

DESIGNING PERFORMANCE APPRAISAL FOR PPLC**Rafael Wahyu Wicaksono, Aurik Gustomo**

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Email: rafawck@gmail.com, aurik@sbm-itb.ac.id**Keywords**Human Resource
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Scale.**Abstract**

PPLC is a wholesaler based in DKI Jakarta, selling plastic products both online and offline. Founded in 2022, the company experienced a surge in demand by early 2025. Despite its growth, PPLC faces a critical issue: frequent packaging errors that have negatively impacted customer ratings. Root Cause Analysis (RCA) identified that one contributing factor was the recent implementation of a performance appraisal system, which currently excludes most employees, particularly those in packaging roles. This study aims to redesign the performance appraisal system by identifying gaps between the current and ideal practices based on literature. Using a qualitative approach, the research gathers primary data through semi-structured interviews and incorporates organizational documents as secondary data. Thematic analysis is applied, and triangulation is used to ensure data validity. The findings highlight several weaknesses: the absence of job analysis, undocumented job descriptions, and the lack of a standardized evaluation method across all roles. To address these, the study proposes a hybrid performance appraisal model combining Management by Objectives (MBO) and the Graphical Rating Scale. Additionally, comprehensive job analysis is conducted to support the redesign, ensuring that all employees at PPLC are evaluated fairly and effectively.

**INTRODUCTION**

Plastic is used in everyday life and people use it due to many benefits of plastic. Plastic can be molded into different shapes and forms depending on the need, it can be as household items, industrial items and many more. The consumer can observe how plastic is essential and will always be in use in our daily lives. These days plastic can be obtained easily from online and offline stores across Indonesia. One of the online stores selling plastic products is PPLC.

PPLC is an independent wholesaler company created in 2022 that sells plastic in many different forms, such as plastic bags, cloth hangers, plastic goodie bags, and many other plastic products. Currently in 2025 PPLC performed stellarly in Shopee (one of Indonesia's online

platforms), placing itself as the number 1 plastic bag seller, plus PPLC became the number 1 client in the eyes of their plastic manufacturers due to PPLC's high plastic goods order. Although recently PPLC did diversification on their product and started selling laundry essentials aside from selling plastic products. Current PPLC has still only 1 store with 8 workers including owner in total; 6 workers, 1 administrator, and 1 store manager. Located in West Jakarta at Jl. 20 Desember No.2, RT.2/RW.3, Pegadungan, Kec. Kalideres. The offline store where customers can visit to see displays and buy their products, but mainly, PPLC sells its products online in Shopee and Tiktok. Whilst the company is still considered a small to medium company, it strives to grow, deliver, and sell the best plastic to the customers in Indonesia. To do that, PPLC tries to minimize delivery time, and improve employee service capabilities with improvements in engagement. To show the commitment of PPLC in growing their business, below is the a table and line chart that is showing the revenue stream from the last 6 months in 2024/2025:

According to the revenue stream table and line chart, it can be seen that the company is currently thriving. The data shows that in September 2024, PPLC had Rp1,135,000,000 for their revenue and it kept climbing to February 2025 with Rp1,745,630,000 as their revenue. With only 4 months difference, PPLC was able to increase their revenue by almost Rp400 millions. According to the discussion with the store managers and the owner of PPLC, the owner's target in 2025 is to achieve their first Rp 2 billion in their revenue stream, so it is not far off from their target. The Store managers also said that PPLC will most likely achieve their Rp 2 billion in the 2 Quarter of 2025.

Due to the scale of PPLC is still consider small company compared to other plastic wholesaler companies, it has simple vision and mission that is implemented to the company when it was made back in 2022; the vision are To be the leading provider of plastic solutions in Indonesia. The Mision are Quality Products: Deliver high-quality, durable plastic products that meet the needs of our customers while ensuring reliability. Customer Focus to build lasting relationships with our customers by providing exceptional service, transparent communication, and tailored solutions that enhance their shopping experience.

Given the scale of business is small, the structure of the business is not complex yet and the owner still intervenes to all issues that arise from the store. Here are the structure of PPLC in one store:

According to the diagram of the organization structure, PPLC has only 1 owner that manages the entirety of the company; finances, legal, contacting manufacturers, and payroll. He is assisted by the store managers that are responsible for overseeing the daily operations in PPLC. Those responsibilities are packaging, marketing, and restocking. The store managers also manage their employees, whether it is about their absenteeism, and performance. There are 11 workers in PPLC that handles the operations. The workers responsible for packaging the products and helping in moving the new restocks item to the warehouse. Furthermore, 1 or 2 workers also do a double job with transporting their products to customers directly if required. Lastly, 2 administrators handle all the orders from customers, print their purchasing orders and help the owner handle the store's finances. Admin also helps the owner to confirm the stocks in their store.

As it was said above, PPLC operates as a wholesaler company in Indonesia that sells mainly plastic based products not just for regular consumers but also plastic vendors across

Indonesia. Problem arose in 2024, where the customers kept complaining about the wrong product being sent to their home or warehouse. Thus the owner looked at the business process and finally focused on the internal process of the retail company. He checked the purchasing order that the administrator handled from offline and online shops and found nothing at fault, and finally he found out that the fault lies at the work of misconduct from the workers that have 2 simple job descriptions; packing the ordered item based on the purchasing order and help store managers move new restocked items. To show the recurring mistakes in packaging, below is the table that shows the last week of February 2025 returned items due to either incorrect items (Produk Salah) or incomplete items (Produk Tidak Lengkap):

The table above shows only the last week of February 2025 (7 days) and it shows 12 items of mispackage due to either incorrect product or incomplete product. If the products got either of the wrong labels it will be returned to PPLC and it counts as losses due to shipping and reshipping cost will be charged to PPLC. To look at the trend, below is the bar chart showing the bigger picture for the last 3 months that the products got returned from the customers:

According to the chart above, it could be seen that the workers in PPLC still make packaging mistakes from 41 packages to 44 packages a month. The trendline in the barchart also shows that it is increasing, which means in the future it might go higher than the previous months if the management of PPLC did not do anything to prevent it. To delve deeper into the data of packaging mistakes, the author has calculated the ratio of each month (from December 2024 to February 2025) to see the percentage and ratio of packaging mistakes per month.

With data having been processed by the author, the author then proceeds to consult with the owner and store manager regarding the ratio and rate of mistakes. It could be seen that the ratio of each month from December 2024 to February 2025 are: 47.5, 52.0, and 44.8. Whereas the rate of mistakes with the same months are: 2.11%, 1.92%, 2.23%. After short discussion with the owner and store managers, the rate and ratio of mistakes can be considered high, after a certain time they know that they need to reduce these mistakes to at least less or equal than 1% per month. The reason being is that the rate of bad satisfaction could accumulate and bring down the rating of their online stores which is their primary place of selling their product.

The owner implemented more strict supervision on the store to monitor the workers' performance and even implemented a simple record system in Microsoft Excel to know which worker did the wrong packaging. But the problem still persists in one of its stores in West Jakarta.

The rich picture above describes the business process of PPLC from when the customers ordered their items until the items had been sent to them. It shows the responsibility of the workers, shop administrator, store manager, and the owner in PPLC. Until today, the owner and their store manager are still figuring out a way to find the best solution to handle their worker's performance. Further analysis of the cause and effect diagram will explain the probable cause or factors that might affect the performance of the employees. Below is the fishbone diagram explaining the cause and effect to determine the root cause of performance losses. The fishbone diagram is based on the initial discussion with the store manager where he analyzed some probable root cause.

Based on the fishbone diagram, the current condition of PPLC is not optimal to reduce the case of wrong packaging. According to the fishbone diagram there are too many aspects to

focus on, but the new implementation of HR systems such as performance appraisal can influence organizational performance by affecting employees' perceptions of HR systems, which in turn impact job satisfaction and performance outcomes. For instance, changes in employees' experiences with human resource systems are related to subsequent changes in customer satisfaction, mediated by job satisfaction (Piening, E. P., et al 2013). Another research indicates that organizations enhance their HRM practices and ultimately improve their performance outcomes (Khan, W. A., et al, 2023). Further literature study conducted by Mihalj, B., et al (2019) stated that human resource management influences employee well being, productivity, and organization climate. Thus, with the importance of human resource could be seen in the studies above, and also the diagram shows performance appraisal as the potential root cause, this thesis will focus on the human resources management aspect. Those variables from the human resources aspect that this paper will focus on are performance appraisal, and employee's performance.

By focusing on performance appraisal, PPLC could potentially increase their service qualities. Performance appraisal can directly impact employee job performance, particularly when they are designed to motivate employees. For instance, a study in an Indian service organization found that performance appraisals positively influence job performance, with motivation acting as a moderating factor (Chahar, B. 2020). Regular performance monitoring and evaluation help employees stay aligned with their work, leading to noticeable improvements in performance. About 67% of employees reported better performance due to regular appraisals (Akram, M., et al. 2011). Aside from increasing employee performances, performance and appraisal could also contribute to companies growth. According to Rotundo, M., & Murumets, K.D, performance appraisals help in setting clear individual objectives and aligning them with organizational goals. This ensures that employees' efforts contribute directly to the company's growth. Enforcing the statement from the above, appraisals also facilitate better placement of employees, ensuring that the right people are in the right roles, which is essential for achieving organizational goals (Ponmuthumari, S. A. 2020). Based on the studies above, performance appraisal could be considered as a tool to keep employees focused on their responsibilities which leads to achieving company visions & missions.

According to the store manager, between the choices mentioned in the fishbone analysis, the performance appraisal is the important aspect that needs to be analyzed more, where in PPLC it was just recently established. a form of performance appraisal. Thus, this final project will research performance appraisal, reward, and employee's performance on PPLC. Furthermore the topic of this thesis is "Designing Performance Appraisal for PPLC." Which focuses more on the human resources aspect. With the base work and the topic of this thesis has been decided, the research questions of this paper will be; 1) What tool does PPLC measure employees' performance currently?; 2) What is the result of the gap analysis between the current and the ideal performance appraisal?; 3) What is the ideal design performance appraisal for PPLC's employees?; 4) With the research questions made, this research will also have the objective in order to answer the research questions mentioned above. The research question of this paper are; 1) to figure out the current tool or ways to measure employee's performance at PPLC. 2) To analyses the gap between the current and the ideal performance appraisal. 3) To design the ideal performance appraisal for PPLC's employees.

RESEARCH METHODS

The research design will improve the clarity of the flow of this thesis. That way, it helps to deepen the understanding of the related issue in PPLC. Thus, the author of this research had created a specific research framework as followed:



Figure 1 Research Design Diagram

Source: Author's Illustration

Based on the research design above, after identifying the business issues that are currently happening in the company. The validation consists of using Primary Data (Interview) results. The interview will be conducted to the owners of PPLC, 3 PPLC's employees, and the store manager. The result of the interviews helped the design of the fishbone diagram in chapter 1. The result of the fishbone diagram will help to concentrate the focus of the problem of this thesis. Then, the author will combine & compare the result of the literature review about the ideal Performance Appraisal & Compensation parameters with the suggested parameters by the management and employees at PPLC. Finally, the author will make comprehensive conclusions with the final design of the performance appraisal for PPLC.

The methodology that will be used in this paper is a qualitative method. Qualitative method was chosen due to it being suitable for qualitative research that needs to be discovered using in-depth interviews (Kothari, 1990). The author will extract information from interviews from the owners of PPLC, several PPLC's employees, and the store manager.

The data collection method is carried out with the basis of research design and well-structured problems from the company in the paper. There are two types of data: Primary and Secondary Data. Primary data is where the data is collected first hand by the author, while secondary data is second hand data that has already been collected by someone else.

As mentioned above, Primary Data can be obtained from interviews conducted towards the subjects in mind. In this specific research, the Primary Data will be obtained by using in-depth semi - structured interviews and observation. According to Mejía de la Pava, C., et al (2024) Interviews involve direct, face-to-face or virtual interaction between the researcher and the respondent, it can be structured, semi-structured, or unstructured. The author will act as the interviewer whilst the subjects of the interview will act as the interviewees. The activity can be conducted face-to-face or through online platforms. Since the interviews will be semi - structured, it will have some predetermined questions. The interviews will involve 5 participants: Owner, Store Manager, Worker 1, Worker 2, and Administrator.

Whilst according to Kramer, M.W., et al (2021), observational methods involve the researcher watching and recording behaviors and events as they occur naturally. Observations will be conducted on the store of PPLC. Secondary Data is data that has already been acquired and processed by other researchers. It may be in the form of articles, journals, or research papers that have been published or unpublished. The secondary data used in this research will be based on books, journals, research articles, and websites

The data analysis that this thesis will be using is Gap Analysis. According to Kim, S., Ji, Y (2018), gap analysis is a tool or a process to find and identify where gaps are and single out the differences between an organization's current situation and what is the ideal situation in place. Furthermore, the data obtained from primary and secondary methods will be checked for their quality. The primary data obtained from interviews with Store Managers, Owner, and workers will be voice recorded and transcript, thus ensuring quality.

For checking the quality, whenever the information in writing is not clear, the author will refer back to the voice recording, and if it was not enough, the author will ask the interviewees for clarification and validation. The data obtained from interviews will be rechecked with the interviewees after finishing the interviews to confirm the answers are permanent. The data then will be analysed using thematic analysis, which can be defined as a research methodology that is used to point out and interpret patterns or themes in a data set, which more often will lead to new insights and understanding (Naeem, M., et al, 2023). The information from secondary data; academic literature and books, are collected from multiple journal and book publications, then will be identified by the source and the quality such as reliability, validity, and objectivity.

To ensure the quality, this paper will use the triangulation method to quality check qualitative data. According to Donkoh et al. (2023) triangulation is the process of examining a single phenomenon from several data sources utilizing various hypotheses, approaches, and researchers. Information obtained from multiple sources is utilized in triangulation to support, clarify, and shed light on a research issue in order to reduce methodological and individual biases and improve a study's generalizability. Thus, with using triangulation, the author set some guidelines to ensure triangulation is used properly:

1. Methodology Triangulation: This paper uses multiple approaches to collect data such as: semi - structured interviews, observation, and analysing company's documents.
2. Theoretical Triangulation: The research uses multiple theories from journals and books about performance appraisal: the ideal and best practices. The books and journals that this research uses can be seen in the reference page.
3. Data Triangulation: This paper uses data triangulation that ensures the data that has been collected comes from multiple sources. The data collected comes from different layers in PPLC: Owner (first layer), Store Manage (Second layer), and Workers (Third layer). This paper also uses academic literature from various publications.

This paper will use gap analysis to identify the current state and ideal state of performance appraisal. Before gap analysis, from the primary and secondary data, there will be thematic analysis to identify the patterns, and themes in the data set. The use of the triangulation method will be used to ensure the quality of the information obtained. Below is the diagram explaining the process of data analysis in this thesis.

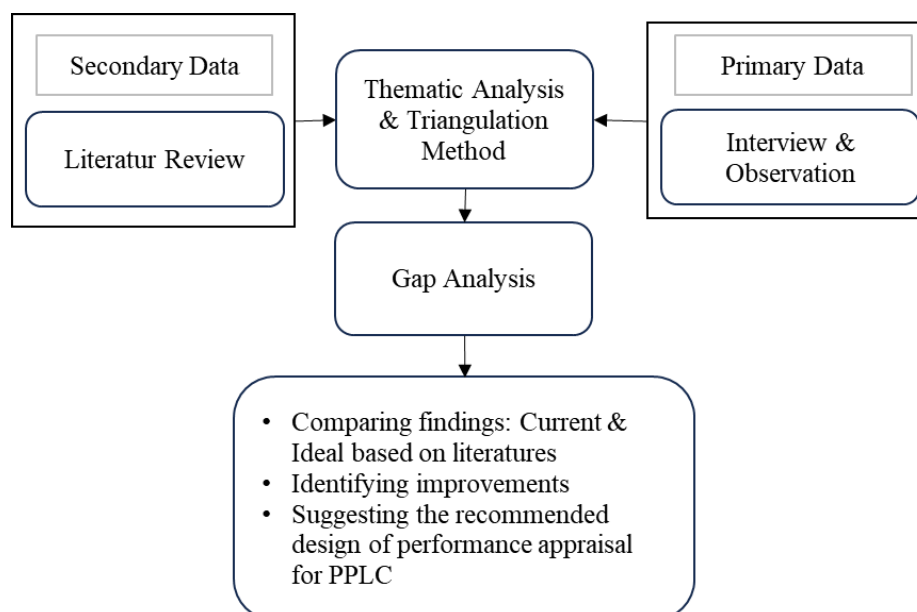


Figure 2 Research's Data Analysis Processes

Source: Author's Illustration

RESULTS AND DISCUSSION

A. The Current Performance Appraisal of PPLC

Based on the interview with the Store Owner, PPLC has not implemented any HR system yet. Without any implementation of any HR system in PPLC also the reason why the company does not have any proper performance appraisal. It can be reasoned due to the small number of people that are currently working in PPLC. The performance appraisal that PPLC currently uses is in the form of an excel, where the document was made by Microsoft Excel consisting of a list of the names of the employees that have responsibility in packaging and some notes regarding their mistakes in packaging.

The data collected through the complaints from the online e-commerce platform called Shopee. Then, the store manager will check the receipts with the document that has the worker's signature correlating to the receipt's number that they packaged. Afterward, the administrators will enter the data according to the mistakes that the workers made. Finally, after collecting the data, at the end of each month the store manager will do a recapitulation about the mistakes and will scold the workers that made some mistakes in the packaging. The data only consist of the mistakes of employees that have packaging job descriptions. The diagram below shows the process of the basic performance appraisal of packaging workers of PPLC:

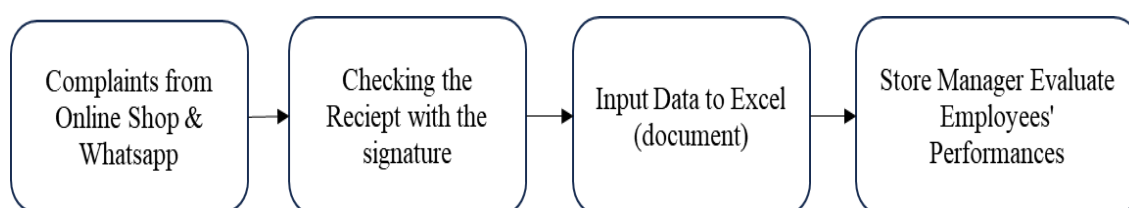


Figure 3 Performance Appraisal Process in PPLC

Source: Author's Illustration

Based on the interview conducted by the author, 4 out of 5 participants disagree that implementing the simple performance appraisal leads to a significant reduction in the count of packaging mistakes, with only 1 participant agreeing that it does. This suggests that the majority of participants believe the current performance appraisal does not have a significant impact on the packaging mistakes. Currently, in PPLC, the store owners and managers have not implemented a proper performance appraisal system that evaluates all employees, including administrators and couriers. According to the interviews with the owner and store manager, administrators are evaluated based on their responses to customers, couriers are assessed based on delivery time and customer feedback, and only packaging employees have a basic performance appraisal. The owner and store manager primarily evaluate administrators based on customer complaints about their interactions and communication, with the store manager regularly checking the online shop for customer feedback every week.

B. The Ideal Performance Appraisal

Gap Analysis: The Current vs The Ideal Performance Appraisal

In order to find the ideal design of performance appraisal for PPLC, the gap analysis of the current performance appraisal and the ideal performance appraisal. The gap analysis that this paper will be using to analyze the current performance appraisal and the ideal performance appraisal is presented. By the use of gap analysis, it can be seen that there are several gaps from the performance appraisal that PPLC uses currently. Starting with the lack of job analysis, where proper job descriptions are created through job analysis. PPLC has not created any documentation of job descriptions that states the duties or outlines their responsibilities. The gaps widened when the author analyzed that the administrator and packaging employees that have secondary jobs as couriers do not have any way to measure their performances properly. Furthermore, there is no performance appraisal form in PPLC.

C. Business Solution

Identifying Improvements from Gap Analysis

To answer the research question : “What is the ideal design performance appraisal for PPLC’s employees?” one need to understand the gap and improvements needed of the performance appraisal system currently .With the gap analysis, it is much more applicable to identify the area of improvement that is needed for performance appraisal in PPLC. Below is a table that identifies the need of improvement in the performance appraisal for employees in PPLC:

Table 1. Improvement Table for Performance Appraisal

(Ideal) Key Components	Explanations	Details	Current	Gap? (Yes/No)	Recommendation for Improvements
Aligning with Strategic Plan	•Performance appraisal must align with the organization's strategic goals.	-	(+) PPLC has clear communication goals and aligned it with	Yes	To ensure that the performance appraisal is aligned with the strategic goals of PPLC, they need to create a documented

	•Managers should translate strategic plans into individual job descriptions. •Clear communication of goals is essential.	-	their strategic goals: creating less mistakes in packaging to deliver the best service to their customers (-) The Store Manager has not create any document regarding employees job description		job description. With the existence of the job description document, it will create clarity on the transfer of organization strategic goals to the individual level.
Job Analysis	•Understanding job responsibilities through job analysis is crucial. •Job descriptions should outline duties, skills, and abilities required for positions. •Helps avoid role conflicts and aligns individual roles.	-	(+) None (-) Store Manager has not implemented job analysis that helps the creation of job description document that outlines the duties, skills, and abilities required for the positions	Yes	PPLC could Implement Job Analysis in order to understand the responsibilities and avoid role conflicts.
Creating Performance Appraisal	•Appraisal should describe employee strengths and weaknesses. •Must include criteria, assessment aspects, and characteristics of appraisal forms.	-	(+) There is an assessment aspect that PPLC is monitoring: the number of packaging mistakes. (-)The document that is used as the base for performance appraisal is not a performance appraisal form.	Yes	The downside that PPLC has right now is the non-existence of a performance appraisal form to evaluate employee's performance. PPLC should at least create a simple form to document the progress of each employee. Thus, they can track their progress.

Criteria for Effective Appraisal	•Relevance: Link between organizational objectives and job performance. •Sensitivity: Ability to distinguish between high and low performers. •Reliability: Consistency in evaluation results. •Acceptability: Support from users. •Practicality: Ease of use for managers and employees.	-	(+)Although there is no performance appraisal form, all criteria including: relevance, sensitivity, acceptability, reliability, acceptability, practicality has been used in the current performance appraisal. Even though, it is only applicable to packaging employees only (-) only available to packaging employees only	Yes	The criterias of effective appraisal do not apply to other employees. Thus they do not have an effective appraisal system. PPLC should apply the criteria to other employees other than packaging employees to have fair evaluations.
Measuring Behaviour	• Comparative System • Absolute System	• Clear definition of the competency. • Clear description of observable action that demonstrates competency in mind effectively. • Clear description of observable action when employees could not demonstrate competency in mind effectively. • Further lists of recommendati	(+)None (-) The employees that is measured by behaviour is the administrators but, PPLC has not implemented either comparative system or absolute system of performance appraisal	Yes	There are no methods of appraisal (Comparative or Absolute System) to appraise employees that are measured by their behaviours.

			ons to develop the competency in mind.			
Measuring Result	Method Measuring Result	of	Management by Objectives	(+) PPL is currently using a basic method to count the number of mistakes that employees made. (-) There is no proper performance appraisal method that PPLC currently uses.	Yes	PPLC should upgrade their performance appraisal method to Management by Objective to have more effective performance appraisal.
Characteristics of Appraisal Forms	Forms should be simple, relevant, descriptive, adaptable, comprehensive , clear, communicativ e, and time oriented.		-	(+) None (-) PPLC has not implemented performance appraisal forms	Yes	PPLC should create a simple performance form that applies all effective performance appraisal's characteristics to effectively appraise employee's performance.

Source: Author

To improve PPLC's performance appraisal, the company should first establish documented job descriptions aligned with strategic objectives and conduct a comprehensive job analysis to avoid role/task overlap. Additionally, PPLC should formalize a performance appraisal system with consistent criteria applied to all employees, excluding packaging employees, to ensure fairness and objectivity. Based on the literature, administrators should be evaluated using the Graphic Rating Scales, while packaging employees, currently assessed using an unmethodical approach, should be evaluated with Management by Objectives (MBO) to measure results. However, since MBO alone cannot measure competency, and Graphic Rating Scales do not assess results for administrators, a hybrid approach combining both methods is recommended. Studies by Siregar (2018), DeNisi & Murphy (2017), and Armstrong (2020) support this combination of behavioral and results-based methods, enhancing the validity and reliability of performance measurements, including for employees with dual roles as packaging personnel and couriers.

A key issue in PPLC is the lack of well-defined job roles, as employees in packaging also perform courier duties due to the absence of a specific courier position, leading to job description overlap. To address this, PPLC should establish clear job descriptions and

formalize standardized procedures for role assessments to minimize rater errors. To reduce bias, the performance appraisal should use clear standards, such as the "Below Expectations" and "Very Good" ratings in the Graphic Rating Method, with specific criteria for quantifiable work performance. Continuous feedback and regular evaluations are also essential for improving the appraisal process. In conclusion, both the packaging and courier positions, which are results-oriented, would benefit from a hybrid of Management by Objectives and Graphic Rating Scale methods. The packaging position's goal of keeping errors below 1% aligns with measurable performance objectives, while administrators will be assessed on competencies with clear performance targets through MBO.

D. Job Analysis in PPLC

With the lack of job analysis in PPLC, the job description that PPLC uses may lack clarity. Thus this paper will provide the job analysis for the position of packaging, courier, and administrator in order to produce job descriptions which are the basis of the standard performance for evaluation purposes. The steps of conducting job analysis are: Identification of existing positions, Data Collection, Analysis and Validation, and Documentation. The identification is clear where the positions in mind are packaging, courier, and administrator. The data collection was through observation and interviews with the related positions, store owner, and store manager. The validation was through the interview with the store owner and manager which explains the duties and responsibilities of each position. It is left with analysing the positions and the documentation itself where it will be analyzed and mapped using a flow Diagram.

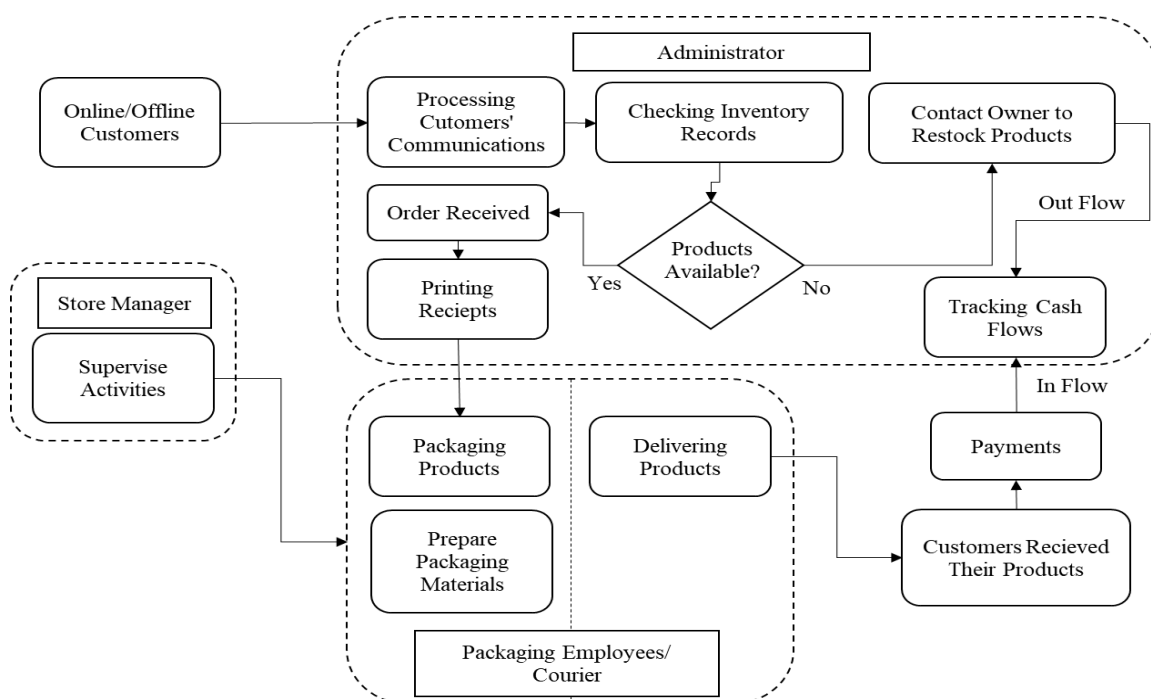


Figure 1. Flow Diagram of Detailed Work Process in PPLC

To make it easier the author created the table that has been analyzed which resulted in lists of the responsibilities and duties of each position below:

Table 2. Job Analysis Results: Job Descriptions & Job Specifications

Position	Job Description		Job Requirements
	Responsibilities	Duties	
Packaging	•Maintain cleanliness and organization of packaging area •Ensure accurate Packaging of Products accordance to the receipts •Meet daily packaging targets accordance to the receipts produced •Nealy package items	•Manually package bought items. •Verify the quantity and the products before packaging •Attached labels with the receipts on the packaging •Organized Packaged items neatly •Prepare packaging materials (tape, bubble wraps, cartons, and plastics)	•Age 18-35 •Previous Experience in manufacturing/packaging is preferred •Ability to work with targets •Discipline •Ability to work in a team
Courier	•Pick up and deliver packaged items to customers effectively and safely. •Plan the best routes to ensure fast delivery	• Collect package from store • Deliver package directly to the specified customer's address • Load and unloading packages	•Age 18-35 •Previous Experience in manufacturing/packaging is preferred •Have driver's license •Discipline •Ability to work in a team
Administrator	•Track cash flows of the company •Answering customers (online & offline) •Printing Receipts for packaging •Maintaining inventory records	•Track all records of cash flow of the company •process incoming and outgoing communication with customers •Update inventory stocks regularly	•Age 18-35 •Min. High School Diploma •Previous Experience as administrator is preferred •Ability to operate computers and understand Ms Office •Discipline •Excellent communication skills •Attention to detail •Excellent problem solving skills
Store Manager	•Monitor daily activities in store •Staff Management •Store Management	•Ensure there is no Packaging Error •Ensure daily packaging targets are met •Ensure employees maintain cleanliness and organization of packaging area •Ensure neat packaged items •Evaluate employees at the end of the month •Recap and report monthly activities to owner •Ensure all customers complaints are met with proper solutions •Monitor Inventory stocks	•Min. High School Diploma •Previous Experience as store manager is preferred •Discipline •Excellent leadership skills •Excellent communication skills •Attention to detail •Excellent problem solving skills

Source: Author

CONCLUSION

The current tool that PPLC uses to measure employees' performance is by using excel that contains packaging mistakes acquired from the complaints on online stores and communication platforms. This data then is compiled and analyzed at each end of month to measure employees' performances, especially for packaging employees. All positions, such as packaging, administrators, and couriers do not have any proper method that they use to measure their performance. Management uses a simple observation method to observe the competencies of all employees. The gap analysis that has been conducted in chapter IV can be concluded that PPLC has not implemented job analysis in order to produce sufficient job descriptions for all positions in the organization. Even more, the job descriptions that employees have right now have not been documented, thus creating blurry lines between the responsibilities of all positions. For example, the job description of a courier is embedded in 2 of the packaging employees. Even though they use performance appraisal, PPLC has not created any performance appraisal form, which means they do not use any effective criteria of performance appraisal form to ensure effective evaluation of all employees within the organization. The effective criteria of appraisal also only applies to packaging employees due to how management closely monitors their performances, but not other employees such as the administrators. Competency based positions such as administrators and couriers do not have a measurement method of their behaviour, no absolute or comparative measuring method. On the other hand, the packaging employees also measure by a simple appraisal method but not a proper one at the least. Packaging position is measured by how much packaging is done on a daily basis and also counting the mistakes of packaging along the way. PPLC could implement a proper measuring method for result based performance appraisal like packaging position in the company. The ideal design of performance appraisal for PPLC employees, specifically for packaging employees, courier, and administrators were polished according to the objectives of the organization. For packaging employees, the method of measurement is through Management by Objectives which focuses on the results of the work. The mistakes of packaging will be summed up at the end of month and changed to percentage if they manage to reduce packaging mistakes. The daily target will be counted to, and accumulated at the end of the month, to measure if the targets were achieved. The measurements for daily targets and errors will be compiled on the error logs and shift reports. There are measurements such as supervisor reviews and shift log to measure if the employees comply with neatly packaged products and manage to clean their packaging area. The courier is more like a side job for 2 of the packaging employees, thus the performance appraisal will still be based on the Management by Objectives method but adding the competency of "Exhibits Effective Delivery" to the performance appraisal form to measure the competency. The measurements will be based on the complaints of the customers of the PPLC. On the other hand the administrator will be measured by behavioural approach using Graphic Rating Scale method due to practicality to use and direct measurement of administrators' competencies. The competencies such as problem solving, communication, attention to detail, office administration, and customer services will be the ones to be measured for administration positions.

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