
The Influence of Human Resource Performance Evaluation on The Successful Work Performance

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Abstract:

This research aims to determine the effect of human resource performance evaluation on the performance success of BASARNAS in the Nias Islands. A quantitative approach was applied to prove the theory's truth scientifically and empirically, which refers to research principles; thus, the results obtained can be justified. The research instrument used was a questionnaire with a total of 30 statement items (15 statement items for each X and Y variable. From the Validity Test and Reliability Test, the research instruments used were regarded as valid and reliable, meaning that the questionnaire which has been distributed suits well as a research instrument. The sample in this study was 70 employees. Data was processed using the SPSS 2.0 Application. Results demonstrate that the value of R Square is 0.786. In other words, HR Work Evaluation influences Basarnas Nias Islands's performance success by 78.6%. This means that HR Work Evaluation significantly affects the performance success of BASARNAS in the Nias Islands.

Keywords: *Performance Evaluation, Performance Success*

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1. Introduction

An agency is generally also known as an institution, organization, or foundation that performs particular duties or provides services to the community as it has the power or authority to do so. Most of the time, an agency has a well-defined goal or mission, as well as an organizational structure that facilitates it to attain those goals. The agency also has its policies, procedures, or regulations that function to direct how the agency will go. Therefore, human resources are deemed significant. The people in agencies have a critical role in determining an agency's success and sustainability. Consequently, people in the agency greatly influence the quality of the agency itself (Davidescu et al., 2020).

Human resources are those who are employed in the agency and actively drive, think, and plan to reach the agency's goals. Human resources are significant in an agency as

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they determine the sustainability and progress of the agency. High-quality human resources contribute to the agency reaching its visions, missions, and goals. Therefore, human resources are the main key to implementing the goals of the agency (Garg et al., 2022). Effective human resource management practices can significantly enhance organizational performance (Anwar & Abdullah, 2021).

Evaluating the task or work results from the employees is obligatory to determine the quality of the human resources. The evaluation is commonly known as a performance evaluation or assessment. Performance can be seen from someone's success in completing tasks based on the agency's given targets. Rivai's opinion (Nugroho, 2020) is also in line with this, as he states that "performance is concrete behavior displayed by the person marked by their achievement in working that corresponds with their role in the agency." Additionally, according to Cole, "performance is a continuous process of improving individual performance by aligning it with what is desired (and with the organization's strategic goals) informally, daily, and informationally/systematically through assessment interviews and goal setting." Therefore, we can say that employee performance is a manifestation of successfully achieving their target as the result of their actions. A good performance is when the person's work results go beyond the previously determined target. To obtain good performance, an employee should have the ability and knowledge of their job field in their work.

One of the agencies that became the focus of this study is The National Search and Rescue Agency (BASARNAS) in the Nias Islands Region. BASARNAS is a non-ministerial government institution with duties and functions written in the Law of the Indonesian Government Number 29 of 2014 concerning search and rescue, providing direction and responsibility for the state to protect the entire Indonesian nation from accidents, disasters, and conditions that endanger lives, which is carried out through proper, swift, safe, and integrated searches and assistance.

As an institution tasked with search and rescue operations in situations endangering human safety, and serving as the front line during natural disasters, BASARNAS is undoubtedly well-known and esteemed within the community. However, in reality, there are still many segments of society unfamiliar with or unaware of what BASARNAS entails, as well as its functions and core duties within the Nias. Therefore, an approach to the community is necessary, one that involves disaster preparedness awareness campaigns conducted directly among the populace. These campaigns should encompass general knowledge about natural disasters, self-protection techniques during emergencies, self-evacuation procedures, and methods of providing initial assistance to victims during such calamities. Such activities undoubtedly assist BASARNAS in carrying out search and rescue operations during natural disasters, thereby minimizing physical and material losses. Additionally, internal factors within the organization significantly influence BASARNAS's performance. Foremost among these factors is the human resources within the BASARNAS institution, namely the personnel engaged in its operations. It is imperative for BASARNAS personnel to continually enhance their individual

competencies to bolster the overall effectiveness of the institution's endeavors (Elisa et al., 2022; Sabuhari et al., 2020).

Among the numerous obstacles that could diminish the level of BASARNAS's performance success, enhancing the quality of human resources within the institution is imperative. To improve the quality of human resources, an evaluation of the performance of existing personnel within the institution is necessary. Performance evaluation of human resources is a process that provides information to be considered in determining goals, designing, implementing, and assessing impacts to aid decision-making, ensure accountability, enhance understanding of phenomena, and can be utilized as the basis for formulating policies and subsequent programs. This is in line with the viewpoint expressed by Murphy (2020), stating that "performance evaluation is evaluative in nature, assessing the characteristics, behaviors, or achievements of an individual as a basis for decision-making and personnel development plans."

Given this phenomenon, researchers are highly interested in conducting further research on human resource evaluation, which may have implications for the success of BASARNAS operations. In the context of the Nias Island region, the evaluation of human resource performance is aimed at determining whether BASARNAS employees have met the established standards in their duties, such as equipment utilization and assistance, training and skill development, as well as coordination and collaboration with teams and other stakeholders in providing search and rescue services. If human resource performance evaluation is conducted effectively, BASARNAS management can objectively assess employee performance and provide constructive feedback to aid employees in enhancing their performance. Human resource evaluation can provide a clear picture of employees' strengths and weaknesses, thereby assisting BASARNAS management in making informed decisions regarding human resource development and overall organizational performance enhancement. The evaluation in question pertains not only to the technical capabilities of human resources within the institution but also to internal aspects such as motivation, leadership, loyalty, teamwork, service orientation, and self-regulation (Nguyen et al., 2020; Amjad et al., 2021).

Viewing from the previous explanations, the researchers propose a study regarding "The Influence of Human Resource Performance Evaluation on the Successful Work Performance of BASARNAS in the Nias Islands." In this study, the evaluation of human resource performance is the independent variable, whereas the performance success of BASARNAS is the dependent variable. This research aims to fill the gap in existing studies by providing a comprehensive analysis of how performance evaluations can enhance organizational effectiveness in critical agencies like BASARNAS, highlighting the urgency and novelty of the study.

2. Theoretical Background

Human Resource Management and Organizational Performance

Human resource management (HRM) practices are critical to organizational performance and sustainability. Anwar and Abdullah (2021) emphasize the significant impact of effective HRM practices on organizational performance, asserting that strategic HRM can lead to enhanced productivity, better employee engagement, and overall organizational success. This is supported by Aburumman et al. (2020), who found that HRM practices, along with career satisfaction, play a pivotal role in reducing employee turnover intentions, which is crucial for maintaining a stable and experienced workforce.

Performance Evaluation

Performance evaluation is an essential HRM practice that involves assessing employee performance to provide feedback, identify areas for improvement, and guide decisions on promotions, training, and development. Murphy (2020) critiques traditional performance evaluations, suggesting they often fail to provide meaningful feedback and should be reformed to better align with organizational goals. However, effective performance evaluations can significantly enhance employee performance and organizational outcomes (Davidescu et al., 2020).

Human Resource Development

Human resource development (HRD) focuses on improving the skills, knowledge, and competencies of employees. Elisa et al. (2022) discuss the influence of role perception, HRD, and compensation on employee performance, highlighting that well-structured HRD programs lead to higher employee performance and satisfaction. This aligns with the findings of Amjad et al. (2021), who demonstrated that green HRM practices, including HRD, positively impact organizational sustainability and employee performance.

Employee Performance and Job Satisfaction

Employee performance is influenced by various factors, including motivation, leadership, work environment, and organizational culture. Nguyen et al. (2020) identify motivation, leadership, work environment, and organizational culture as key factors influencing employee performance. They argue that a supportive work environment and effective leadership can significantly boost employee performance. Additionally, Darmawan et al. (2020) emphasize the importance of job performance and employee loyalty, suggesting that high-quality human resources are crucial for achieving organizational goals.

Organizational Sustainability

Organizational sustainability is increasingly linked to effective HRM practices. Malik et al. (2020) explore the role of green HRM practices and green intellectual capital in promoting sustainability within organizations. They argue that integrating sustainability into HRM practices not only enhances environmental performance but also improves employee performance and organizational outcomes. Similarly, Salas-

Vallina et al. (2021) highlight the challenge of increasing employee well-being and performance through engaging leadership and HRM practices, emphasizing that such practices are vital for long-term organizational sustainability.

3. Methodology

The quantitative approach was applied in this examination since the authors tested this study scientifically and empirically by referring to the research principles. Thus, the outcomes of this study are able to be justified. In obtaining samples, the researchers used a saturation sampling technique, in which 70 employees at The National Search and Rescue Agency (BASARNAS) office in Nias Islands were used as the sample. Furthermore, the authors used a questionnaire as a research instrument, which a Language and Material Expert Validator had validated as a feasibility condition of this instrument. There were 30 questionnaire statements, 15 of which were X Variable, while the other 15 were Y Variable. The primary data were analyzed using the associative product-moment method, which was assisted by IBM SPSS (Statistic Package for the Social Science) 2.0.

4. Empirical Findings/Result

1. Questionnaire Validity Test

a. Distribution of Calculation Results of Questionnaire Validity Test for X Variable

Using SPSS 2.0, the researchers discovered that the 15 research instrument questionnaire statements for the X Variable are Valid and suitable as the research instruments. The following table demonstrates the calculation results of the questionnaire validity test for X Variable:

Table 1. Calculation Results of Questionnaire Validity Test for X Variable

Statement	Pearson Correlation	Sig. (2-tailed)	Information
Statement 1	-.408*	,015	Valid
Statement 2	.344*	,043	Valid
Statement 3	.909*	,000	Valid
Statement 4	.441*	,008	Valid
Statement 5	.526*	,001	Valid
Statement 6	.739*	,000	Valid
Statement 7	.607*	,000	Valid
Statement 8	.909*	,000	Valid
Statement 9	.441*	,008	Valid
Statement 10	.874*	,000	Valid
Statement 11	.369*	,029	Valid
Statement 12	.866*	,000	Valid
Statement 13	.814*	,000	Valid
Statement 14	.345*	,043	Valid
Statement 15	.866*	,000	Valid

Note: *. Correlation is significant at the 0.05 level (2-tailed).

This table indicates that the results of Sig. (2-tailed) in the 15 Statement items provide a significance value (p-Value) < 0.05. It can be concluded that these Statement items for X Variable are Valid.

b. Distribution of Calculation Results of Questionnaire Validity Test for Y Variable

Using SPSS 2.0, the researchers discovered that the 15 research instrument questionnaire statements for the Y Variable are Valid and suitable as the research instruments. This table shows the calculation results of the questionnaire validity test for Y Variable:

Table 2. Calculation Results of Questionnaire Validity Test for Y Variable

Statement	Pearson Correlation	Sig. (2-tailed)	Information
Statement 1	.455*	,004	Valid
Statement 2	.620*	,000	Valid
Statement 3	.481*	,003	Valid
Statement 4	.541*	,001	Valid
Statement 5	.754*	,000	Valid
Statement 6	.650*	,000	Valid
Statement 7	.543*	,001	Valid
Statement 8	.788*	,000	Valid
Statement 9	.635*	,000	Valid
Statement 10	.650*	,000	Valid
Statement 11	.542*	,001	Valid
Statement 12	.481*	,003	Valid
Statement 13	.541*	,001	Valid
Statement 14	.650*	,000	Valid
Statement 15	.541*	,001	Valid

Note:

*. *Correlation is significant at the 0.05 level (2-tailed).*

Table 2 reveals that the results of Sig. (2-tailed) in the 15 Statement items provide a significance value (p-Value) < 0.05. Therefore, these Statement items for the Y Variable are regarded as Valid.

2. Questionnaire Reliability Test

The following are the outputs of the research instrument reliability test processing by using the SPSS 2.0:

Reliability Statistics	
Cronbach's Alpha	N of Items
.870	35

Figure 1. Reliability Test for X Variable

Reliability Statistics

Cronbach's Alpha	N of Items
.749	32

Figure 2. Reliability Test for Y Variable

The details of the reliability test for both X and Y Variables are presented in Table 3:

Table 3. Distribution of Research Instrument Reliability Test Results

Variable	Cronbach's Alpha	Information
X (Performance Evaluation)	0.870	Reliable
Y (Performance Success)	0.749	Reliable

In Table 3, the reliability test results for all variables are considered reliable as Cronbach's alpha value is greater than 0.70. The Cronbach's alpha value for the X Variable equals 0.870, whereas the Y Variable equals 0.749. This table explains that all statements for each variable are reliable; thus, they can be used in further research. In addition to its reliability, this table shows that each Statement item used is able to obtain consistent data. In other words, when the Statement is reapplied, it generates results which are relatively similar to the previous ones.

3. Description of Questionnaire Processing

According to the data analysis, it can be seen that Human Resources (HR) Work Evaluation greatly influences the performance success of BASARNAS in the Nias Islands. The following table presents the results of the coefficient of determination between the X Variable (Work Evaluation) and Y Variable (Performance Success):

Table 4. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.617a	.786	.122	8.466

a. Predictors: (Constant), Work Evaluation, Performance Success

In Table 4, the value of R Square is 0.786. This means that Human Resources (HR) Work Evaluation has an influence on the performance success of BASARNAS in the Nias Islands by 78.6%.

5. Discussion

According to the descriptive research analysis results, 55 respondents stated that the implementation of employee performance evaluations was well-implemented, and 15 respondents stated that this implementation was adequate. This means that 78.6% of BASARNAS employees in the Nias Islands agree that the implementation of employee performance evaluation has been well-implemented. These results influence employee performance success, as proven by the increasing level of public trust and satisfaction in BASARNAS. This can be measured by the following aspects:

1. Number of Jobs

This dimension indicates the amount of work produced by individuals or groups as requirements of the work standards. Each job has different requirements, and

therefore, each employee must be able to meet these requirements in terms of appropriate knowledge, skills and abilities.

2. Job Quality

Each employee must meet specific requirements to be able to work according to the quality required by a particular job. Basically, in each job, employees must adjust to its quality standards to work well according to the provisions.

3. Punctuality

Each job has distinctive characteristics, for instance, several types of work require being completed on time since they are dependent on other jobs. If several works in a particular section are not completed punctually, they will hinder works in other sections. This, thereby, may affect the quantity and quality of work results.

4. Presence

In certain professional contexts, the completion of tasks is contingent upon the physical presence of employees during stipulated hours. This requirement often entails an eight-hour workday over a five-day workweek. The evaluation of employee performance is closely tied to their consistent presence in the workplace.

5. Cooperation

Certain tasks necessitate the joint efforts of two or more employees, underscoring the importance of collaborative work practices. The assessment of employee performance is intrinsically linked to their capacity to effectively engage in collaborative endeavors with their peers.

These five criteria are consistent with one study (Alfatamma, 2017), which describes that HR performance refers to the work results or performance, particularly for both quality and quantity, accomplished by HR throughout time while committing their work duties under their responsibilities. Considering that employees are important assets for the company, many things need to be considered regarding improving their performance, one of which is the quality and discipline of employees.

Moreover, empirical research suggests that human resource performance evaluation yields several noteworthy impacts:

1. **Encouraging Individual Performance Improvement:** Performance evaluation offers employees feedback on their attainment of goals and performance standards, thereby motivating them to enhance their individual performance.
2. **Identification of Strengths and Weaknesses:** Through the evaluation of individual performance, managers can discern employees' strengths and weaknesses, paving the way for further development through training and skill enhancement.
3. **Better Decision Making:** Performance evaluation furnishes managers with essential data and insights, enabling them to make well-informed decisions regarding resource allocation, promotions, incentives, and process enhancements.
4. **Increasing Engagement and Motivation:** Fair and transparent performance evaluation can amplify employee engagement and motivation, fostering a sense of value and encouragement, thereby inspiring them to perform at their best.

5. Monitoring and Updating Strategic Plans: Performance evaluation aids in the monitoring of organizational progress toward long-term objectives and strategies, facilitating necessary adjustments and improvements in strategic plans.

Specifically, Human Resource (HR) performance evaluation can have a significant impact on the performance success of The National Search and Rescue Agency (BASARNAS). Here are some influences of HR performance evaluation on the performance success of BASARNAS:

1. Personnel Quality Enhancement: Performance evaluation serves as a mechanism for providing essential feedback to BASARNAS personnel regarding their performance. This feedback enables individuals to identify their strengths and weaknesses, thereby facilitating the improvement of their skills and knowledge. Consequently, the overall quality of BASARNAS' human resources is enhanced.
2. Operational Efficiency Improvement: Through effective performance evaluation, BASARNAS can identify inefficient or unproductive processes and practices. This, in turn, enables the organization to implement measures to enhance operational efficiency and effectiveness by improving or eliminating identified barriers.
3. Human Resource Development: Performance evaluation plays a pivotal role in facilitating the planning of appropriate human resource development programs within BASARNAS. By identifying training and development needs through evaluations, BASARNAS can design and implement effective training programs aimed at enhancing the skills and knowledge of its personnel, thereby improving operational capabilities and responsibilities.
4. Increased Motivation and Engagement: Fair and transparent performance evaluation processes have the potential to significantly enhance motivation and engagement among BASARNAS personnel. Recognition and appreciation of individuals' contributions foster a sense of value, thereby promoting motivation and dedication in the performance of duties.
5. Safety and Rescue Performance Enhancement: Performance evaluation, when incorporating considerations for safety aspects and technical knowledge, contributes to the improvement of readiness and performance in rescue missions within BASARNAS. Well-trained personnel equipped with sufficient knowledge are better positioned to respond to emergencies effectively and efficiently.
6. Positive Organizational Culture Development: Integration of performance evaluation with a positive organizational culture contributes to strengthening commitment to BASARNAS' goals and values. This, in turn, fosters a work environment conducive to collaboration, innovation, and effective problem-solving.

In conclusion, the aforementioned factors collectively serve to enhance the performance and effectiveness of BASARNAS in providing quality and responsive rescue services.

6. Conclusions

Based on the research findings, the majority of respondents, accounting for 78.6%, have indicated that the implementation of employee performance evaluations has been effectively executed. This suggests that performance evaluations play a significant role in influencing the success of The National Search and Rescue Agency (BASARNAS) at the area. Performance evaluation serves as a crucial mechanism to ensure that personnel engaged in rescue and search operations possess the requisite skills, knowledge, and competencies to execute their responsibilities proficiently. By guaranteeing the quality of human resource performance, BASARNAS can bolster its capacity to respond to emergencies and save lives more efficiently.

Consequently, it is imperative to conduct coaching and counseling for employees exhibiting lower or declining performance evaluation results. Additionally, in order to foster enhanced coordination among employees, BASARNAS in the Nias Islands should introduce various activities such as group exercises. Lastly, there is a need to enhance the implementation of employee performance evaluations to elevate employee work motivation, thereby contributing to the achievement of BASARNAS' organizational success and goals. This, in turn, will elicit positive feedback from the community regarding The National Search and Rescue Agency's performance

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