

ANALYZING THE EFFECTIVENESS OF JOB EVALUATION ON COMMUNITY DEVELOPMENT DIVISION AT PT.MSM (ARCHI GROUP) IN MANADO**ANALISA EFEKTIVITAS EVALUASI KERJA PADA DIVISI KOMUNITAS PENGEMBANGAN PT.MSM (ARCHI GROUP) DI MANADO**

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Abstract: Job evaluation is the process of analyzing and assessing various jobs systematically to ascertain their relative worth in an organization. Job evaluation is the process or the systematic way of determining the value/worth of a job in relation to other jobs in an organization. In this research the evaluation is the employees of community development division at PT.MSM. The aim of this study is to know the effectiveness of the job evaluation of Community Development division at PT.MSM (Archi Group). In order to achieve these objectives the researcher got information from 9 informants, using qualitative study which is in-depth interview and uses purposive sampling. The results showed that that community development division at PT. MSM (Archi Group) has been evaluated all of their employees, they evaluated every employee's performance. employees skill, responsibility of work, and efforts to finish their job description are all has been evaluated by the company. Job evaluation gives a positive influence for all the employees, through the job evaluation it can increase the skills, responsibility and efforts that will bring a good working condition to all employees. Recommendation of this research For the company, this may help them to always keep improving on how to evaluated the employees by doing a good job evaluation.

Keywords: Job evaluation, Human Resources

Abstrak: Evaluasi pekerjaan adalah proses menganalisis dan menilai berbagai pekerjaan secara sistematis untuk memastikan nilai relatifnya dalam suatu organisasi. Evaluasi pekerjaan adalah proses atau cara sistematis untuk menentukan nilai / nilai pekerjaan dalam kaitannya dengan pekerjaan lain dalam suatu organisasi. Dalam penelitian ini yang menjadi evaluasi adalah karyawan bagian pengembangan masyarakat di PT.MSM. Tujuan dari penelitian ini adalah untuk mengetahui Bagaimana Efektifitas Evaluasi Kerja Divisi Community Development di PT.MSM (Archi Group). Untuk mencapai tujuan tersebut peneliti mendapatkan informasi dari 9 informan, dengan menggunakan studi kualitatif yaitu wawancara mendalam dan menggunakan purposive sampling. Hasil penelitian menunjukkan bahwa divisi pengembangan masyarakat pada PT. MSM (Archi Group) telah mengevaluasi seluruh karyawannya, mereka mengevaluasi kinerja setiap karyawan. Keterampilan karyawan, tanggung jawab kerja, dan upaya menyelesaikan job description semuanya telah dievaluasi oleh perusahaan. Evaluasi kerja memberikan pengaruh yang positif bagi seluruh karyawan, melalui evaluasi pekerjaan dapat meningkatkan keterampilan, tanggung jawab dan upaya yang akan membawa kondisi kerja yang baik bagi seluruh karyawan. Rekomendasi penelitian ini Bagi perusahaan, semoga dapat membantu mereka untuk selalu meningkatkan cara mengevaluasi karyawan dengan melakukan evaluasi kerja yang baik.

Kata Kunci: Evaluasi Kerja, Sumber Daya Manusia

INTRODUCTION

Research Background

Human resource management is the important element to every organizations in order to achieve their goals. Organizations will not be able to maximize management has the main goal to increase the contribution of employees of a company to the internal organization in order to achieve the productivity of the organization concerned. One of the HRM process is job evaluation. Job evaluation is kind of systematic assessment to evaluate the performance of the employee in period of time. In organization's or company's environment, all the employees' performance need to be evaluated to accomplish their objectives. Therefore, job performance is an activity to identify, and asses the value of job implementation that affect the success of the job. Job evaluation may be defined as an attempt to determine and compare the demands which the normal performance of particular jobs make an average worker without considering individual abilities or performance of the workers concerned. Performance evaluation is very important to do because in order to know about the extent of company development, and the extent of the contribution made by these employees to the company. To do this, the manager will be responsible for evaluating, while the human resources department will also be responsible for developing a more effective work appraisal and for ensuring that the work appraisal can be carried out by all parts of the company.

Human Resources Competency is very important for an organization to compete with the other to win the market and get the profit. Therefore, it is not surprising when walking or whether or not the organization influenced by how high the quality of human resource performance and organizational capabilities to utilize the resources. Performance is the result of working quality achieved by employees in carrying out their duties according to the responsibilities given to employees. Education is very important for employees because when an employee's job is appreciated then it will improve its performance and it will increase its potential. To achieve the company's goal, it is required good performance from the employee, the achievement in a company determined from the performance of the employees who are incorporated in the management of the company, ranging from human resource management, work execution process, Even the smallest daily activities that support the company's performance need to be monitored. Performance does not mean just work, but also covers how to manage strategies, manage the course of the work process, and provide a separate satisfaction for the consumers that the company serves. Not only education, training also one of the important things to support the company's growth which is training. Training for organizations is conducted to improve productivity, training for employees performed to improve performance because every human being needs to learn and need to be trained to have competence and have ability to finishing the work. The success of an organization depends on how the organization provide support for the ability that employees have in the work. Every company need to support the capabilities owned by the employee and it is determined by the ability of knowledge, skills, attitude, education and so on.

PT.MSM is one of the mining company in North Sulawesi. One of division in PT. MSM is Community development. Community development activities are aimed at increasing public access to achieve socio-economic-cultural conditions when compared with previous development activities . It is hoped that the communities living around the company can become more self-reliant with better quality of life and well-being. Community Development Vision is "creating a conducive and harmonious environment between the company and the community around the area of the company's activities. as early as possible conflicts that may occur between the community and the activities of the company. To determine individual performance and organizational performance, it is necessary to do an assessment and evaluate the performance of employees by comparing each actual performance of each employee with a standard performance set by Company especially in PT.MSM. Job evaluation is needed in every company to measure and know the achievement of each employee by monitoring their performance or standards of employee work. Job evaluation is also available at PT. Meares Sopotan Mining. If the assessment and evaluation process is done well and correctly, then company can achieve the goals that contributed from individual's effort to company's growth.

Research Objectives

1. To know the effectiveness of job evaluation performance of Community Development Division at PT.MSM (Archi Group) in Manado.

THEORETICAL REVIEW**Human Resources Management**

Human Resource Management is the process of recruiting, selecting, inducting employees, providing orientation, imparting training and development, appraising the performance of employees, deciding compensation and providing benefits, motivating employees, maintaining proper relations with employees and their trade unions, ensuring employees safety, welfare and health measures in compliance with labor laws of the land (Bohlarander and Snell, 2010:6). Human resource management is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an array of cultural, structural and personnel techniques.

Job Performance

Job performance assesses whether a person performs a job well. Job performance, studied academically as part of industrial and organizational psychology, also forms a part of human resources management. Performance is an important criterion for organizational outcomes and success. Job performance has been defined as the overall expected value from employees' behaviors carried out over the course of a set period. Performance as an appearance of the work of personnel of both quantity and quality in an organization. Performance can be an individual appearance as well as personnel working Group. The appearance of the work is not limited to the personnel who held the position of functional or structural, but also to the overall range of personnel in the organization. Performance (job performance) is the result achieved by a person according to the size that applies to the work in question. Mathis and Jackson (2006:41) stated that performance is essentially what employees do or do not do. Performance management is the whole activity undertaken to improve the performance of the company or organization, including the performance of each individual and working group in the company. Performance is the quantity or quality of something produced or services provided by someone who does the job.

Job Evaluation

Job evaluation is the process of analyzing and assessing various jobs systematically to ascertain their relative worth in an organization. The objective of job evaluation is to determine which jobs should get more pay than others. Several methods such as job ranking, job grading, and factor comparison are employed in job evaluation. Research indicates, however, that each method is nearly as accurate and reliable as the other in ranking and pricing different jobs. Job evaluation forms the basis for wage and salary negotiations. Job evaluation is a special form of department analysis with a key point of weight in the information used to determine the scale of payments. Job valuation is a systematic procedure to assess the weight of a position by comparing the position of another position in an organization to the completion of the weight or value of an office. According to Cashmere (2016:7), job evaluation is an analysis process for determine the value of the position. Job evaluation is a systematic procedure to determine the relative value of offices. Although there are several different approaches, each considering obligations, responsibilities, and job conditions. Job evaluation is an orderly method to determine the value of a position in its own capacity with the value of other departments. This job evaluation is also a system made to determine the relative value of the offices in an organization.

Previous Research

Rehman (2009). The title is Impact of Job Analysis on Job Performance: A Study of Public Sector Organizations of Pakistan by Safdar Rehman. Results supported the HR-Performance conceptual model by showing significant impact of Human Resource Management practices on job performance. The results revealed that importance of job analysis has a positive relationship with job performance in all regulatory authorities except OGRA where it has a negative relationship. The study further revealed six relationships showing large effect size correlations between job satisfaction and job succession planning, job security and job succession planning, job succession planning and job performance, job design and job performance, job performance and job satisfaction and job security and job satisfaction. These positive highly significant relationships are the addition to the literature on Human Resource Management particularly with reference to Pakistan.

Choudhary (2016). The title is Job Evaluation: A Strategy For Compensation Consistency. Job evaluation is part of the organization's human resource planning process. Once the overall strategy and objectives have been determined and the structure has been developed, the next step is to establish the required level of human resources, to get the right people with the right skills in the right place at the right time. This in turn means having effective selection process and all the necessary system to ensure the retention and motivation of staff. Part of this

process will inevitably involve deciding on the relative size of jobs if no other reason than to ensure that pay is at a level that will attract people and more importantly, that those within the organization will feel that bigger jobs receive bigger reward.

SU (2000). The title is A Combined Analytical Method of Job Evaluation . The results of a job evaluation scheme are affected by the jobs evaluated, the factors used to evaluate the jobs and the subjective judgments of the bodies making the evaluation. For this reason, it is vital that job evaluations be based on accurate job information and key jobs be representative of all the jobs in the establishment in which the evaluation is going to be made. The factors and levels within each factor-should be sufficiently comprehensive to cover all the essential aspects of jobs while avoiding overlapping and double counting, be limited in number to avoid the inclusion of minor significance, be capable of being clearly defined, and not be biased on any form of implicit discrimination.

Elizabeth Busienei (2017). The title is “Effect of Job Evaluation on Employee Job Satisfaction: A Comparative Analysis of male and female Employees at Airtel Kenya. This study was investigate how job evaluation affect employee job satisfaction. The study found that job evaluation ensured that job classification is done according to functions, job evaluation ensured that staff are placed / deployed according to the requirements and skill. It also found that both male and female respondents feel satisfied when they accomplish their tasks, they like the competence of their supervisor in making decisions, they have good working relationship with their supervisor. The study concluded that job evaluation is an instrument in authoritative administration that has been used to enhance employee’s job efficiency. Job evaluation ought to business with going sector rate to guarantee employees stay aggressive and reduce turnover of the employees.

Conceptual Framework

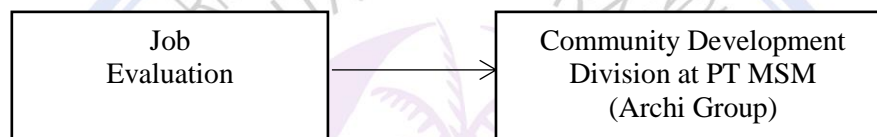


Figure 1. Conceptual Framework
 Source: *Data Analysis Method (2020)*

RESEARCH METHOD

Research Approach

This research is qualitative research methodology which is descriptive research. This research wants to know How is the effectiveness of the job evaluation performance of Community Development Division at PT.MSM (Archi Group) in Manado. This research is qualitative research methodology which is descriptive research. According to Denzin and Lincoln (1994:22), qualitative research involves the studied use and collection of a variety of empirical materials - case study, 22 personal experience, introspective, life story, interview, observational, historical, interactional, and visual texts - that describe routine and problematic moments and meanings in individuals' lives.

Population, Sample and Sampling Technique

A population is a group of experimental data or persons. Population is identifiable group of elements (people, products, organizations) of interest to the researcher and pertinent to the information Population is generalization region consist of object or subject having certain quantity and characteristic that is fixed by researcher to studying and to gain conclusion (Sugiyono, 2005:34). The social situation of this research are all elements that can be an informants at PT. Meares Soputan Mining (Archi Group) in Manado which is the employee at community development division. Sugiyono (2007:19) Sample is the subset or subgroup of population and A sample is the selected people chosen for participation in a study. Sampling techniques is the way to collect and grab the data from trusted people and in order to get a good result. This research use purposive sampling technique in order to get more valid and detailed result. In order to get the best result, the researcher took 9 informants to be interviewed from employee of community development division PT. Meares Soputan Mining (Archi Group) in Manado.

Data Collection Method

Data collection method plays an important role in impact evaluation by providing useful information to understand the process behind observed result. In this part data collection method divided into primary and secondary data.

Operational Definition of Research Variables

Operational definition is a certain explanation about some issues that measured by certain terms. also the operational definition of a variable is the spesific way in which it is measured in that research. In this research the main variable is self image and the indicators are effectiveness and benefits.

Instrument Testing

The key instrument of this research is the researcher. The researcher is trained and has good understanding about all aspects of this research. The researcher was equipped with a note book, a recorder, and a camera in order to conduct interviews and The key instrument of this research is the researcher. The researcher is trained and has good understanding about all aspects of this research. The researcher was equipped with a note book, a recorder, and a camera in order to conduct interviews.

Data Analysis Method, Validity and Reliability

In this qualitative data analysis there are explanations in detail of the process after collecting data till getting conclusions, According to Miles and Huberman in Sekaran and Bougie (2010: 46) there is generally steps in qualitative data analysis: Data Collection, data reduction, data display, drawing and verifying conclusion. Reliability is the overall consistency of a measures and is a way of assesing the quality of the measurement procedure used to collect data also the reliability in qualitative data analysis includes category and interjudge reliability. Validity is the extent to which a concept, conclusion, or measurement is well-founded and corresponds accurately.

RESULT AND DISCUSSION**Result**

This result use qualitative research and use in-depth interview as the tool to gain information. The population of this research are 9 employees of PT. Meares Soputan Mining (Archi Group) in Manado which is the employee at community development division.

Informant 1

She said that Job evaluation and doing job evaluation is good and effective to help her. In every 6 month they usually doing the job evaluation, and they have to provide the data of their work in a year. Also review again every 6 months. On her division, those who did the evaluation is HRD department, in every months also they doing the evaluation and also performance appraisal, they have to finish all the data like to fill out the form by writing their achievement, their performance. She also explain that through the job evaluation its effective to influence their performance also for their position on the company. The influence of job evaluation may lead the employee to be promoted. The positive impact of job evaluation also she will know her strength and weakness while working for the period of time and hows the result. In terms of responsibilities, she has to take the responsible about all the administration stuff, in terms of efforts, it has been evaluated every months and she always get a good score. They working condition is also good and increase the performance. Overall, she said doing job evaluation may give a good influence and also positbe vibes for her.

Informant

He said that job evaluation is very important and necessary for all the employee because job evaluation is the effective way to measure whether the job is achieved or not, also to fixed the quality of work of the employee itself and also as a policy to the next step. In his section the job evaluation is done on every week. When doing the job evaluation usually the department evaluate the work of the employees and other important thing whether its running well or not. He said that job evaluation has become an important role for him, because through the job evaluation its effect the quality of work, or the skills of the employee, through job evaluation he might know how far his skill and also to increase the quality of work as an employees. The other positive impact of job evalutaion

is the employee will get the result after doing the job evaluation whether the skills, the responsibility, and through the job evaluation he can see the result of his performance and whether he satisfied or not job evaluation can make the employee will give more effort to be more improve their skills based on their job description and discipline to do the responsibility, with a good result and responsibility will lead them to have a good working condition and open and support each other to do problem solving with others employee and to be transparant. He also said that job evaluation can help him to work as effective and effecient as he can.

Informant 3

He has been working at PT. MSM (Archi Group) since 2010 until now, he said that he has been working on community development division and his main job description is at agriculture and plantation section as a field officer. He said that, while the program of agriculture and plantation are running, in every week there is still had a job evaluation, in order to measure the program are running well or not, So in his opinion, job evaluation is not only influence the employees performance but also effective to help employees to know the program of the company are running well or not. In community development the supervisor will doing the job evaluation in every week which is the meeting will be held on every Wednesday, personally job evaluation gave a positive impact, through job evaluation he might finish his program well. Through the job evaluation also all the responsibility, the project, the program will be running well. Even sometimes he may face the problem while working but through the evaluation, he can control and improve more.

Informant 4

He has been working at PT. MSM (Archi Group) for 5 years and 6 months, his main job description is on logistic section where to control and running the logistic system in the company, to check the stock of items, the in and out of stock or items. He has a responsibility to check all the stock in the company. In his opinion, job evaluation is very important for him and all employees, while working on logistic dsection, job evaluation is needed and very necessary, and he is very happy if job evaluation will be held on their section which is the logistic section department. Personally he evaluated himself about all the job description and also job evaluation gave a significant impact to him, through the job evaluation the job description will be done better, job evaluation become a references to work better and focus on whats going to do on the next step. When job evaluation has done, it is easy to improve their work and also the responsibility, and he is still trying to adapt with the work condition but its still comfort to boost his spirit to work well at the company.

Informant 5

In his opinion, along his journey when working with a lot of time, job evaluation is a good program for the employees, through the job evaluation he might know all the program are running well or not, especially when he have to build a good relationship with others. In community relation, job evaluation will be held on every month, to check an to control all the performance of every employee, through the job evaluation employees will know their result of performance and it give a positive impact to all the employees. Employees need to keep improving in order to gain their skill and responsibility. Job evaluation effective to influence the skills, responsibility and also work condition, when the employees knows about their result of work they will improve more and will give more efforts to finish their work on time. When have a big responsibility he have to make sure that all the program are running well, that is why job evaluation is very necessary, even job evaluation is held on every week, 3 months, 6 months or annual year. In terms of responsibility, skill, efforts, working condition, he already evaluated it by himself because he wants to keep maintain his performance, and to make the working condition running well, safe and comfortable in order to influence others employees to stay positive.

Informant 6

He said that Job evaluation is needed and necessary in order to make sure the performance of the employees ar running well and done on spesific time, also to make the employees understand well about their responsibility and doing a good performance, in the company the performance is very important that is why the job evaluation has to be done of every employees in the company, also through the job evaluation the manager might know how far the work of the employees are done, and he can gave them an apreciation. In their section of csr they usually doing job evaluation two times every semester. Asa manager also he also evaluted himself in order to keep maintain and increase his performance, skills, and responsibility. Job evaluation has an important role for the employees, through job evaluation the employee wil received an apreciation. It also help him to know and understand well whether the job description, the program are running well or not and to know the result and the

participate for the company. He said that in this era especially for the company, the employees have to keep improving and follow the job evaluation or doing evaluation whether through the company or by themselves, good performance may lead employees to have a good working atmosphere and comfortability.

Informant 7

He has been working at PT. MSM (Archi Group) for 14 years, in the last 9 years he has been working on community relation section. He said that in his section there are several people that has a same job description as him which to build a good relationship with the customer especially for the citizen around, and he has a responsibility to make the program of company are running well, in order to reach the company goals, beside that he usually doing an evaluation of the skills and responsibility beased on the job that has given to him, Job evaluation also help them to measure their result of the performance and to reach the target, For him Job evaluation has become a reference to work better and work well. In terms of skill and responsibility, they usually doing an aevaluation and they have to finish their work on time. He also trying to give more effort to evaluate his skill also to fulfil the standard of their performance and make sure everything done well. He said that he is comfort with his position even sometimes he have to adapt with many kind of situation in the company. Overall he said Job evaluation is effective to help him to evaluate himself is very important, cause it helps him to perform well.

Informant 8

He has been working at PT. MSM (Archi Group) for 8 years, his position is on infrastructure section. His job description is to do planning to build a program for facilities and infrastructure in every village. Also to arrange planning and financing.n his opinion, Job evaluation is job evaluation very important in order to influence employees performance, and through job evaluation may leads employees to work better to seen the result of their work. Most importantly job evaluation become an important role for the employees, beside that job evaluation shows which program has not been running well, and how far the employees achievement.

Informant 9

He has been working at PT. MSM (Archi Group) since early 2018 till now. He said his main job description in community development as a field officer which are to build a collaboration with the communities and have a responsibility to accompany and control the empowerment problem and to make a report for every office activity. In his opinion, Job evaluation is necessary and to help and effective to push the employee to work better and to increase the skills, the positive impact for him is toincrease and update his skill and performance, by doing self evaluation its also can maintain his position in the company. Job evoraluation help him to see all the weakness he had and help to become better and learn from the result. The positive impact by doing job evaluation from company and by himself also to increase his spirit to work, and in his division job evaluation every 3 days and to evaluate every acitivities and program every week and to evaluate the preparation for the program from the supervisor.

Discussion

Job evaluation is the process of analyzing and assessing various jobs systematically to ascertain their relative worth in an organization. The objective of job evaluation is to determine which jobs should get more pay than others. Several methods such as job ranking, job grading, and factor comparison are employed in job evaluation. Research indicates, however, that each method is nearly as accurate and reliable as the other in ranking and pricing different jobs. Job evaluation forms the basis for wage and salary negotiations. Job evaluation is a special form of department analysis with a key point of weight in the information used to determine the scale of payments. Job valuation is a systematic procedure to assess the weight of a position by comparing the position of another position in an organization to the completion of the weight or value of an office. Job evaluation is an analysis process for determine the value of the position. Job evaluation is a systematic procedure to determine the relative value of offices. Although there are several different approaches, each considering obligations, responsibilities, and job conditions Job evaluation is an orderly method to determine the value of a position in its own capacity with the value of other department .This job evaluation is also a system made to determine the relative value of the offices in an organization. It can be concluded that the job job evaluation performance of Community Development Division at PT.MSM (Archi Group) in Manado has fulfil the standard, the company itself always doing an evaluation for all the employees in order to know the employees performance and work quality. They said that job evaluation help them to become better as a employees, and through job evaluation they will work better and understand more about their job description. Not only got evaluated by the company,

by they also doing job evaluation by themselves, for example like they always looking back and evaluated their work, and in their company most of all the employees are very active and really focus on their job description.

In the research, there are thing that have been evaluated on the informants which is the employees which are skills, responsibility, efforts, working, all of the factors has been evaluated by the supervisor and the employees also doing an evaluated of the 4 factors. Work conditions can have a significant impact on morale and productivity. In addition, healthy work conditions also protect the well-being of employees, reducing the chances of workplace injuries along with resulting financial liabilities and the need to take time off. Workplace safety is very important for each and every employee in the industry because all the workers desire to work in a safe and protected atmosphere. Health and safety is the key factor for all the industries in order to promote the wellness of both employees and employers. Work environment, in a nutshell, not only contributes to higher performance of employees, but also to influence motivation of employees. Working environment influences a person in his/her work, work process, hence outcomes of work, interest in the outcomes, and frequently influences private life of a person as well. In this research it has found that working condition effective to push the employee's performance.

Based on the interview from all the informants which is all the employees, job evaluation has become and important role for the employees, based on the interview all of the informants said that, their skills, responsibility, efforts toward the program and job evaluation are always been evaluated. All the employees said that job evaluation is very important for them and job evaluation effective to boost the employee's spirit to work better. The effectiveness of doing job evaluation in the company has a big and positive influence to both parties, effective to increase employee's skills and also the awareness and also it also effective to help the company to grow better. The reearcher chose PT. MSM (Archi Group) because the company suits with the current research which the company active doing an evaluation and the employee who have been interview has a high awareness to doing a job evaluation, also the reearcher wants to explore more about how the company doing an evaluation to get a positive output, and its has proven after doing an interview that job evaluation has an important role for many aspect especially for the employees and the company. All informants concluded that an evaluation or job evaluation is very important and necessary for all the employees.

Here are the positive influences of job evaluation: through Job evaluation is effective to help the employees to work better and keep improving, especially to improve their performance as an employee., Job evaluation become an important role for the employees, and might be th references to see whether their perform and work well or not, Job evaluation its improve employees skills and responsibilities, also to respond faster about the job description, Job evaluation gives a positive impact to all the employees at PT. MSM (Archi Group), Job Evaluation may lead the employees to increase their quality of work and be more dilligent to finish their work on time. Most importantly through job evaluation, the employees through job evaluation, the employees will understand more about their ability and skills.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the result and discussion from the previous chapter it can be conclude that community development division at PT. MSM (Archi Group) has been evaluated all of their employees, they evaluated every employee's performance. employees skill, responsibility of work, and efforts to finish their job description are all has been evaluated by the company through the department and supervisor also through the job evaluation it can increase the employees skills. Here's the positive influence of job evaluation for the employees:

1. The Job Evaluation at PT. MSM (Archi Group) has been running well and job evaluation is effective to influence the employees to work better. The company which is the community development division already doing an evaluation to all the employees especially for the community development division that has several different section, all the employees already evaluated by their supervisor. The company make an evaluation in every months, some section doing the evaluation every week.
2. Job evaluation is not only held by the supervisor but also all of the employees that has been interviewed before always doing an evaluation by themselves, and keep focus to evaluated about their quality of work and performance.
3. All the employees understand well about the job evaluation, because in their opinion job evaluation is very important and necessary, job evaluation become an important role for them and by doing an evaluation the employees will understand more about their performance and how the result of their work.

4. Job evaluation gives a positive influence for all the employees, through the job evaluation it can increase the skills, responsibility and efforts that will bring a good working condition to all employees.

Recommendation

This research has been conducted in order to explore generally about How is the Effectiveness of Job Evaluation on Community Development Division at PT.MSM (Archi Group) in Manado and Heres are some recommendations from the result:

1. For the Universities students, this research can be a references for those who wants to learn about the job evaluation in the company or the theory within this research.
2. For the company, this may help them to always keep improving on how to evaluated the employees by doing a good job evaluation.
3. For the future researcher, the researcher hopefully will help in doing their research using the findings regarding with the topic, and even help as guidance in selecting the method of the research about consumer confusion.
4. For the university, hopefully can give the students, lecturers and other parties in university knowledge and additional information regarding with the current research.

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