
DESIGNING A HUMAN RESOURCE MANAGEMENT SYSTEM FOR PERFORMANCE ASSESSMENT USING BEHAVIORALLY ANCHORED RATING SCALES (BARS) FOR OPERATORS AT PT. POLYLAND INDOTEKNIK BANDUN

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ABSTRACT

Employee performance appraisal is a crucial aspect of enhancing organizational productivity and effectiveness. This research aims to develop a more robust performance appraisal system for factory operators at PT. Polyland Indoteknik Bandung employs the Behaviorally Anchored Rating Scales (BARS) method. Through an analysis of the existing appraisal system, this study found that the sole use of Key Performance Indicators (KPIs) is insufficient to measure complex behavioral aspects. Therefore, BARS is proposed as a more comprehensive method. The designed BARS system incorporates specific behavioral indicators relevant to the job of factory operators. Additionally, this research outlines an implementation strategy involving socialization, integration with existing systems, feedback provision, and periodic evaluation. The results indicate that BARS can improve the quality of performance appraisals and provide more constructive feedback to employees.

Keywords: BARS, Performance, KPI

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INTRODUCTION

Human resources, as the organization's driving force, are greatly influenced by the behavior of its participants/employees (Kuntz & Moorfield, 2024; Langhan & Tiyyagura, 2022; Varandas et al., 2024). The granting of authority and responsibility regulates the participation of human resources in the organization (Khan et al., 2023; Maneethai et al., 2024). The authority and responsibilities employees must achieve are formulated with standards or benchmarks set and agreed upon by employees and superiors (Savandha, Azzahra, & Sukand, 2024). Employees and their respective supervisors can set work goals and performance standards that must be achieved and assess the actual results achieved at the end of a certain period (Ghazi et al., 2023; Hidayat et al., 2024; Naseer et al., 2024; Rasul et al., 2021). Improving individual employee performance will encourage overall human resource performance, reflected in increased productivity.

Employee performance appraisal can be measured through various methods, including the Behaviorally Anchored Rating Scales (BARS) method, which assesses behaviors linked to personality traits to gauge effectiveness (Guo et al., 2024; Islami et al., 2018; Tafese Keltu, 2024). This method is advantageous as it sets clear success standards, allowing for a more accurate evaluation of whether employees have performed effectively, less effectively, or ineffectively (Hidayat et al., 2024). To reduce human error in machine operations, operators require both hard skills, such as machine operation, maintenance, adherence to SOPs, and safety equipment use, and soft skills, including communication, teamwork, time management, discipline, and accuracy, particularly concerning safety and operational standards (Savandha, Azzahra, & Purbasari, 2024).

PT. Polyland Indoteknik Bandung has been focused on improving product quality by enhancing operator skills and reducing turnover through a comprehensive HR system since 2019, achieving positive results. The next goal is to upgrade the performance appraisal system to be more objective and developmental. This study proposes the Behaviorally Anchored Rating Scales (BARS) method for performance assessment, aiming to provide structured feedback, support continuous improvement, and boost job satisfaction. The research intends not only to aid PT. Polyland Indoteknik Bandung contributes to the academic literature on effective, behavior-based performance evaluations.

This is highlighted in studies like Martin-Raugh et al. (2016), which emphasize the accuracy and fairness of the scale in performance ratings. Unlike conventional uses of BARS, this research uniquely adapts the approach for a manufacturing setting, addressing specific operational needs at PT. Polyland Indoteknik Bandung. Here, production-focused metrics such as adherence to procedures and safety are essential, distinguishing this study's approach from applications in service or retail sectors. This unique adaptation underscores the adjustments necessary to make BARS effective in manufacturing, offering insights into its application in industries with rigorous performance and safety standards.

Furthermore, this study's integration of BARS with Key Performance Indicators (KPIs) contributes to a novel dual-method evaluation model that supports qualitative and quantitative metrics. While BARS typically functions as a standalone behavioral assessment tool, its combination with KPIs provides a holistic assessment framework that aligns well with the company's goals of reducing turnover and fostering skill development. The digital integration of BARS with the KPI system also offers practical benefits, enabling real-time data collection and feedback accuracy. These methodological and contextual distinctions set this study apart, showcasing how BARS can be effectively tailored to meet the specific demands of manufacturing while providing a structured approach that could serve as a model for similar industries.

This study seeks to develop a BARS-based performance appraisal system tailored to the unique needs of PT. Polyland Indoteknik Bandung. The objectives are to identify key behavioral indicators relevant to factory operators' roles, design an appraisal structure that integrates these indicators with existing KPI measures, and outline an implementation strategy that includes socialization, integration with current systems, feedback mechanisms, and regular evaluations. This research introduces a novel approach to performance appraisal in the manufacturing sector by combining behavioral and technical metrics, thereby creating a holistic assessment framework that supports employee development and operational efficiency.

METHOD

This study uses a qualitative descriptive approach to design and implement a BARS-based performance appraisal system for factory operators at PT. Polyland Indoteknik Bandung. Data collection included interviews with personnel, questionnaires for operators, and secondary data from company documents. The implementation process is divided into four stages: socialization, integration, feedback provision, and periodic evaluation. Socialization introduces BARS through workshops, while integration embeds BARS into the existing KPI-based system for a combined appraisal of quantitative and behavioral metrics.

Structured feedback is provided after appraisals, with follow-up sessions setting improvement goals. Periodic evaluations gather feedback every six months, with annual refresher

training to maintain engagement. Data analysis followed Miles and Huberman's interactive model, involving data reduction, presentation, and iterative conclusion drawing. Semi-structured interviews, Likert-scale questionnaires, and field observations provided insights into behavioral patterns, revealing areas where BARS can enhance objectivity and support human resource development.

RESULTS AND DISCUSSION

Results of Questionnaire Data Analysis

Work Quality Indicators Based on BARS Indicators

1. Read and Understand the Production Machine Instruction Manual.

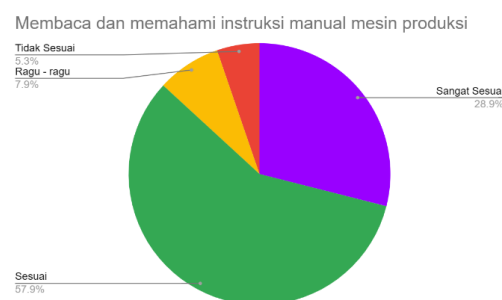


Figure 1.

Questionnaire Data Reading and Understanding Production Machine Instruction Manual

Based on the questionnaire data, 57.9% of respondents stated it was appropriate. In comparison, 28.9% admitted it was very relevant, 7.9% of respondents felt hesitant, and 5.3% said it was inappropriate. A good understanding of the instruction manual helps prevent operational errors, increase productivity, and reduce the risk of work accidents. These results show that most operators can understand machine instructions well. However, there is still room for improvement for a small percentage of employees.

2. Carefully Implement the Provisions of Production Procedures



Figure 2.

Questionnaire Data Carefully Implements the Provisions of Production Procedures

71.1% of respondents stated that it was appropriate, and 28.9% felt that it was very relevant in carrying out the provisions of production procedures. None of the respondents chose the "Hesitate," "Not Conforming," or "Very Inappropriate" options, meaning that all employees felt

confident in their ability to follow production procedures well. This shows that the operator has good precision, which is highly correlated with stable and consistent performance in maintaining the quality of production output.

3. Work Fast Without Sacrificing Production Quality



Figure 3.

Questionnaire Data Works Quickly Without Sacrificing Production Quality

Regarding working quickly without sacrificing quality, 52.6% of respondents stated it was appropriate. In comparison, 31.6% said it was very proper, 7.9% felt hesitant, and 7.9% stated it was irrelevant. An imbalance between speed and quality can result in an increased rate of product defects or errors, ultimately harming the company. Therefore, this indicator is important in assessing employees' work efficiency in the production environment. In this context, most operators (more than 80%) feel capable or very capable of working quickly without sacrificing quality. However, around 15% of operators think they are unsure or incapable. This may indicate the need for further employee training regarding time management and quality control.

4. Repairing defective goods



Figure 4.

Questionnaire Data for Repairing Production Defective Goods

Regarding the ability to repair defective goods, 63.2% of respondents admitted that it was appropriate, 23.7% felt that it was relevant, 7.9% felt hesitant, and 5.2% stated that it was inappropriate. These results show that most operators understand quality standards and how to fix non-compliant products. However, operators who feel hesitant or unable may need additional training to improve their abilities.

5. Maintaining Neatness and Cleanliness of the Work Area

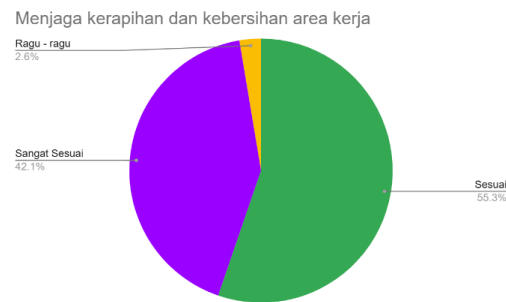


Figure 5.

Questionnaire data maintains neatness and cleanliness of the work area

In maintaining the neatness and cleanliness of the work area, 55.3% of respondents felt appropriate, 42.1% felt very relevant, and 2.6% of respondents felt hesitant. None of the respondents chose the "Not Conforming" or "Very Inappropriate" option, indicating that all employees felt they had at least a basic level of ability to keep the work area tidy and clean. This shows that most employees can maintain the neatness and cleanliness of their work areas, which is very important to improve work efficiency and reduce the risk of workplace accidents. The questionnaire results showed that most employees were competent in various job quality indicators. However, there was room for improvement in certain aspects, such as time management, quality, and repair of defective goods.

Discipline Indicators Based on BARS Indicators

1. Come to Work on Time



Figure 6.

Questionnaire Data Comes to Work on Time

Based on the questionnaire results, as many as 55.3% of respondents felt appropriate in terms of arriving on time, 42.1% admitted that it was very relevant, and 2.6% of respondents thought it was inappropriate. None of the respondents chose the "Very Inappropriate" or "Hesitant" option, indicating that most employees felt confident in their discipline regarding punctuality. This data shows that most operators have a high level of discipline in adhering to set working hours. This punctuality directly reflects the operator's commitment to their responsibility.

2. Returning from a Break on Time



Figure 7.

Questionnaire Data Returns from Breaks on Time

Regarding returning from a break on time, 47.4% of respondents felt it was appropriate, while another 47.4% felt it was very appropriate. 2.6% of respondents felt hesitant, and another 2.6% stated that it was inappropriate. This figure shows that most operators are also well-versed in taking advantage of downtime, which contributes to the smooth running of the production operation.

3. Following the Company's Regulations



Figure 8.

Questionnaire Data Following Company Regulations

Regarding compliance with company regulations, 52.6% of respondents admitted that it was appropriate, 44.7% stated that it was very relevant, and 2.6% of respondents felt hesitant. None of the respondents chose the "Not Conforming" or "Very Unconforming" option, indicating that most operators felt confident in their level of discipline in following company regulations. These results show that most operators comply with the policies and rules imposed by the company, which is the key to maintaining operational efficiency and a conducive working atmosphere.

4. Following a Set Shift Schedule



Figure 9.
Questionnaire Data Following a Set Shift Schedule

Regarding following the set shift schedule, 52.6% of respondents felt it was very suitable, 42.1% thought it was appropriate, and 5.3% felt indecisive. None of the respondents chose the "Not Conforming" or "Very Inappropriate" option, meaning most employees thought they could keep up with their shift schedules quite well. This shows that most operators can adapt well to the work schedule set by the company, which supports operations that run 24/7 or in rotating shifts.

5. Following Occupational Safety Rules



Figure 10.
Questionnaire Data Following Occupational Safety Rules

On the indicator of discipline in following work safety rules, as many as 55.3% of respondents stated that it was very appropriate, another 42.1% felt that it was relevant, and 2.6% thought it was inappropriate. None of the respondents felt "Hesitant" or "Very Unsuitable". This is a very positive finding, considering that occupational safety is an essential aspect of factory operations, especially in the manufacturing industry, such as plastic factories. Discipline in following safety rules can prevent work accidents and maintain employee welfare.

Overall, more than 90% of employees feel confident in their ability to comply with the regulations and standards that the company has set. However, a small percentage of operators feel hesitant or lack discipline in some aspects, such as following work safety rules or adhering to shift schedules, indicating room for improvement, especially in training and strengthening discipline. The overall operator discipline is reasonable, with most showing high compliance with procedures and regulations, which contributes to the efficiency and safety of the company's operations.

Teamwork Indicators Based on BARS Indicators

1. Resolving Conflicts with Colleagues Favorably



Figure 11.
Questionnaire Data Resolves Conflicts with Colleagues Well

Based on the questionnaire data, 71.1% of respondents stated that it was appropriate, 23.7% felt that it was very relevant, 2.6% felt hesitant, and 2.6% thought it was inappropriate to resolve conflicts with colleagues satisfactorily. These results show that only a few operators feel unsure or incapable. Most operators have good skills in managing conflicts, which is important in creating a collaborative and harmonious work environment.

2. Good Production Results and Quality Achieved by Teamwork



Figure 12.
Good Production Results and Quality Questionnaire Data Achieved with Teamwork

63.2% of respondents stated that it was appropriate, 34.2% felt that it was very relevant, and 2.6% felt doubtful that good production results could be achieved through teamwork. None of the respondents chose the "Not Conforming" or "Very Inappropriate" option, indicating that most operators agreed that teamwork is important in achieving good production results. This shows a high awareness among operators that teamwork is essential to achieving quality production targets.

3. Adapting to Various Traits and Characters of Coworker



Figure 13.

Questionnaire Data Adapts to Various Traits and Characters of Colleagues

68.4% of respondents admitted they were suitable, 23.7% felt very appropriate, 5.3% felt hesitant, and 2.6% felt inappropriate in adapting to various traits and characters of colleagues. Most operators can adjust to multiple characteristics and characters of colleagues, which shows good interpersonal skills. This ability is very important in creating a harmonious and productive work environment. This adaptability is crucial to maintaining positive team dynamics and ensuring that individual differences do not hinder the work process.

4. Willing to Take on Unfinished Coworkers' Work



Figure 14.

Questionnaire Data Willing to Take Unfinished Work of Colleagues

A total of 63.2% of respondents stated that it was appropriate, 28.9% felt that it was relevant, and 7.9% felt hesitant about taking on the unfinished work of colleagues when needed. None of the respondents chose the "Not Suitable" or "Very Not Appropriate" option, indicating that most operators are open enough to help colleagues. This attitude reflects that most operators have a high sense of solidarity and responsibility within the team, which is essential for maintaining an effective workflow.

5. Contribute to Team Discussions



Figure 15.
Questionnaire Data Contributes to Team Discussions

65.8% of respondents felt appropriate, 31.6% felt very relevant, and 2.6% felt hesitant to contribute to team discussions. None of the respondents chose the "Not Appropriate" or "Very Not Appropriate" option, indicating that most employees felt sufficiently involved in team discussion and collaboration. The questionnaire results showed that most operators have good teamwork skills and are willing to support the team in various situations. This positively impacts operational efficiency, productivity, and a harmonious working atmosphere, ultimately improving the team's overall performance.

Initiative Indicators Based on the BARS Indicator

1. Understanding Daily Goals and Working Without Being Asked by Your Boss



Figure 16.
Questionnaire Data Understanding Daily Targets and Doing Without Being Asked by Superiors

Based on the questionnaire data, 63.2% of respondents felt appropriate, 23.7% felt very relevant, 7.9% felt hesitant, and 5.3% felt inappropriate in understanding daily targets and completing tasks without being asked by superiors. These results show that most operators can understand daily targets and work independently without being asked by their superiors, which reflects a good level of initiative.

2. Taking on Additional Responsibilities



Figure 17.
Questionnaire Data Taking Responsibility for Additional Tasks

71.1% of respondents stated that it was appropriate, 13.2% felt it was very relevant, and 15.8% of respondents hesitated to take responsibility for additional tasks. None of the respondents chose the "Not Conforming" or "Very Unsuitable" option, indicating that most employees were open to extra responsibilities, although some were hesitant. Most operators are ready and willing to take the initiative to handle additional tasks, which signifies a high commitment to achieving team and company targets.

3. Learn Production Machinery or Other Skills Without Being Prompted



Figure 18.
Questionnaire Data Learning Production Machinery or Other Skills Without Being Requested

Regarding taking the initiative to learn a new skill or a production machine without being asked by a superior, **60.5%** of respondents felt appropriate, **13.2%** felt very relevant, **21.1%** felt hesitant, and **5.3%** stated that it was not relevant. This shows that the operator's initiative in developing himself and improving his competence outside the required tasks is quite high, which is important for the long-term development of individuals and companies.

4. Submit Workflow Improvement Ideas



Figure 19.

Questionnaire Data Proposes Workflow Improvement Ideas

As many as **52.6%** of respondents felt it was appropriate, **26.3%** thought it was very relevant, and **21.1%** felt hesitant about proposing ideas to improve workflows. This shows that operators actively find solutions to improve work efficiency and effectiveness, which is important for innovation in daily operations.

5. Taking Action to Reduce Workplace Risk



Figure 20.

Questionnaire Data Takes Action to Reduce Risks in the Workplace

Regarding proactively reducing workplace risks, **63.2%** of respondents felt appropriate, **34.2%** felt very relevant, and **2.6%** felt indecisive. None of the respondents chose the "Not Conforming" or "Very Inappropriate" option, indicating that almost all operators agreed that they were at least aware of minimizing workplace risks. The high safety awareness among operators shows they focus on their daily tasks and strive to create a safe work environment.

Overall, the questionnaire results show that most employees have a high level of initiative in their work. They proactively achieve targets, take on additional responsibilities, and improve workflow and safety. This indicator shows that employees are not just waiting for instructions but striving to act independently and contribute more to the company.

Communication Ability Indicators Based on BARS Indicators

1. Communicate Well and Courteously with Colleagues/Team Members



Figure 21.

Questionnaire Data Communicates Well and Courteously with Colleagues/Team Members

Based on the data, 71.1% of respondents stated that it was appropriate, and 28.9% felt it was very relevant to communicate well and politely with colleagues or team members. This shows that most operators have good interpersonal communication skills, which are important in maintaining positive and productive working relationships in the work environment. However, there needs to be a more in-depth evaluation of the factors that affect team communication (such as language barriers, organizational culture, or communication technology) that can be further improved to improve overall team performance.

2. Inform the Boss of the Difficulties Faced



Figure 22.

Questionnaire Data Informs Employers of Difficulties Faced

A total of 78.9% of respondents stated that it was appropriate, 18.4% felt that it was very appropriate, and only a small percentage, **2.6%**, chose the category of hesitation to inform their superiors of difficulties. These results show that communication skills in communicating difficulties to superiors are good but can be further improved so that all employees feel more comfortable and confident in communicating the obstacles they face, with communication skills training programs and building a more open and supportive work environment.

3. Willing to Receive Input/Reprimands from Colleagues and Superiors



Figure 23.

Questionnaire Data Willing to Receive Input/Reprimands from Colleagues and Superiors

As many as 68.4% of respondents stated that it was appropriate, and 31.6% felt that it was very suitable to be willing to accept input or reprimands from colleagues or superiors. These results indicate a fairly open work environment to criticism and feedback. However, there may be room for a more in-depth feedback culture development program to encourage employees to respond more to feedback. Improving communication skills and a positive feedback culture can further strengthen team performance.

4. Conveying Input to Colleagues and Superiors



Figure 24.

Questionnaire Data Conveys Input to Colleagues and Superiors

Regarding providing input to colleagues or superiors, **71.1% of** respondents stated that it was appropriate, **28.9%** felt it was very relevant, and chose the hesitant category by **2.6%**. This shows that most operators cannot only receive feedback but also dare to provide constructive suggestions or feedback to others, which helps to create a collaborative and open work environment.

5. Actively Listen to Work Orders



Figure 25.
Active Questionnaire Data Listening to Work Orders

65.8% of respondents stated that it was appropriate, **31.6%** felt it was very relevant, and **2.6%** chose the category of hesitation in actively listening to work orders. Overall, these results suggest that the ability to listen to work commands in the workplace is already at a good level. Still, additional training or active listening skill development programs could help more employees reach that level.

Indicators of Decision-Making Ability Based on BARS Indicators

1. Working on Tasks According to the Priority Scale

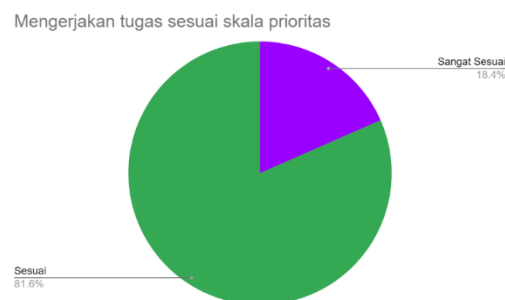


Figure 26.
Questionnaire Data Doing Tasks According to Priority Scale

Based on questionnaire data, **81.6%** of respondents felt appropriate, and **18.4%** felt very appropriate in doing tasks according to the priority scale. This shows that most operators have excellent abilities in managing task priorities, which is essential in day-to-day decision-making to achieve efficiency and effectiveness in work.

2. Making Decisions that Reduce the Risk of Work Accidents



Figure 27.

Questionnaire Data Makes Decisions That Reduce the Risk of Work Accidents

68.4% of respondents stated that it was appropriate, 26.3% felt it was very relevant, and 5.3% chose the category of hesitation in making decisions that could reduce the risk of work accidents. Overall, the operator's ability to make decisions that minimize the risk of work accidents is already good. However, an ongoing occupational safety training program and effective communication regarding safety protocols can further enhance operator confidence and competence so that the risk of accidents can be minimized.

3. Engaging Colleagues in Decision-Making



Figure 28.

Questionnaire Data Engages Colleagues in Decision-Making

In terms of involving colleagues or teams in decision-making, 60.5% of respondents felt it appropriate, 28.9% felt strongly appropriate, 7.9% chose the hesitant category, and 2.6% chose the inappropriate category overall; the majority of employees already have good abilities in involving colleagues or teams in decision-making. However, there is room to improve communication and collaboration skills so that some employees can be more confident and used to team decision-making. Training programs related to team collaboration and effective communication can help improve these skills to make the decision-making process more inclusive and efficient.

4. Analyzing Risks Arising from Actions in the Work Environment



Figure 29.

Questionnaire Data Analyzes Risks Arising from Actions in the Work Environment

73.7% of respondents stated that it was appropriate, 18.4% felt it was very relevant, 5.3% chose the category of hesitation, and 2.6% chose not appropriate in analyzing the risks that may arise from actions taken in the work environment. Overall, the ability of employees to analyze risk is quite good, with most operators feeling competent in this regard. However, there is still room to improve risk analysis skills for a small percentage of operators who feel less confident. Additional training in risk management and communication-related to occupational safety can help further

improve these abilities so that each operator can contribute to a safer and more productive work environment.

5. Overcoming Production Problems in Urgent Circumstances without the Presence of Superiors



Figure 30.

Questionnaire Data Addresses Production Problems in Urgent Circumstances without the Presence of Superiors

In this indicator, **57.9%** of respondents felt that it was appropriate, **26.3%** thought that it was very relevant, **13.2%** of respondents chose the hesitant category, and **2.6%** of respondents chose the inappropriate category in terms of the ability to overcome production problems without the presence of superiors. Overall, the operator's ability to handle production problems without a supervisor is quite good. Still, some operators need to improve their skills in terms of independence and problem-solving. Further training related to decision-making in critical situations and production management can help increase operator confidence and readiness to handle urgent situations without relying on superiors.

From all indicators, most operators have good decision-making skills in work safety, team collaboration, risk analysis, and handling production problems in urgent situations. However, a few operators feel less confident making decisions independently, especially in unusual conditions or emergencies. Additional training programs such as risk management, team collaboration, work safety, and problem-solving in urgent situations will be very beneficial to strengthen the decision-making ability of all operators so that team performance and productivity can be improved more optimally, especially in maintaining safety and work efficiency.

Discussion

General Approach in Performance Appraisal Systems

PT. Polyland Indoteknik Bandung implements Key Performance Indicators (KPIs) to assess employee performance, especially at the operator and staff levels. The company's director emphasized that the main purpose of the performance appraisal is to ensure that employees' competencies are aligned with the needs of the company. On the other hand, HRD mentioned that KPIs are used as an assessment scale to provide feedback to employees transparently, meaning that all employees are informed of the results of their assessments from time to time. The KPI system that has been implemented is also used as the basis for providing bonuses and incentives.

Performance Criteria and Indicators

The Director and Head of HRD agreed that the main criterion in assessing operator performance is the achievement of targets. The achievement of these targets is considered the most visible key indicator in their work. In addition, attendance, compliance with rules, and production quality and quantity are important assessment criteria, especially in the production operator's

section. The chief foreman added that punctuality and speed of completing work are the company's priorities in ensuring that production targets are achieved by the standards that have been set.

Desired Work Behavior

In the interview, the chief foreman emphasized that operators' satisfactory behavior is when they can carry out instructions well and in accordance with applicable procedures. On the other hand, unsatisfactory behavior is seen when operators fail to comply with instructions or relinquish responsibility when facing challenges in the workplace. The Head of HRD also emphasized the importance of teamwork between divisions. E.g., communication or lack of cooperation often impacts the final result of production. Therefore, the ability to work with other divisions is an important aspect of employee performance appraisal.

Troubleshooting and Operator Initiatives

The foreman emphasized that when a problem occurs in the workplace, the operator is expected to try to solve it on their own first. If the problem cannot be resolved, the operator must report it to the supervisor immediately. The ability to address these issues is considered an important part of the operator's performance assessment.

Challenges in Performance Appraisal

Based on interviews with the Director and head of HRD, it was noted that one of the biggest challenges in evaluating performance is assessing qualitative aspects, especially work behavior that cannot be measured directly. To overcome this, HRD usually conducts evaluations by involving supervisors in providing assessments, especially for behavior-related performance. Although there is no definite formulation of the behavior that is the standard for success, this method is quite helpful in assessing operators. The Head of HRD also highlighted that another challenge is when employees get a score below average, where they often reject or feel dissatisfied with the assessment results, feeling that the assessment given is still subjective.

Performance Feedback and Communication

The feedback process at PT. Polyland Indoteknik is carried out openly and transparently. The Director and Head of HRD ensure that employees are informed about the results of their assessments based on the KPI assessments that have been made. When performance is not satisfactory, employees will be given a letter of reprimand and input regarding which areas need to be improved. The Chief Foreman routinely monitors the operator's performance and provides immediate feedback if the production results are not up to standard. According to him, most operators usually respond well to the input and often advise on the production process. If some are not satisfied with the assessment, the chief foreman will work with HRD to provide a more detailed explanation regarding the performance assessment results.

High and Low-Performance Handling

For high-performing employees, the Head of HRD stated that the company provides awards and recognition and considers promotions. For low-performing employees, the company provides training, skill development, and clear communication about areas to improve. The Director emphasized the importance of a regular training system to maintain performance standards aligned with the company's expectations.

Implementation of Behaviorally Anchored Rating Scales (BARS)

Based on the interviews conducted, the head of HRD and the Director stated that they are not familiar with the BARS method but are open to the possibility of applying it to assess specific behaviors in the future. Implementing BARS can help companies provide a more objective

assessment of work behavior, which has been a challenge in qualitative performance evaluation (Krys & Otte, 2024).

CONCLUSION

This research successfully designed and developed a comprehensive performance appraisal system for factory operators at PT. Polyland Indoteknik Bandung uses the behaviorally anchored rating scales (BARS) method. The company relies on a Key Performance Indicators (KPI) system emphasizing quantitative targets like production achievements and procedure adherence. However, the KPI method has limitations in assessing qualitative aspects such as teamwork, initiative, and problem-solving skills. The proposed BARS system includes specific behavioral indicators to evaluate aspects difficult for KPIs to measure, including discipline, communication, and decision-making. The implementation strategy involves socialization and training for management, supervisors, and operators to understand behavioral indicators clearly.

Additionally, BARS will be integrated with the existing KPI system, allowing for the continued measurement of quantitative production targets while enhancing the assessment of behavioral aspects. This method aims to increase employee productivity, engagement, and satisfaction with structured feedback and periodic evaluations. Overall, the study has successfully achieved its objective of designing a BARS-based performance appraisal system tailored to the operational needs of PT. Polyland Indoteknik Bandung.

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