

**Conference Paper** 

# Performance Rating Analysis to Maximize the Working Time of Employees in The Packaging Department at a Soap Production Company

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## ABSTRACT

Performance rating is one of the work processes in which the process is identified, starting with the need for training and education, assigning people to jobs they can master, and maintaining fairness in salaries, benefits, promotions, recruitment, and dismissals. One of the soap production companies in Surabaya has several divisions in the division of its work process. The packaging section is the part that has the most employees in its operation, and its process requires more human labour. So that the work rhythm in the packaging section is considered very dense. As a result of these conditions, some workers feel complaints such as easy body aches, back pain, reduced concentration, and quick tiredness, which affects performance. In addition, some workers feel more unemployed than doing work. This study aims to determine the performance rating of the operators in the packaging division to maximize employee working time. The results show that the highest performance rating value for each operator is in the sorting, wrap, and packaging tasks section, with a performance rating value of 1.11 compared to other tasks.

Keywords: Performance rating, working time, Packaging department

## Introduction

Work is necessary for all individuals with the primary goal of fulfilling their daily needs. So, many people consider working the main activity that must exist in their lives. Not infrequently of the 24 hours, they have every day, almost part or even more they use to carry out their work, both works carried out within an organization or work that they run themselves without and not bound by time and rules. In contrast to work done alone at home, which is not bound by specific time and regulations, a job done within an organization will be more binding in terms of specific rules such as clothing, place, or even time. Because specific rules bind it, work under the auspices of the organization must have provisions regarding working time. Working time is one element that is so important for employees because working time is also related to financial factors. The amount of working time determined by the company or organization will be calculated as wages, so it is not uncommon for many employees to be willing to work more hours to pursue more hours of work. However, this is considered not adequate, because sometimes working more hours does not guarantee that the work will be carried out correctly and adequately; the cause is due to the fatigue or "burnout" factor that is often experienced by employees so that it becomes ineffective (Leclerc et al., 2021; Adamopoulos et al., 2022; Tsaur et al., 2020; Yue, 2022). So it's not surprising that now many companies set working hours that are adjusted to the resilience of their employees. So, the working hours need to be limited. These limits are also different in each company (Lee & Rhie, 2022; Härmä et al., 2022; Pega et al., 2021; Zhao et al., 2021; Rugulies et al., 2021).

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Indonesia regulates working hours by articles 77 to 85 of Law No. 13 of 2003 concerning Manpower. The rule focuses on the difference in the length of working hours that can be applied within the company (Perdana, 2021; Al Ashari & Arpangi, 2021; Kennedy, 2020; Adji, 2021; Hanifah, 2021). The choice of working hours consists of 7 hours in a day or 40 hours in one week for six working days with one rest day in 1 week & 8 hours in a day or 40 hours in one week for five working days with two rest days in 1 week. These options can be applied to each employee according to the company's needs. Maximizing employee working time can benefit the company in the field of performance (Guo et al, 2020; Clynes et al., 2020; Burdin & Pérotin, 2019; Qiu et al., 2022; Arntz et al., 2022). Working time and performance or performance are two things that are related to or even influence each other. Long working time does not necessarily result in good performance, or vice versa (Pachito et al., 2021; Li et al., 2020; Descatha et al., 2020; Li et al., 2018; and Godderis et al., 2018). So the determination of working time also needs to be considered with the performance of employees who will later be produced. Many studies state that working hours will significantly affect employee performance results (Ghosh, 2022; Abdelwahed et al., 2022; Le et al., 2021; Omura et al., 2019; Ravari et al., 2020). So measuring the performance rating in each work process can be one way to maximize employee time for the company.

Performance rating is one of the work processes in which the process is identified starting with the need for training and education, assigning people to jobs they can master, and maintaining fairness in salaries, benefits, promotions, recruitment, and dismissals. So broadly speaking, this process is carried out to see how far the level of performance or workload is in each process or even each employee (Svanberg et al., 2022; Cheng et al., 2021; Rahmalina & Rahman, 2022; Church et al., 2021; Hwang et al., 2020). One of the soap production companies in Surabaya has several divisions in the division of its work process. One of the divisions that are considered very crucial in its presence is the production division, where there are several parts such as mixing, printing, and packaging. The packaging section is the part that has the most employees in its operation and its process requires more human labour. So that the work rhythm in the packaging section is considered very dense. As a result of these conditions, some workers feel complaints such as easy body aches, back pain, reduced concentration, and also easily tired which affects performance. In addition, some workers feel more unemployed than doing work. So from these conditions, it can be concluded that the workload received by each worker is considered uneven. There is a workload that is too heavy to cause fatigue but the burden of a light job is also felt by the workers, so this condition is not stable. This also affects the fulfillment of the daily production targets that have been set. As a result of the workload several times there was a buildup during the production process at certain stations on bar soap, resulting in delays in completing the product. In addition, due to the large production capacity, it is also necessary to have several supporting workers. Therefore, it is necessary to recalculate the workload to produce a performance rating for each operator in the packaging division. The purpose of this study is to find out what the performance rating of the operators in the packaging division is to maximize employee working time.

#### **Material and Methods**

In the implementation of this research, some stages need to be done. These stages consist of the field study stage, the stage of determining the research objectives, the stage of determining the variables, and the final stage, namely the stage of calculating the performance rating. The following is an explanation of each stage of the research.

### **Object of research**

The first stage is to conduct a field study to find out what problems exist in the company. The stage of field study was carried out at a soap production company in Surabaya. The division that is object of this research is the production division of the packaging section. The packaging section is chosen based on the consideration of work rhythm, where the work rhythm in the packaging

section is very high with continuous production conditions. The packaging section consists of seven operators who will be examined.

### Data collection

The data used in this study are the work activity data of employees who produce bar soap, the number of employees who produce bar soap, the value of benefits from the company, and data on the average time in completing work on each job. activity.

## Methods and research population

After the data has been collected, a data uniformity test is carried out to determine the population, and a data adequacy test is to determine the number of samples. The final stage in this research is the calculation of the cycle time used by the packaging operator and the performance rating.

#### **Results and Discussion**

#### Determining the performance rating value of each work element

The determination of normal time is influenced by the performance rating (rating factor) and working time of each worker. The adjustment factor or performance rating can assess or evaluate the work speed of workers. And it is hoped that the measured working time can be normalized again. The method used is the Westinghouse method. The performance rating value is assessed according to direct observations made by researchers on the performance of each worker in each work element and also obtained from expert opinions, namely Supervisors in the tile carpet production section who are considered to know the best about the performance of their workers. The performance rating value for each worker is shown in Table 1.

Packaging Operators	Task	Skill	Effort	Condition	Consistency	RF
A1	Prepare	0,03	0	0,02	0,01	1,06
	Sorting	0,03	0,02	0,02	0,01	1,08
	Wrap	0,03	0,02	0,02	0,01	1,08
	label	0,03	0,02	0,02	0	1,07
A2	Prepare	0,03	0,02	0,02	0,01	1,08
	Sorting	0,03	0,05	0,02	0,01	1,11
	Wrap	0,03	0,05	0,02	0,01	1,11
	label	0,03	0,02	0,02	0,01	1,08
A3	Prepare	0,03	0,02	0,02	0	1,07
	Sorting	0,06	0,02	0,02	0,01	1,11
	Wrap	0,03	0,02	0,02	0,01	1,08
	label	0,03	0,02	0,02	0,01	1,08
A4	Prepare	0,03	0,02	0,02	0,01	1,08
	Sorting	0,06	0,02	0,02	0,01	1,11
	Wrap	0,03	0,05	0,02	0,01	1,11
	label	0,03	0,02	0,02	0	1,07
B1	Prepare the box & pale	0,03	0,02	0,02	0,01	1,08
	quality assessment	0,03	0,02	0,02	0,01	1,08
	packing	0,03	0,05	0,02	0,01	1,11
	label	0,03	0,02	0,02	0	1,07
	Arrange Box	0,03	0,02	0,02	0,01	1,08
B2	Prepare the box & pale	0,03	0,02	0,02	0,01	1,08
	quality assessment	0,03	0,05	0,02	0,01	1,11
	packing	0,03	0,02	0,02	0,01	1,08
	label	0,03	0,02	0,02	0	1,07
To be continued						

Table 1. Value performance rating elements of workforce in bar soap production section

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	Arrange Box	0,03	0,02	0,02	0,01	1,08
B3	Prepare the box & pale	0,03	0,02	0,02	0	1,07
	quality assessment	0,03	0,02	0,02	0	1,07
	packing	0,03	0,05	0,02	0,01	1,11
	label	0,03	0,02	0,02	0,01	1,08
	Arrange Box	0,03	0,02	0,02	0,01	1,08

#### Conclusion

From the observation of the packaging operator's performance rating and adjusted to the Westinghouse system, it was found that good skill, good effort, good condition, and good consistency ratings were obtained for all operators (A1, A2, A3, A4, B1, B2, B3) in carrying out their duties. However, some tasks still get a poor rating (such as Prepare the box & pale, label, and quality assessment tasks) which get a score of 0 in the consistency category so more attention must be paid to maximize their performance.

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