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Analysis of the Influence of Performance Appraisal and Core Values of AKHLAK on Work Performance

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Abstract: This study aims to determine the influence of performance appraisal and core values of AKHLAK on work performance. The researcher employed a quantitative method with a descriptive causal approach. The population in this study consisted of the permanent employees of PT. Telkom Witel Sukabumi, totaling 32 employees, with the sample size also being 32 permanent employees of PT. Telkom Witel Sukabumi. The results of this study indicate that performance appraisal has a significant influence on employee work performance at PT. Telkom Witel Sukabumi, with a t-value of 8.482, which is greater than the t-table value of 1.695, and a significance level of $0.000 < 0.05$. Meanwhile, the core values of AKHLAK do not have a significant influence on work performance, with a t-value of -0.982, which is smaller than the t-table value of 1.695, and a significance level of $0.334 > 0.05$. The F-test shows that both independent variables simultaneously have a significant influence on work performance, with an F-value of 35.990, which is greater than the F-table value of 3.33, and a significance level of $0.000 < 0.05$. Descriptive analysis indicates that respondents' responses to performance appraisal and the core values of AKHLAK fall into the very high category. The proper implementation of performance appraisal is proven to enhance work performance, while the core values of AKHLAK require further approaches to have a significant impact.

Keywords: Performance Appraisal, Core Values, AKHLAK, Work Performance.

INTRODUCTION

Human resources are a strategic series of processes and activities designed to support the achievement of company goals by integrating organizational needs (Bentar et al., 2019). Human resource management is a crucial asset that needs to be maintained well (Alvita et al., 2023). Through strategic human resource planning, various benefits can emerge to support the smooth operation of the organization, such as increased evaluation, uniqueness, and organizational quality. This is reflected in innovative capabilities, the ability to make quality decisions in facing changes, professionalism at work, and programs focused on

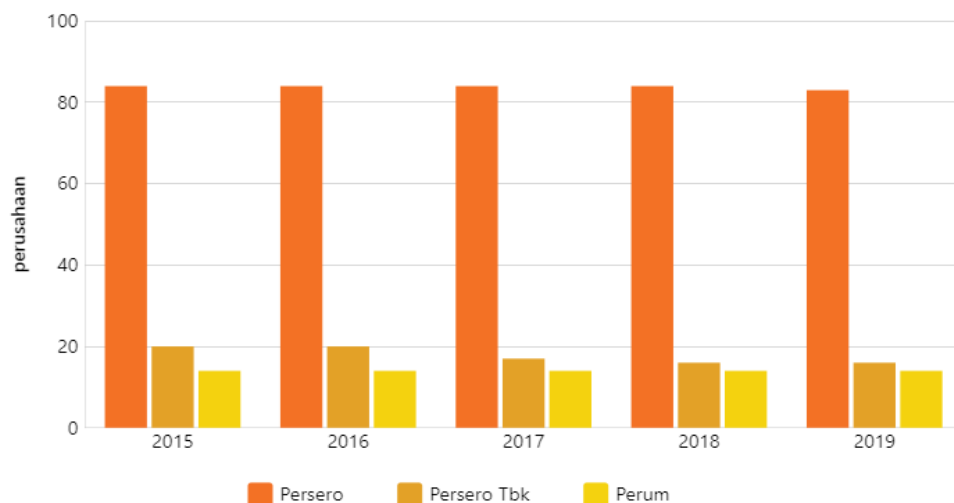
competitiveness that have a significant impact on the advancement of the organization, particularly in terms of improving employee performance (Purba, 2018).

An employee's work performance does not occur instantly; it is obtained through processes and conditions within the job. The success of work performance achieved by employees is vital to ensure the survival of the company. Every company undoubtedly wants its employees to work according to the rules established by the company (Diawati et al., 2019).

Performance appraisal is very important for a company because it can identify the extent of an employee's or the company's achievements. Performance appraisal is fundamentally an essential element in increasing the effectiveness and efficiency of a company, as it enables the development of better policies or programs regarding the human resources available within the company (Fitriana, 2022). Through performance appraisal, companies can make decisions in shaping their employees, while employees can understand their strengths and weaknesses in their work, allowing them to self-reflect.

In addition to performance appraisal in determining a company's achievements, core values are also crucial factors in achieving long-term company success. Core values are principles that form the foundation of a company's culture and act as guidelines for all employees. These values can vary across companies. However, core values must be clearly stated and serve as a basis for all company employees in performing their duties and responsibilities.

Since July 1, 2020, State-Owned Enterprises (BUMN) in Indonesia have had uniform core values. This is outlined in the Minister of BUMN Circular No: SE-7/MBU/07/2020 Regarding the Core Values of Human Resources in State-Owned Enterprises. These core values are AKHLAK, which is an acronym for Amanah (Trustworthy), Kompeten (Competent), Harmonis (Harmonious), Loyal (Loyal), Adaptif (Adaptive), and Kolaboratif (Collaborative) (Ayu Larasati et al., 2022). All BUMNs adhere to the AKHLAK values in conducting business and daily activities, not only within the office environment but also in their daily lives.



Sumber:
Badan Pusat Statistik (BPS)

Informasi Lain:

Figure 1. Number of State-Owned Enterprises (BUMN) by Type, 2015 – 2019

Source: (Annur, 2020)

The chart above shows the number based on the type of State-Owned Enterprises (BUMN). In 2019, there were 114 BUMNs, with 14 classified as Perum, 84 as Persero, and

16 as Public Companies. However, by 2019, there was a decrease of one company, resulting in 14 BUMNs classified as Perum, 83 as Persero, and 16 as Public Companies.

The implementation of core values is not only a requirement for companies to comply with applicable regulations but also a key factor in improving employee performance and creating a conducive work environment. According to (Selywati et al., 2023), the presence of core values can enhance overall employee performance. When employees internalize the company's values, they become motivated to maximize their work.

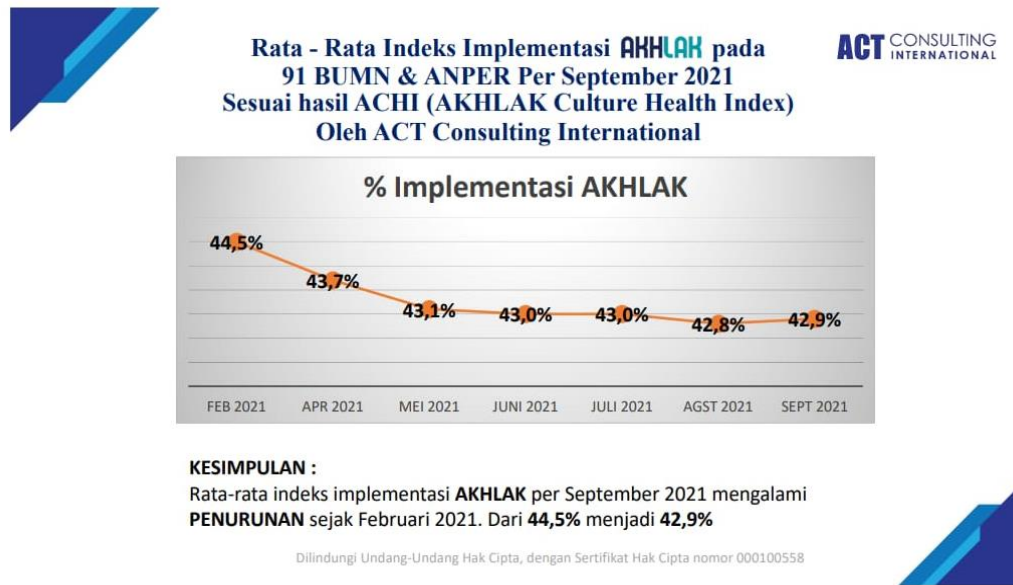


Figure 2. Average Index of AKHLAK Implementation
Source: ACT Consulting International

According to ACT Consulting International, in September 2021, the average index of AKHLAK implementation increasingly reflected the reality on the ground, considering the growing number of BUMNs and affiliated companies that have conducted mapping and evaluation. Despite the increase in the number of BUMNs and affiliated companies, there was a decline in the average index trend of AKHLAK implementation. In February 2021, the average index reached 44.5% but dropped to 42.9% in September 2021. This value falls into category C, meaning employees sometimes implement AKHLAK in their daily work behavior.

Table 1. PT. Telkom Data by Region in Indonesia

No	Regional	Location
1.	Regional I	Medan
2.	Regional II	Jakarta
3.	Regional III	Karawang, Sukabumi, Bandung Barat, Bandung, Tasikmalaya, Cirebon.
4.	Regional IV	Semarang, Kudus, Solo, Magelang, Yogyakarta, Purwokerto, Pekalongan
5.	Regional V	Jawa Timur
6.	Regional VI	Kalimantan
7.	Regional VII	Sulawesi, Bali, Nusa Tenggara, Timor-Timur, Maluku dan Irian Jaya.

Source: Processed by the author, 2024

One of the State-Owned Enterprise (SOE) companies, PT Telkom Witel Sukabumi, which is located in region III, continues to balance the fulfillment of employees who have good performance and also with behavior in accordance with SOE core values (AKHLAK).

Because of this, human resource management must be optimized by the company to improve the performance of employees of PT Telkom Witel Sukabumi. Employees not only act as ordinary employees, but are expected to make outstanding contributions.

Table 2: Pre-research questionnaire on employee performance appraisal at PT Telkom Witel Sukabumi

No	Factors causing decreased work performance	Presentase
1	work results	54,5%
2	job knowledge	81,8%
3	initiative	45,5%
4	mental agility	63,6%
5	attitude	54,5%
6	time discipline and attendance	54,5%

Source: Processed by the author, 2024

Based on the survey results through the pre-research questionnaire, problems were found regarding work performance that was not maximized. in this case the lack of initiative from the results of the pre-research questionnaire obtained a figure of 45.5% of employees who had the initiative to work. This is based on the assumption of employees who suggest that performance appraisal measurements are not credible and do not match the assessment strategy, as well as a lack of self-awareness at work which is suspected of a lack of implementation of the company's core values.

Research conducted by (Gabriel Hasudungan Simamora, Kristanty Nadadap, 2017) suggests that performance appraisal has a positive and significant effect on work performance. Work performance can be explained by the role of variations in the value of work discipline and performance appraisal. According to (Kasmawati et al., 2022) suggests that AKHLAK core values have a positive and significant effect on employee productivity. Based on research conducted by Abdilllah, Satria, and Priyati (2022), it is suggested that performance appraisal has a positive and significant effect on employee performance. Meanwhile, according to (Rauf, 2021) argued in his research that performance appraisal does not have a significant relationship with work performance.

The theory that connects the variables of performance appraisal, core values, and job performance in the context of human resource management is the Balanced Scorecard (BSC) theory. BSC was developed by Kaplan and Norton in the early 1990s as a framework that integrates various aspects of company performance, including financial and non-financial aspects in achieving the organization's vision and strategy. In the context of connecting the variables of this study, BSC provides a comprehensive perspective. Here is how BSC theory connects the three variables: Performance assessment, in BSC, is based on customer satisfaction, internal processes, and learning and growth capabilities. This holistic performance assessment allows organizations to gain a better understanding of their overall performance (Kusmayadi, 2009) Core Values, core values are the company's core values that characterize a company. In BSC theory, core values play an important role in determining how organizational goals and strategies are implemented. A strong culture, for example one that emphasizes innovation, cooperation, or customer service, can support the achievement of organizational goals. Work performance, employees' work performance is reflected in the results of their performance appraisals. In BSC theory, work performance is also influenced by existing organizational values. Values that support employees in reaching their full potential, encourage collaboration and innovation, and provide constructive feedback, will have a positive impact on work performance (Hamdani et al., 2023). Therefore, the Balanced Scorecard theory illustrates that performance appraisal, core values, and work performance are interrelated and influence each other. By paying attention to all these aspects together,

organizations can create a work environment that supports the achievement of their strategic goals.

Based on this description, the researcher views that performance appraisal and the company's core values or AKHLAK core values that are applied can support the level of work performance, so it is necessary to conduct research on the effect of performance appraisal and AKHLAK core values on work performance at PT Telkom Witel Sukabumi. Therefore, researchers are interested in conducting research with the title "Analysis of the Effect of Performance Appraisal and Core Values AKHLAK on Work performance".

METHODS

The method used by researchers is quantitative research with a causal descriptive approach (Sahir, 2022). Researchers determined the population in this study, namely permanent employees of PT Telkom Witel Sukabumi with 32 employees with the number of samples in this study were 32 permanent employees of PT Telkom Witel Sukabumi. The data collection techniques used in this study were questionnaires, interviews, literature studies, and documentation. The data analysis techniques used in this study are validity test, reliability test, classical assumption test, multiple correlation coefficient analysis, coefficient of determination analysis, multiple linear regression analysis, and hypothesis testing (Sugiyono, 2022).

RESULTS AND DISCUSSION

Results

Multiple linear regression analysis aims to measure how much influence the independent variable has on the dependent variable and to determine whether the independent variable has a positive or negative relationship with the dependent variable. The results of multiple linear regression testing can be seen in the following table:

Table 3. Multiple Linear Regression Test Results
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.016	4.419		4.304	.000
	Performance Appraisal	.705	.083	.848	8.482	.000
	Core Values	-.137	.139	-.098	-.982	.334

a. Dependent Variable: Work performance

Source: Data Processing Results, 2024

Based on the results of the value of the multiple linear regression equation above, the regression equation can be made as follows:

$$Y = a + b_1X_1 + b_2X_2$$

$$Y = 19,016 + 0,705 - 0,137$$

From the above equation, it can be interpreted as follows:

1. The constant value (a) 19.016 means that if the performance appraisal and AKHLAK core values are equal to zero, the work performance variable is 19.016.
2. The regression coefficient value of the performance appraisal variable (X1) is positive, namely 0.705, which means that every additional value of one unit (1) in the performance appraisal variable (X1), the value of the work performance variable (Y) will increase by 0.705 units, assuming that the other independent variables are constant.
3. The regression coefficient value of the AKHLAK core values variable (X2) is negative, which is -0137, meaning that every additional value of unit (1) in the

AKHLAK core values variable (X2), the value of the work performance variable (Y) will decrease by -0.137 units, assuming the other independent variables are constant.

The f test is used to determine the combined strength of the independent variables on the dependent variable. In this study, the test was conducted to determine how much strength the performance appraisal (X1) and AKHLAK core values (X2) had on work performance. Based on the results of data processing that has been done, the results of the Simultaneous Significant Test (F-test) are as follows:

Table 4. Simultaneous Significant Test Results (F-Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	577.293	2	288.646	35.990	.000 ^b
	Residual	232.582	29	8.020		
	Total	809.875	31			

a. Dependent Variable: Work performance

b. Predictors: (Constant), Core Values, Performance Appraisal

Source: Data Processing Results, 2024

Based on the above calculations, the results of the F count of the performance appraisal variables and AKHLAK core values, simultaneously have an influence on work performance of $0.000 < 0.05$ and the calculated F value of 35,990. then the calculated F value is compared with the F table value, the F table is found in the table listed in the attachment based on the numerator $dk = k$ and denominator $dk = (n-k-1)$ and the error rate applied is 5% or 0.05. So dk numerator = 2, and dk denominator $32 - 2 - 1 = 29$ so that the value of F table = 3.33 is obtained. Therefore it can be concluded that there is a significant influence between the variables X1, X2, on Y.

The results of hypothesis testing are:

$$F_{\text{Hitung}} > F_{\text{Tabel}}$$

Based on the results of this test, it shows that the calculated F value is greater than the F table where the calculated F value is $35,990 > F$ table of 3.33, it can be seen that this hypothesis can be accepted and declared feasible to explain the dependent variable being analyzed because $F_{\text{count}} > F_{\text{table}}$.

There is an effect of performance appraisal variables (X1) and AKHLAK core values (X2) together with a simultaneous effect on work performance (Y).The t test is used to see the effect of each - each independent variable individually - alone on the dependent variable.This test is used to determine whether partially the performance appraisal variable and core values AKHLAK have a significant effect or not on work performance.Based on the results of data processing that has been done, the results of the Partial Significance Test (t-test) are as follows:

Table 5. Partial Significance Test Results (t-test)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	19.016	4.419		.000
	Performance Appraisal	.705	.083	.848	.000
	Core Values	-.137	.139	-.098	.334

a. Dependent Variable: Work performance

Source: Data Processing Results, 2024

From the results of the t test calculation above, it can be seen that the t value of performance appraisal (X1) on work performance (Y) is obtained at 8.482. with an error rate of 5% or 0.05 and $db = (n - 1) db = 32 - 1 = 31$ obtained from the t count of 8.482 and the significance value obtained is 0.000 is smaller than 0.05 so that because $t \text{ count } 8.482 > t \text{ table } 1.695$ then H_1 is accepted H_0 is rejected or in other words it can be said that there is a positive and significant effect on performance appraisal (X1) on work performance (Y).

Then the results of the second t count of the AKHLAK core values variable (X2) on work performance (Y) obtained a calculated value of -0.982 with an error of 5% or 0.05 and $db = (n - 1) db = 32 - 1 = 31$ obtained a calculated t value of -0.982 lower than table 1, 695 and the significance value obtained is 0.000 smaller than 0.05 so that because $t \text{ count } -0.982 < t \text{ table } 1.695$, H_1 is rejected H_0 is accepted or in other words it can be said that there is no positive and significant effect on AKHLAK core values (X2) on work performance (Y).

Discussion

The discussion in this thesis was conducted by researchers using descriptive causal research methods, which are research methods that aim to determine the relationship between one variable and another variable that has a cause and effect.

Description of Performance Appraisal at PT Telkom Witel Sukabumi

Performance appraisal is an evaluation process carried out by the company to assess the achievements and contributions of employees that have been determined based on existing standards (Rustiawan et al., 2023).

To find out the performance appraisal at PT Telkom Witel Sukabumi, the researchers measured the dimensions of the performance appraisal variable (X1) which consisted of compatibility with strategy and credible measurement. Therefore, the researcher submitted statements through a questionnaire distributed to 32 permanent employees of PT Telkom Witel Sukabumi.

Dimension of Conformity with Strategy

In PT Telkom Witel Sukabumi, strategic fit in performance appraisal refers to the extent to which individual and team performance is aligned with the organization's strategic goals. By measuring and assessing performance with strategic fit the company can ensure that all employees are working towards the same direction and achieve the goals that have been set.

Researchers observed 32 respondents who were permanent employees of PT Telkom Witel Sukabumi who showed increased employee work performance through the application of the performance appraisal. The researcher then obtained the responses and results of the respondents as follows:

Table 6. Responses Regarding the Dimension of Conformity with Strategy

No.	Statement	Alternative Answer					Average	Total Score (%)	
		5	4	3	2	1			
		Strongly Agree ----- Strongly disagree							
1.	Assessment of company performance is done in accordance with the vision and mission	f	15	13	4	0	0	4,34	32
		%	46,9	40,6	12,5	0,0	0,0		100,0
2.	I participate in the implementation of the company's strategy	f	16	11	5	0	0	4,34	32
		%	50,00	34,4	15,6	0,0	0,0		100,0
3.	Employee decisions are in line with company values	f	17	11	4	0	0	4,40	32
		%	53.1	34.4	12.5	0.0	0.0		100.0

	f	48	35	13	0	0		96
TOTAL	%	50	36,4	13,5	0,0	0,0	4,36	100,0

Source: Processed by Researchers, 2024

Based on the table above, it can be seen that all the average values of each indicator have values that are in a very high category, meaning that the existence of conformity with the strategies implemented at PT Telkom Witel Sukabumi can make employees more motivated, clearly understand the expectations expected of them, and feel more valued. In addition, this can also increase employee confidence to encourage them to achieve company targets and goals. With this, employees will provide maximum work enthusiasm for the company.

Dimensions of Credible Measurement

Credible assessment measurement in PT Telkom Witel Sukabumi prioritizes accuracy, fairness, and consistency in collecting and analyzing data to assess the performance or quality of an object, individual, or program. This process involves the use of standardized methods and verified measurement tools to ensure that assessment results are not only valid and reliable, but also free from bias and systematic errors. Thus, credible assessment measurements are able to provide accurate and reliable information as a basis for decision-making, improvement, and further development.

Researchers observed 32 respondents who were permanent employees of PT Telkom Witel Sukabumi who showed increased employee work performance through the application of the performance appraisal. The researcher then obtained the responses and results of the respondents as follows:

Table 7. Responses Regarding the Dimensions of Credible Measurement

No.	Statement		Alternative Answer					Average	Total Score (%)
			5	4	3	2	1		
			Strongly agree ----- Strongly disagree						
1.	I believe the company's performance evaluation is done accurately	f	16	8	7	0	1	4,18	32
		%	50	25	21,9	0,0	3,1		100,0
2.	The company's openness to employees in measuring the company's work.	f	14	10	7	1	0	4,15	32
		%	43,8	31,3	21,9	3,1	0,0		100,0
3.	I am given the opportunity to make performance improvements	f	18	10	2	1	1	4,34	32
		%	56,3	31,3	6,3	3,1	3,1		100,0
4.	I believe the company's assessment evaluation system is carried out objectively and validly.	f	15	10	5	0	2	4,12	32
		%	46,9	31,3	15,6	0,0	6,3		100,0
5.	I am given fairness in the performance appraisal evaluation process	f	16	10	5	1	0	4,28	32
		%	50	31,3	15,6	31,3	0,0		100,0
TOTAL		f	79	48	26	3	4	4,21	160
		%	49,4	30	16,3	1,9	2,5		100,0

Source: Processed by Researchers, 2024

Based on the table above, it can be seen that all the average values of each indicator have values that are in a very high category, this shows that the assessment applied at PT Telkom Witel Sukabumi is credible, seen from the high trust value of employees in the performance evaluation process carried out by the company and the assessment carried out by the company is accurate so that employees are more likely to make maximum contributions because they feel their efforts and achievements are recognized objectively and fairly. With this, employees will provide maximum work competence to the company.

The following is a table recapitulating the overall score of respondents' responses regarding performance appraisal which consists of two dimensions, namely suitability for strategy and credible measurement through statements related to the indicators of each dimension:

Table 8. Respondents' Responses Regarding the Performance Appraisal Variable		
No	Statement	Average
1	Assessment of company performance is done in accordance with the vision and mission	4,34
2	I participate in the implementation of the company's strategy	4,34
3	Employee decisions are in line with company values	4,40
4	I believe the company's performance evaluation is done accurately	4,18
5	The company is open to employees in measuring the company's work.	4,15
6	I am given the opportunity to make performance improvements	4,34
7	I believe the company's appraisal evaluation system is carried out objectively and validly.	4,12
8	I am given fairness in the performance appraisal evaluation process	4,28
Average		4,26

Source: Processed by Researchers, 2024

After knowing the respondents' responses regarding the performance appraisal variable, then a general categorization is made so that it can be seen whether the performance appraisal variable is in the Very Low (SR), Low (R), Medium (S), High (T), or Very High (ST) category, through a continuum line which will be described as follows:

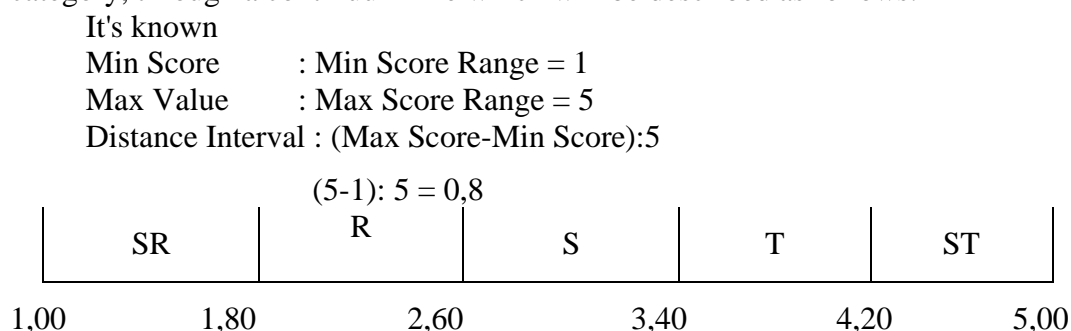


Figure 3. Continuum Line Performance Appraisal Variable

Source: Processed by Researchers, 2024

Based on Figure 3, it can be seen that the average value of respondents' responses regarding employee performance is in a very high category with a value of 4.26 out of an ideal value of 5.00. This shows that the performance appraisal can be felt by permanent

employees of PT Telkom Witel Sukabumi is also high. Because it is supported by the average value of the indicators listed in table 4.25 which shows that with the assessment carried out by PT Telkom Witel Sukabumi, it shows that employees are satisfied with the complete assessment and cooperation between employees. Performance appraisals provide great benefits for the creation of two-way communication between superiors and subordinates. Objective assessment also supports the formation of a positive and healthy climate for employees and employee satisfaction so as to encourage employees to work harder. Therefore, the role of measuring employee performance appraisal is very important and must be maintained in order to obtain good work performance so as to support the success of the company.

Description of AKHLAK Core Values

Core values are principles or fundamental beliefs that are at the core of an organization (Putra, 2023). To find out the AKHLAK core values at PT Telkom Witel Sukabumi, the researchers measured the dimensions of the AKHLAK core values variable (X2) which consisted of compatibility with strategy and credible measurement.

Therefore, the researcher submitted statements through a questionnaire distributed to 32 permanent employees of PT Telkom Witel Sukabumi.

Dimension of Self-Awareness

Self-awareness refers to employees' ability to recognize and understand their own feelings, motivations, and personal values. Self-awareness involves deep reflection on oneself, including recognition of strengths and weaknesses, as well as the impact of behavior on others and the environment. If employees have a high level of self-awareness, an employee can make better decisions, manage emotions effectively, and interact more empathetically and authentically. This not only enhances personal growth, but also strengthens interpersonal relationships and positive contributions to the organization.

Researchers observed 32 respondents who were permanent employees of PT Telkom Witel Sukabumi who showed increased employee work performance through the application of these AKHLAK core values. The researcher then obtained the respondents' responses and results as follows:

Table 9. Responses on the Self-Awareness Dimension

No.	Statement		Alternative Answer					Average	Total Score (%)
			5	4	3	2	1		
			Strongly Agree -Strongly disagree						
1.	I am always consistent at work	f	15	13	4	0	0	4,28	32
		%	46,9	40,6	12,5	0,0	0,0		100,0
2.	I am determined to achieve the company's target	f	16	13	2	1	0	4,28	32
		%	50,0	40,6	6,3	3,1	0,0		100,0
3.	I show a sense of caring for others	f	19	11	2	0	0	4,43	32
		%	59,4	34,4	6,3	0,0	0,0		100,0
TOTAL		f	50	37	8	1	0	4,33	96
		%	52,1	38,5	8,3	1,0	0		100,0

Source: Processed by Researchers, 2024

Based on the table above, it can be seen that all the average values of each indicator have values that are in a very high category, meaning that the existence of self-awareness possessed by employees of PT Telkom Witel Sukabumi can bring employees to always be consistent at work, besides that employees have a high desire to achieve the targets set by the

company, and employees have and show their concern for others. With this, employees will provide maximum work competence to the company.

Team Orientation Dimension

PT Telkom Witel Sukabumi emphasizes the importance of cooperation, collaboration, and alignment of goals among team members to achieve optimal results. Employees must contribute proactively, support one another, and respect the differences that exist within the group. With a focus on open communication, mutual trust, and shared responsibility, team orientation creates a harmonious and productive work environment. It also strengthens bonds between team members, increases efficiency in achieving common goals, and ensures that team success takes precedence over personal interests.

Researchers observed 32 respondents who were permanent employees of PT Telkom Witel Sukabumi who showed increased employee work performance through the application of the performance appraisal. The researcher then obtained the respondents' responses and results as follows:

Table 10. Responses Regarding the Team Orientation Dimension

No.	Statement		Alternative Answer					Average	Total Score (%)
			5	4	3	2	1		
			Strongly Agree ----- Strongly disagree						
1.	I always put the company's interests first	f	15	10	6	1	0	4,21	32
		%	46,9	31,3	18,8	3,1	0,0		100,0
2.	I am able to adapt to changes or demands of the company	f	13	16	3	0	0	4,31	32
		%	40,6	50,0	9,4	0,0	0,0		100,0
3.	I am able to build professional relationships	f	19	10	4	0	0	4,46	32
		%	59,4	31,3	9,4	0,0	0,0		100,0
TOTAL		f	47	36	13	1	0	4,32	96
		%	49,0	37,5	13,5	1,0	0,0		100,0

Source: Processed by the author, 2024

Based on the table above, it can be seen that all the average values of each indicator have values that are in a very high category, meaning that the existence of team orientation owned by employees of PT Telkom Witel Sukabumi can lead employees to always prioritize company interests over personal interests, besides that employees are able to adjust quickly to changes or company needs, and employees can establish good professional relationships. This will make employees strengthen bonds between team members, increase efficiency in achieving common goals.

The following is a table recapitulating the overall score of respondents' responses regarding performance appraisal which consists of two dimensions, namely suitability for strategy and credible measurement through statements related to the indicators of each dimension:

Table 11. Respondents' Responses Regarding the Core Values AKHLAK Variable		
No	Statement	Average
1	I am always consistent at workI have determination in achieving the company's target	4,28
2	I show a sense of caring for othersI always prioritize the interests of the companyI am able to adapt to changes or demands of the company	4,28
3	I am able to build professional relationships	4,43
4	I am always consistent at workI have determination in achieving the company's target	4,21
5	I show a sense of caring for othersI always prioritize the interests of the companyI am able to adapt to changes or demands of the company	4,31
6	I am able to build professional relationships	4,32
Average		4,30

Source: Processed by Researchers, 2024

After knowing the respondents' responses regarding the performance appraisal variable, then a general categorization is made so that it can be seen whether the performance appraisal variable is in the Very Low (SR), Low (R), Medium (S), High (T), or Very High (ST) category, through a continuum line which will be described as follows:

Known

Min Score : Min Score Range = 1

Max Value : Max Score Range = 5

Distance Interval: (Max Score-Min Score):5

$$(5-1): 5 = 0,8$$

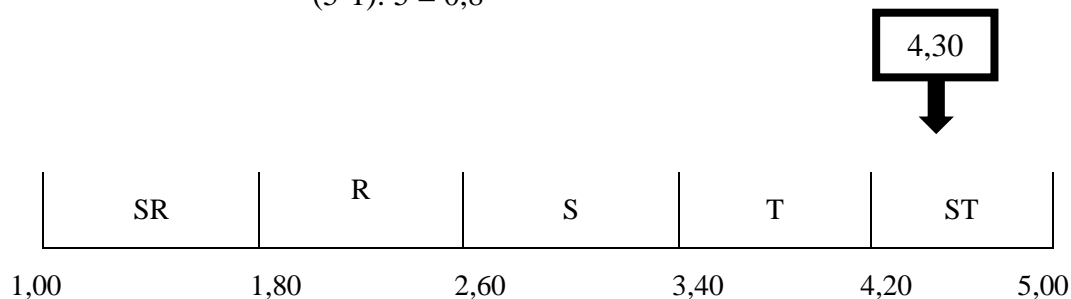


Figure 4. Continuum Line of Core Values AKHLAK Variable

Source: Processed by Researchers, 2024

Based on Figure 4, it can be seen that the average value of respondents' responses regarding employee performance is in a very high category with a value of 4.30 out of an ideal value of 5.00. This shows that AKHLAK core values can be applied by permanent employees of PT Telkom Witel Sukabumi is also high. Because it is supported by the average value of the indicators listed in table 4.28 which shows that the level of satisfaction and commitment of employees is very high towards various aspects of their work. Therefore, the company must be able to maintain and improve these AKHLAK core values in order to obtain high work performance.

Description of Work performance

Work performance is a work result achieved by an employee in the form of personal character and an assessment of his role in his work (Maulyan et al., 2023).

To find out the work performance at PT Telkom Witel Sukabumi, the researcher measures the dimensions of the work performance variable (Y) which consists of work quality, work strength, and attachment. Therefore, the researcher submitted statements

through a questionnaire distributed to 32 permanent employees of PT Telkom Witel Sukabumi.

Dimensions of Work Quality

Work quality can reflect an employee's initiative in completing tasks, ability to address issues as they arise, and contribution to the achievement of team and organizational goals. This assessment is important to identify strengths and areas that need improvement, as well as to provide constructive feedback that can help employees' professional development. Researchers observed 32 respondents who were permanent employees of PT Telkom Witel Sukabumi who showed increased employee work performance through the quality of work owned by employees. The researcher then obtained the respondents' responses and results as follows:

Table 12. Responses Regarding the Dimensions of Work Quality

No.	Statement		Alternative Answer					Average	Total Score (%)
			5	4	3	2	1		
			Strongly Agree ----- Strongly disagree						
1.	I have the ability to work well	f	19	11	2	0	0		32
		%	59,4	34,4	6,3	0,0	0,0	4,53	100,0
2.	I can understand the work that is done	f	20	10	2	0	0		32
		%	62,5	31,3	6,3	0,0	0,0	4,56	100,0
3.	I always take initiative in doing work	f	15	15	2	0	0		32
		%	46,9	46,9	6,3	0,0	0,0	4,40	100,0
TOTAL		f	54	36	6	0	0	4,50	96
		%	56,3	37,5	6,3	0,0	0,0		100,0

Source: Processed by Researchers, 2024

Based on the table above, it can be seen that all the average values of each indicator have values that are in a very high category, meaning that with the quality of work owned by employees of PT Telkom Witel Sukabumi, it can be seen that employees always do work with their maximum abilities so that they have the ability to work well, besides that the quality of work can be seen with the ability of employees to understand the work they do, and employees have high initiative in doing their work.

With this impact will make an increase in productivity with good quality work allows employees to complete tasks more quickly and precisely.

Quantity Dimension

The quantity dimension of job appraisal highlights how much work can be completed by an employee within a certain period of time.

This aspect includes an employee's speed and productivity in completing assigned tasks, as well as the ability to achieve quantitative targets or goals that have been set. Work quantity assessment also considers an employee's consistency in maintaining a high volume of output without compromising the quality of work.

Researchers observed 32 respondents who were permanent employees of PT Telkom Witel Sukabumi who showed increased employee work performance through the quantity produced by employees. The researcher then obtained the respondents' responses and results as follows:

Table 13. Responses Regarding the Quantity Dimension

No.	Statement		Alternative Answer					Average	Total Score (%)
			5	4	3	2	1		
			Strongly Agree ----- Strongly disagree						
1.	I am able to complete the work given	f	17	12	3	0	0	4,43	32
		%	53,1	37,5	9,4	0,0	0,0		100,0
2.	I always have a positive attitude in carrying out my work	f	16	12	3	0	1	4,31	32
		%	50	37,5	9,4	0,0	3,1		100,0
3.	I can meet the quantity target set by the company	f	12	16	4	0	0	4,25	32
		%	37,5	50	12,5	0,0	0,0		100,0
		f	45	40	10	0	1	4,33	96
	TOTAL	%	46,9	42,0	10,4	0,0	1,0		100,0

Source: Processed by Researchers, 2024

Based on the table above, it can be seen that all the average values of each indicator have values that are in a very high category, meaning that with the quantity of work owned by employees of PT Telkom Witel Sukabumi, it appears that the majority of employees have the ability to complete the work given by being positive in carrying out their work. In addition, most employees have been able to meet the quantity targets set by the company. Thus making a significant impact on various operational and strategic aspects of the company.

Attachment Dimension

Attachment in this case measures the level of commitment and loyalty of employees to the company and their involvement in tasks and responsibilities.

This includes how highly employees participate in team activities, contribution to a positive work culture, and enthusiasm in achieving organizational goals. This attachment helps organizations understand how connected employees are to the company's vision and mission, which in turn can affect retention and overall job satisfaction.

Researchers observed 32 respondents who were permanent employees of PT Telkom Witel Sukabumi who showed increased employee work performance through employee engagement at work. The researcher then obtained the respondents' responses and results as follows:

Table 14. Responses Regarding the Attachment Dimension

No.	Statement		Alternative Answer					Average	Total Score (%)
			5	4	3	2	1		
			Strongly Agree ----- Strongly disagree						
1.	I am always eager to do my work	f	16	9	6	0	1	4,21	32
		%	50	28,1	18,8	0,0	3,1		100,0
2.	I am always present at work	f	18	11	3	0	0	4,46	32
		%	56,3	34,4	9,4	0,0	0,0		100,0
3.	I always contribute to company activities	f	16	12	4	0	0	4,37	32
		%	50	37,5	12,5	0,0	0,0		100,0
TOTAL		f	50	32	13	0	1	4,34	96
		%	52.0	33.3	13.5	0.0	1.0		100.0

Source: Processed by Researchers, 2024

Based on the table above, it can be seen that all the average values of each indicator have values that are in a very high category, meaning that the existence of attachments owned by employees of PT Telkom Witel Sukabumi can bring employees to be enthusiastic in doing work, besides that it can make employees always enthusiastically present at work, as well as employees who always contribute to company activities which are a factor in the company's long-term success. With this impact will make employee personal development.

The following is a table recapitulating the overall score of respondents' responses regarding work performance which consists of two dimensions, namely suitability to strategy and credible measurement through statements related to the indicators of each dimension:

Table 15. Respondents' Responses Regarding Work performance Variables

No	Statement	Average
1	I have the ability to work well	4,53
2	I can understand the work that is done	4,56
3	I always take the initiative in doing work	4,40
4	I am able to complete the work given	4,43
5	I always have a positive attitude in carrying out work	4,31
6	I can meet the quantity target set by the company	4,25
7	I am always enthusiastic in doing work	4,21
8	I am always present at work	4,46
9	I always contribute to company activities	4,37
Average		4,40

Source: Processed by Researchers, 2024

After knowing the respondents' responses regarding the performance appraisal variable, then a general categorization is made so that it can be seen whether the performance appraisal variable is in the Very Low (SR), Low (R), Medium (S), High (T), or Very High (ST) category, through a continuum line which will be described as follows:

Known

Min Score: Min Score Range = 1

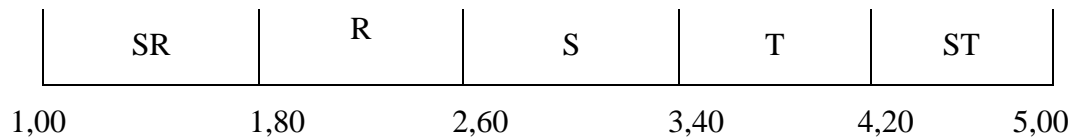
Max Value: Max Score Range = 5

Distance Interval: (Max Score-Min Score):5

 $(5-1): 5 = 0,8$

4,40

↓


Figure 5. Work performance variable continuum

Source: Processed by Researchers, 2024

Based on Figure 5, it can be seen that the average value of respondents' responses regarding employee performance is in a very high category with a value of 4.40 out of an ideal value of 5.00. This shows that work performance can be felt by permanent employees of PT Telkom Witel Sukabumi is also high. Because it is supported by the average value of the indicators listed in table 4.32 which shows that work performance can provide value to employees who have carried out the tasks given by the company, where the process is expected to lead to a better direction for employees and for the company. Therefore, in order to achieve company goals, employee work performance must be maintained and maintained.

Effect of Performance Appraisal (X_1) on Work performance (Y)

Based on multiple linear regression calculations, it shows that the application of performance appraisal at PT Telkom Witel Sukabumi has a good influence and can improve employee achievement, this can be seen from the positive performance appraisal coefficient value of 0.495, as well as the results of hypothesis testing in table 4.20 which shows a value greater than 8. 482 > 1.695, this shows that performance appraisal has a positive and significant effect on the work performance of employees of PT Telkom Witel Sukabumi. Therefore, this research is in line with research (Siregar & Suryalena, 2017), where the results of their research show that performance appraisal can affect employee work performance.

Based on this, it can be interpreted that in an effort to improve the work performance of employees of PT Telkom Witel Sukabumi by carrying out effective employee performance appraisals by considering aspects of determining clear standards, measuring work performance, and providing feedback that can motivate employees. This should be maintained because with this, employees will provide maximum work enthusiasm for the company.

Therefore, with employee confidence in the company's assessment that can make employees responsible for their work, it means that the application of this performance appraisal can be influential in increasing employee work performance, therefore the company must maintain the performance appraisal system. Then this performance appraisal is able to provide feedback that can motivate employees.

Effect of Core Values AKHLAK (X_2) on Work performance (Y)

Based on multiple linear regression calculations, it shows that the application of AKHLAK core values at PT Telkom Witel Sukabumi has a bad influence and can not improve employee work performance, this can be seen from the negative value of the AKHLAK core values coefficient of -0.982, as well as the results of hypothesis testing in table 4.21 which shows a value smaller than that $-0.982 < 1.695$, this indicates that AKHLAK core values do not have a positive and significant effect on the work performance of employees of PT Telkom Witel Sukabumi. Therefore, this research contradicts the research (Kasmawati et al., 2022), where the results of his research indicate that AKHLAK core values can have a positive influence on employee work performance, where the results of their research show that AKHLAK core values can have a positive influence on employee work performance.

CONCLUSION

Based on the results and discussion of performance appraisal and core values on work performance of permanent employees of PT Telkom Witel Sukabumi, the following conclusions can be obtained:

1. Performance Appraisal at PT Telkom Witel Sukabumi is in a very high category, indicated by performance appraisals that are in accordance with credible strategies and measurements that can make employees more motivated so that employees tend to make maximum contributions because they feel that their efforts and achievements are recognized objectively and fairly.
2. Core Values AKHLAK applied to PT Telkom Witel Sukabumi are also in the very high category, this can be said to be good seen from the high level of self-awareness and team orientation of employees in working to achieve company goals.
3. As well as work performance at PT Telkom Witel Sukabumi is also in a very high category, it is shown that the work performance of employees in the company can provide positive value to employees who carry out their duties properly.
4. There is a positive and significant influence between performance appraisal on work performance, meaning that the application of performance appraisal can increase the work performance of employees of PT Telkom Witel Sukabumi. This is evidenced by the value in the results of hypothesis testing which shows that the value is greater than. This means that effective performance appraisal can increase employee work performance, so it can be stated "There is an influence between performance appraisal on employee work performance".
5. There is no influence between AKHLAK core values on employee work performance. This is evidenced by the value in the test results which shows that the value is smaller than the value which states "There is no influence between AKHLAK core values on employee work performance".

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