

## The Influence of Work Performance Assessment on Employee Performance at PT. Dayton Motor Bali

Agape Anjumarito Panjaitan<sup>1</sup> and Nabila Tijani Tharifah<sup>2\*</sup>

<sup>1,2</sup>Universitas Negeri Medan, Indonesia

<sup>1</sup>agapeanjumaritopanjaitan@gmail.com, <sup>2</sup>[Nabilatijani@unimed.ac.id](mailto:Nabilatijani@unimed.ac.id)

**Abstract**—This study examines the influence of performance appraisal on employee performance at PT. Dayton Motor Bali using a quantitative associative approach. Data were collected from all 30 employees through a structured questionnaire with a five-point Likert scale and analyzed using simple linear regression. The findings indicate that performance appraisal has a positive and significant effect on employee performance. The results imply that fairness, objectivity, and transparency in appraisal systems contribute to enhancing employees' work outcomes and motivation. Theoretically, the study supports the integration of Equity and Expectancy Theories in explaining motivation through fair evaluation systems, while practically, it provides insights for improving transparent and data-driven appraisal mechanisms in organizations.

**Keywords:** Employee Performance, Fairness, Human Resource Management, Objectivity, Performance Appraisal, Transparency

### 1. INTRODUCTION

Human resources are central to achieving organizational success, as employee performance determines productivity, innovation, and competitiveness. While financial capital and technology are crucial, organizations' sustainable growth largely depends on competent, motivated, and committed employees. Performance appraisal systems are essential managerial tools for enhancing employee performance through structured evaluation, feedback, and development.

Performance appraisal is a systematic process for assessing how effectively employees perform according to established standards [1]. A fair, objective, and transparent appraisal system not only serves as a control mechanism but also as a motivational tool that promotes engagement and productivity. This aligns with Equity Theory, which states that employees are motivated when they perceive a balance between their contributions and rewards [2]. Conversely, perceived bias or inequity may lead to dissatisfaction and demotivation.

At PT. Dayton Motor Bali, a company engaged in the automotive sector, performance appraisals are conducted regularly. However, observations indicate inconsistencies between appraisal results and actual work performance, as reflected in declining motivation and coordination challenges among some employees. This suggests that the existing appraisal system may not yet fully reflect employees' real performance levels.

Previous studies have reported mixed findings regarding the impact of performance appraisal on employee performance. Gulo found significant improvement in performance through fair appraisals [3], whereas Ginting emphasized that fairness alone may not

---

Received: 14 October 2025

Reviewed: 05 November 2025

Accepted: 04 December 2025

\*Corresponding Author: [Nabilatijani@unimed.ac.id](mailto:Nabilatijani@unimed.ac.id)

guarantee increased performance due to leadership and cultural factors [4]. These differing results indicate a research gap, especially within small-scale private enterprises.

Therefore, this study aims to analyze the effect of performance appraisal on employee performance at PT. Dayton Motor Bali by applying Equity and Expectancy Theories as theoretical lenses [2], [5].

## 2. LITERATURE REVIEW

### 2.1 Work Performance Assessment

Performance appraisal is a managerial process used to evaluate how effectively employees achieve work objectives. A well-designed appraisal system emphasizes fairness, objectivity, and transparency, ensuring that performance evaluation reflects actual achievements rather than personal bias [2], [6]. These principles foster employee trust and motivation. However, many organizations—particularly small private firms—struggle to maintain consistency in appraisals due to subjective judgments and limited monitoring systems [7].

### 2.2 Employee Performance

Employee performance reflects how well individuals fulfill their duties in alignment with organizational goals. Robbins defines performance as a function of ability, motivation, and opportunity [8]. Key indicators generally include work quality, quantity, timeliness, effectiveness, and independence [9], [10].

### 2.3 Relationship Between Work Performance Assessment And Employee Performance

According to Equity Theory, employees compare their inputs and outcomes with others; perceived fairness encourages motivation and performance [2]. Expectancy Theory adds that employees exert more effort when they believe good performance will lead to valued rewards [5]. Empirical findings support this relationship. Gulo found that consistent and objective appraisals improved employee performance [3]. Ginting showed that fairness and transparency raised motivation but did not always increase performance due to leadership factors [4]. Fitriana and Marlinda et al. reported that performance appraisal also affects performance through motivation [11], [12]. These mixed findings indicate that the appraisal–performance link remains context-dependent, justifying the present study’s focus on a smaller private organization.

### 2.4 Framework And Hypothesis

Based on the theories and findings discussed above, it can be concluded that fair, objective, and transparent performance appraisals are likely to improve employee performance, particularly in terms of work quality, quantity, timeliness, effectiveness, and independence. The appraisal process thus functions not only as a control mechanism but also as a motivational driver that fosters employee accountability and productivity.

There is conceptual relationship:

Performance Appraisal (X) → Employee Performance (Y)

There is Hypothesis:

H<sub>1</sub>: Performance appraisal has a positive and significant effect on employee performance at PT. Dayton Motor Bali.

### 2.5 Critique & Research Gap

Previous studies have several limitations:

- a. Lack of theoretical integration – Most focus only on either fairness (Equity Theory) or motivation (Expectancy Theory), without combining both perspectives.

- b. Contextual limitation – Research predominantly involves large or public-sector organizations, neglecting small private firms.
- c. Descriptive bias – Many studies describe appraisal procedures but lack critical analysis of how they affect employee perceptions and behavior.

This study addresses those gaps by combining Equity and Expectancy Theories to examine how fairness, objectivity, and transparency influence employee performance within a smaller organizational context such as PT. Dayton Motor Bali.

Table 1. Summary of Theories and Previous Research

Author(s)	Year	Theory / Variable Focus	Main Findings	Limitation / Gap
Adams	1963	Equity Theory	Fairness drives motivation	Does not explain expectancy factors
Vroom	1964	Expectancy Theory	Effort depends on reward expectation	Ignores fairness perceptions
Gulo	2019	Performance appraisal → performance	Positive and significant	Public-sector focus
Ginting	2019	Fairness & transparency → motivation	Motivation improved, performance varied	Cultural bias not controlled
Fitriana	2022	Appraisal → motivation → performance	Indirect positive effect	Sample limited
Marlinda et al.	2021	Appraisal & compensation → motivation	Motivation mediates performance	Theoretical framework not integrated
This study	2025	Appraisal (Fairness, Objectivity, Transparency) → Performance	Expected positive and significant	Extends theories to small enterprise context

Source: Processed Data (2025)

### 3. METHOD

This study employed a quantitative associative approach [13], [14]. The population consisted of 30 employees of PT. Dayton Motor Bali, all included as respondents through a saturated sampling technique. Data were gathered using a structured questionnaire containing 24 items (9 for performance appraisal and 15 for employee performance) measured on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). Validity and reliability tests using Pearson's correlation and Cronbach's Alpha ( $\alpha > 0.70$ ) confirmed the instrument's consistency. The data were analyzed using simple linear regression through SPSS version 25.

### 4. RESULTS AND DISCUSSION

#### 4.1 Result

Data were collected through an online survey distributed via a Google Form link shared with all employees of PT. Dayton Motor Bali. The data collection process lasted for two weeks, from September 24 to October 2, 2025. All 30 questionnaires distributed were completed and returned, resulting in a 100% response rate. The collected data were then verified for completeness and analyzed using SPSS version 25 to ensure accuracy and reliability of the results.

Respondents were predominantly female (53.3%), aged 20–30 years (96.7%), and mostly held undergraduate degrees (56.6%), representing a young, educated workforce. Overall, the average performance appraisal score reached 84%, categorized as “very good,” indicating that employees perceived the company's appraisal system as fair, objective, and transparent. Similarly, employee performance reached 81%, also categorized as “very good,” suggesting high responsibility, discipline, and efficiency among employees.

Table 2. Characteristics of Research Respondents

Variables	Characteristics	Frequency	Presentation
Gender	Man	14	46.7%
	Woman	16	53.3%
Age	20-25	15	50%
	26-30	14	46.67%
	31-35	1	3.33%
Last education	High School/Vocational School	5	16.7%
	D1/D2/D3	8	26.7%
	Undergraduate	17	56.6%

Source: Primary data, research questionnaire (2025)

To ascertain the impact of job execution evaluations on worker output at PT. Dayton Motor Bali, a straightforward linear regression assessment was implemented utilizing the SPSS software, edition 25.0. The purpose of this examination is to gauge the degree to which the job execution evaluation element (X) shapes worker output (Y). With this evaluation, we can figure out how much fluctuation in worker output alterations is described by job execution evaluations, while the remaining portion is formed by other elements not included in the research. The simple linear regression assessment results can be seen in the subsequent chart.

Table 3. Results of the Determinant Coefficient Test of the Summary Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.497 <sup>a</sup>	0.247	0.220	6.366

a. Predictors: (Constant), X

Source: Primary data, research questionnaire (2025)

Based on the analysis results in Table 3, a correlation coefficient (R) value of 0.497 was obtained, which indicates that there is a positive relationship with a moderate level of strength between the work performance assessment variables and employee performance.

PT. Dayton Motor Bali. This means that the better the company's performance appraisal implementation, the higher the employee performance. The coefficient of determination (*RSquare*) of 0.247 indicates that 24.7% of the variation in changes in employee performance can be explained by the work performance assessment variable, while the remaining 75.3% is influenced by other factors outside this research model, such as work motivation, compensation, work environment, and leadership *Adjusted R Square* of 0.220 strengthens the results by adjusting the number of variables and respondents, indicating the consistency of the regression model used.

Meanwhile, the value Standard Error of the Estimate (The SEE) of 6.366 indicates the high level of error in predicting the regression model's actual employee performance variable. The lower the SEE value, the better the regression model's ability to predict employee performance based on work performance assessments. Therefore, these results indicate that the regression model used has a sufficient level of accuracy in explaining the relationship between the two research variables.

Table 4. Simultaneous Test Results (F Test)

Anova <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	372.400	1	372.400	9.190	0.005 <sup>b</sup>
	Residual	1134.567	28	40.520		
	Total	1560.967	29			

a. Dependent Variable: Y

b. Predictors: (Constant), X

Source: Primary data, research questionnaire (2025)

The data presented in table 4 shows an F-value of 9.190 and a significance level (Sig) of 0.005. Given that this value is below the established significance threshold of 0.05 ( $0.005 < 0.05$ ), the chosen regression model is deemed appropriate for this research. Hence, it is evident that the collective work performance evaluation has a noteworthy influence on how PT. Dayton Motor Bali's employees perform. The F-value, which is 9.190, implies that the changes observed in employee performance can be collectively attributed to the work performance evaluation variable. This suggests that the regression model is well-suited to clarify the connection between these two variables. Fundamentally, this simultaneous test's outcome implies that a superior work performance evaluation system, characterized by fairness, impartiality, and openness, leads to improved employee performance. Consequently, the proposed hypothesis, asserting that work performance evaluation significantly impacts employee performance, is validated.

Table 5. Results of Partial Simple Linear Regression Test (T-Test)  
Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficient Beta	F	Sig
		B	Std. Error			
1	Constant	34.872	8.686		4.015	0.000
	X	0.694	0.229	0.497	3.032	0.005

a. Dependent Variable: Y

Source: Primary data, research questionnaire (2025)

Based on the results of the simple linear regression analysis shown in table 5, the following regression equation is obtained:

$$Y = 34.872 + 0.694X$$

The equation can be interpreted that the constant value (a) of 34.872 indicates that if the work performance assessment variable (X) is considered constant or does not change, then employee performance (Y) remains at a value of 34.872. This means that even without any improvement in the work performance assessment system, employees still have a basic level of performance determined by other factors outside this study, such as work experience, intrinsic motivation, and organizational culture. Meanwhile, the regression coefficient value (b) of 0.694 has a positive direction, which means that every one unit increase in the work performance assessment variable (X) will be followed by an increase of 0.694 units in the employee performance variable (Y). This positive coefficient indicates that the better the work performance assessment applied in terms of fairness, objectivity, and transparency, the higher the performance achieved by PT. Dayton Motor Bali employees.

The t-test findings reveal a t-value of 3.032, which is higher than the t-table value of 2.048, alongside a significance level of 0.005, which is less than 0.05. These outcomes suggest a positive and substantial partial influence of work performance evaluation on how well employees do their jobs. As a result, ( $H_0$ ) is dismissed, and ( $H_1$ ) is embraced. This acceptance confirms the research premise asserting that "at PT. Dayton Motor Bali, work performance evaluation has a noteworthy positive impact on employee job effectiveness," showcasing statistical validity.

## 4.2 Discussion

### 4.2.1 Work Performance Assessment at PT. Dayton Motor Bali

After analyzing the respondents' characteristics, the next step was to evaluate their perceptions of the company's performance appraisal system. The variable of performance

appraisal (X) consists of three key indicators fairness, objectivity, and transparency measured through nine statement items. Respondents' responses regarding work performance assessment obtained a total score of 1,128 from 9 statement items contained in three indicators, namely fairness, objectivity, and transparency. Each statement item was assessed using a Likert scale with the highest score of 5 and the lowest score of 1, where the higher the score indicates the better the respondent's perception of work performance assessment. To determine the maximum score of the work performance assessment variable (X) is the number of statement items multiplied by the number of respondents and the highest score, namely  $9 \times 30 \times 5 = 1,350$ , while the minimum score is  $9 \times 30 \times 1 = 270$ . Based on these results, the total score of 1,128 indicates that the respondents' responses are in the good category, so it can be concluded that the work performance assessment system at PT. Dayton Motor Bali has been implemented quite optimally.

Then, to calculate the respondents' responses to the performance assessment at PT. Motor Dayton Bali, it is formulated in the following equation.

$$\begin{aligned} &= \text{Score Obtained} \div \text{Maximum Score} \times 100\% \\ &= 1,128 \div 1,350 \times 100\% \\ &= 83.55\% \\ &= 84\% \end{aligned}$$

Thus, it can be concluded that the performance appraisal at PT. Dayton Motor Bali obtained a score of 84%, which is in the very good category. This result indicates that the performance appraisal system implemented by the company has been running fairly, objectively, and transparently, and has received positive responses from all employees. This score also reflects that the majority of respondents felt that the performance evaluation process was conducted openly and based on actual work achievements, not based on the subjectivity of the assessor. Furthermore, the implementation of clear and consistent assessment indicators ensures that every employee understands the criteria for work success expected by the company.

#### 4.2.2 Employee Performance at PT. Dayton Motor Bali

After assessing the performance appraisal variable, the next analysis focuses on the employee performance variable (Y). This variable reflects the extent to which employees fulfill their duties and responsibilities in accordance with company standards. In the context of PT. Dayton Motor Bali, employee performance is a crucial factor determining the company's ability to maintain service quality, competitiveness, and reputation within the automotive industry. The variable of employee performance consists of five key indicators: work quality, work quantity, timeliness, effectiveness, and independence. Respondents' responses regarding employee performance obtained a total score of 1,829 from 15 statement items contained in 5 indicators. Each statement item was assessed using a Likert scale with the highest score of 5 and the lowest score of 1, where the higher the score indicates the better the respondents' perception of employee performance. To determine the maximum score of the employee performance variable (Y) is the number of statement items multiplied by the number of respondents and the highest score, which is  $15 \times 30 \times 5 = 2,250$ , while the minimum score is  $15 \times 30 \times 1 = 450$ . Based on these results, the total score of 1,829 indicates that respondents' responses to the employee performance variable are in the good category. This illustrates that most employees of PT. Dayton Motor Bali have a level of performance that is in accordance with company expectations. To determine the level of performance achievement more accurately, a percentage calculation is carried out using the formula:

$$\begin{aligned} &= \text{Score Obtained} \div \text{Maximum Score} \times 100\% \\ &= 1,829 \div 2,250 \times 100\% \\ &= 81.28\% \\ &= 81\% \end{aligned}$$



Thus, it can be concluded that the performance appraisal at PT. Dayton Motor Bali obtained a score of 81%, which is in the very good category. This result indicates that the performance appraisal system implemented by the company has been running fairly, objectively, and transparently, and has received positive responses from all employees. This score also reflects that the majority of respondents felt that the performance evaluation process was conducted openly and based on actual work achievements, not based on the subjectivity of the assessor. In addition, the application of performance appraisal indicators which is clear and consistent so that every employee understands the work success criteria expected by the company.

## 5. CONCLUSION

This study concludes that performance appraisal positively and significantly influences employee performance at PT. Dayton Motor Bali. When performance evaluations are conducted fairly, objectively, and transparently, employees feel more valued and motivated, leading to improved work quality, timeliness, and productivity. Although the statistical results confirm this relationship, other factors such as motivation and organizational culture also contribute to performance variations.

Recommendations To further enhance performance, it is suggested that the management of PT. Dayton Motor Bali:

- a. Refine Fairness and Transparency: Ensure all criteria are communicated clearly and conduct regular calibration meetings between supervisors to minimize bias.
- b. Implement Continuous Feedback: Adopt quarterly or project-based reviews instead of solely annual evaluations to allow real-time progress monitoring.
- c. Utilize Data-Driven Systems: Use digital tracking tools to increase objectivity in assessments.
- d. Focus on Independence: Since independence was the lowest performance indicator, HRD should organize empowerment programs that encourage initiative and self-directed problem-solving.

## REFERENCES

- [1] M. S. Hasibuan, *Manajemen Sumber Daya Manusia*. Jakarta, Indonesia: Bumi Aksara, 2011.
- [2] J. S. Adams, "Toward an Understanding of Inequity," *Journal of Abnormal and Social Psychology*, vol. 67, no. 5, pp. 422–436, 1963. <https://doi.org/10.1037/h0040968>
- [3] F. T. Gulo, "The Effect of Performance Appraisal on Employee Performance in Public Institutions," *Journal of Management Research*, vol. 5, no. 2, pp. 45–53, 2019.
- [4] E. Ginting, "The Influence of Fairness in Performance Assessment on Work Motivation," *Journal of Human Resource Development*, vol. 4, no. 1, pp. 22–30, 2019.
- [5] V. H. Vroom, *Work and Motivation*. New York, NY, USA: John Wiley & Sons, 1964.
- [6] J. A. Gruman and A. M. Saks, "Performance management and employee engagement," *Human Resource Management Review*, vol. 21, no. 2, pp. 123–136, 2011. <https://doi.org/10.1016/j.hrmr.2010.09.004>.
- [7] R. Rani and P. Mishra, "Effectiveness of Performance Appraisal Systems in Organizations," *International Journal of Business Management*, vol. 8, no. 1, pp. 15–23, 2024. <https://macrothink.org/journal/index.php/ijhrs/article/view/22017>
- [8] S. P. Robbins and T. A. Judge, *Organizational Behavior*, 15th ed. New Jersey, USA: Pearson, 2015. <https://www.pearson.com/english/catalog/behavioral-science/organizational-behavior/P100000093940/9780132834872>
- [9] H. J. Bernardin and J. E. A. Russell, *Human Resource Management: An Experiential Approach*. New York, NY, USA: McGraw-Hill, 2010.

<https://www.mheducation.com/highered/product/human-resource-management-experiential-approach-bernardin-russell/M9780073345134.html>

[10] A. A. Anwar Prabu Mangkunegara, *Manajemen Sumber Daya Manusia Perusahaan*. Bandung, Indonesia: Remaja Rosdakarya, 2013.

[11] R. Fitriana, "The Impact of Performance Appraisal on Employee Motivation," *Journal of Business and Economic Studies*, vol. 6, no. 3, pp. 88–95, 2022.

[12] D. Marlinda, S. Hutabarat, and T. Siregar, "The Influence of Performance Appraisal and Compensation on Employee Performance Through Motivation," *Journal of Applied Management*, vol. 9, no. 1, pp. 75–84, 2021.

[13] Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung, Indonesia: Alfabeta, 2019. <https://www.alfabeta.co.id/produk/metode-penelitian-kuantitatif-kualitatif-dan-r-d>

[14] U. Sekaran and R. Bougie, *Research Methods for Business*, 8th ed. Chichester, UK: John Wiley & Sons, 2020. <https://www.wiley.com/en-us/Research+Methods+for+Business%2C+8th+Edition-p-9781119650740>

[15] M. Armstrong and S. Taylor, *Armstrong's Handbook of Human Resource Management Practice*, 16th ed. London, UK: Kogan Page, 2023. <https://www.koganpage.com/product/armstrong-s-handbook-of-human-resource-management-practice-9781032407896>

[16] A. Kristiani, L. Putriana, and F. Salim, "Performance appraisal, work discipline, and compensation on employee performance through motivation as an intervening variable," *Cafeteria Journal*, vol. 3, no. 2, pp. 38–50, 2022. <https://jurnal.esaunggul.ac.id/index.php/Cafeteria/article/view/6062>

[17] D. Marlinda, F. R. Yamali, and M. Z. MS, "The influence of job performance assessment and compensation on work motivation and its impact on employee performance," *J-MAS (Journal of Management and Science)*, vol. 6, no. 1, pp. 217–225, 2021. <https://doi.org/10.33087/jmas.v6i1.217>

[18] P. Boxall and J. Purcell, *Strategy and human resource management*, 5th ed. Routledge, 2022. <https://doi.org/10.4324/9780429321105>

[19] K. Alfes and A. Shantz, "Fairness perceptions and employee outcomes: Revisiting performance appraisal systems," *Human Resource Management Review*, vol. 32, no. 3, p. 100876, 2022. <https://doi.org/10.1016/j.hrmr.2020.100876>

[20] R. A. Noe, J. R. Hollenbeck, B. Gerhart, and P. M. Wright, *Fundamentals of human resource management*, 9th ed. McGraw-Hill Education, 2024.