069258 / 0,90 = 0,076953

Based on CR value when < 0,1 (10%) It can be accepted , it means comparison in pairs matrix the main criterion used filled with consideration consistent and vector Eigen produced reliable. This is, of the so can be determined criteria which is superior and 0,093848 so of the weighting for technical criteria is more role from other criteria but this criteria are related and cannot be separated hence to three criteria has been said worth used in de evaluating on performance De Bintan Villa & Resto.

Based on the research findings, which has been obtained known 3 arrangement of strategic performance evaluation whose competence and technical competence, the managerial competence and competence and as stated by the scores is superior technique because in tourism competence is expected to be more employees to work together , strengthen and complete a better job , show the creativity and innovation that a skilled and knowledgeable. If compare with competence with competence, managerial technical managerial little of it has different weights, of managerial but there should be working as employees in every good communication between when employees communicate with superior or communicate with manners to a guest inflicted come and stay, openness also one of openness in managerial decipher because of trouble and

difficulty in completed, initiatives or alternative found their initiatives difficult when employees work but not according to competence may less plans to approval after the jobs provided.

Responsibility in working on employees of employees are required to finish the job to complete some work but have not been so reprimanded employees must clear if the future do it back. Talk about the result of, basic competence is carriage and authorized capital in the day-to-day in work and interact with others. The nature of honesty owned employees must have the value of the best in order to create work going and good to be a guide to living employees itself because when an employee does not have the honesty with good faith but the good name of the company also could be involved.

Namely the hospitality, next assume for the hospitality of course very connected with decency because when hospitality employees are not very good but employees must be having value that differences when this employee had good decorum maybe the hospitality slightly in value different because not everyone can have the trait of delicacy and finesse that perfect. Their discipline is considered less well in this company seeing of his dress sense that sometimes things are not in accordance with the day, late in work and finish the job. Employees still need innovation and eager to always characteristics good and right in to work because not all employees have really good grades.

The AHP processing data by using the method (Analytical Hierarchy Process) process that has already been done and above individuals showed that in alternative is still need improvement and learning stages .To do so from scoring HRD the alternative evaluating stages on the criteria, mutually strengthen ties by the employee performance and good for the company with evaluate well and correctly .This method can help hrd in evaluating the employees at regular intervals .

CONCLUSION

The conclusions this research is evaluation de employee performance bintan villa & resto based on large criteria weight or the end of overall and composed of the highest to the lowest, as top priority of technical 0,093848 alternative with weights on the cooperation with weights, 0,01622 extra work with weights, 0,4090 skill with weights 0,2902 and knowledge with weights 0,1386.Diurutan secondly there is managerial competence with weights 0,076953 with each alternative 0,6200, the communication with weights openness by 0,1826 weight, 0,1343 initiatives or initiative with weights and responsibilities with weights 0,0632. In a position there are three basic competence to be the last position in the grading, namely by the acquisition of weights 0,01048 basic competence and criteria is the alternative is honesty with weights 0,5860, next hospitality with weights 0,2180, politeness with weights 0,1236 and discipline with weights 0,0725.This means that the application of analytical methods hierarchy process (AHP) on three criteria is better and accurate in the evaluation, employee performance then with the training and development of an additional to encourage employees to the better.

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