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DESIGN AND DEVELOPMENT OF STANDARDISED JOB DESCRIPTIONS FOR PROMOTION USING THE SIMPLE ATTRIBUTE RATING TECHNIQUE (SMART) AT PT.PAIHO INDONESIA

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Abstract. This study aims to design a standardised employee evaluation system to support fair and objective promotion decision-making at PT. Paiho Indonesia. Although performance appraisals are conducted routinely every month using indicators such as discipline, work quality, and leadership, promotion decisions still tend to be subjective as they rely heavily on managerial judgement. To address this, this study applies the *Simple Multi-Attribute Rating Technique* (SMART) as a decision-making framework that integrates various weighted performance criteria. This study employs a qualitative case study approach, with data collection through performance appraisal documents from the 2022–2024 period, interviews, and focus group discussions with HR personnel and department heads. The research findings identified six key performance criteria: leadership, problem-solving, communication, work quality, discipline, and initiative. The application of the SMART method enables the ranking of employees based on objective scores, thereby reducing bias and enhancing transparency in the promotion process. The research findings indicate that whilst the SMART method is a practical and systematic tool to support job promotions, its implementation requires training and adaptation to existing workflows. This study concludes that the integration of the SMART method into the job promotion system can foster the creation of a meritocratic and accountable human resource management environment, provided there is organisational readiness and commitment from management.

Keywords: employee performance, promotion, SMART method, decision-making, standardisation.

I. INTRODUCTION

Entering the Industry 4.0 era, companies are required to manage human resources (HR) strategically, effectively, and fairly. One crucial aspect of HR management is ensuring that the promotion system reflects the actual performance achievements and competencies of each employee. In this context, promotion should not be viewed merely as a routine administrative task, but must form part of a reward strategy that motivates employees to continue developing. A sound promotion system will enhance loyalty, work ethic, and the organisation's overall efficiency. Consequently, a system is required that can integrate performance appraisal results into promotion decision-making in an objective, transparent, and consistent manner. A company's success in establishing such a system will have a direct impact on the organisation's long-term performance sustainability. Regular employee performance evaluations aim to assess the effectiveness of task execution as assigned by superiors. Through these evaluations, employees' successes and failures in fulfilling their responsibilities, as well as their strengths and weaknesses, can be identified. The results of these evaluations form the basis for various human resource management policies, such as appointments, promotions, training, and the awarding of incentives. Employees are strategic assets who play a vital role in achieving the company's objectives. High-quality individuals support the team in meeting targets, both in terms of service delivery and diligence in their work. One form of performance improvement is through job promotion, which reflects an individual's position or rank within the organisation. Promotion is not merely a form of recognition for performance but also serves as motivation for employees to continue improving their performance. Therefore, an appropriate evaluation system is required to assess performance development objectively. (Renal & Widya Cholil, 2022)

In various companies, including those in the manufacturing sector such as PT. Paiho Indonesia, performance appraisal systems are generally conducted routinely and in a structured manner. PT. Paiho Indonesia, which operates in the production of textile and automotive components, routinely assesses its employees' performance every month using indicators such as productivity, discipline, and work responsibility. This appraisal system aims to establish clear benchmarks for evaluating each individual's contribution to the achievement of company targets. However, the reality on the ground shows that although appraisals are conducted systematically, final decisions regarding promotions still depend on the head of department's discretion. This implies that there is not yet a fully appraisal-based decision-making system in place. Consequently, there is a gap between objective performance data and subjective promotion decisions, which has the potential to cause dissatisfaction among employees. The discrepancy between performance appraisals and promotion decisions can have a

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negative impact on employee morale and trust in the existing system. Employees who feel that their performance is not taken into account in promotions will feel undervalued, thereby reducing their motivation and productivity. Findings from the Korn Ferry survey (2023) indicate that 57% of workers in Indonesia's manufacturing sector doubt that the promotion system at their workplace is truly based on actual performance https://www.kornferry.com.

Previous research has addressed this issue from various approaches. Research by Muhammad Rauf Fabian and Sri Palupi applied the Balanced Scorecard approach to align performance indicators with the promotion process in the service sector. The Balanced Scorecard (BSC) evaluates employee performance through four key perspectives: financial aspects, customer satisfaction, internal business processes, and learning and personal development. This approach enables organisations to assess employee performance and contributions comprehensively. However, the BSC is better suited to service companies as it requires extensive and in-depth performance reporting and tracking, and is less flexible for repetitive technical or operational work, such as in the manufacturing sector (Fabian et al., 2024). On the other hand, the research by Nurhadianthy, H. A., & Anis, B. J. (2023) utilised the Balanced Scorecard method in the public sector. Although applied in the public sector, the principles of the BSC remain similar, namely assessing performance across multiple dimensions. This demonstrates the strength of in-depth reporting, yet the difficulty remains the same: it is highly data-intensive (Nurhadianthy & Anis, 2023). Unfortunately, this approach is not particularly effective in the manufacturing sector, which is more technical, mechanical, and repetitive in nature. On the other hand, the study conducted by Muhammad Romdoni and Parjito aimed to select candidates for the KIP-K scholarship at Universitas Teknokrat Indonesia objectively, efficiently, and in a timely manner through the combined application of the Analytical Hierarchy Process (AHP) and Multi-Attribute Utility Theory (MAUT) methods. Although effective, the AHP and MAUT methods have several drawbacks. AHP relies heavily on subjectivity in the evaluation of indicators, and the process becomes complex when there are many indicators. Furthermore, AHP requires consistency testing, which can be time-consuming if the consistency ratio threshold is not met. Meanwhile, MAUT relies on quantitative data and utility scales, making it less suitable for assessing qualitative indicators. MAUT also does not account for interactions between indicators, which can affect the accuracy of the final results (Romdoni, 2024).

Given the various limitations of previous approaches, this study aims to design a more practical and easily applicable promotion model by utilising the Simple Multi-Attribute Rating Technique (SMART). The SMART method is a multi-indicator decision-making technique known for its simplicity, transparency, and lack of need for complex analytical tools, making it suitable for application in industrial work environments (Priyono et al., 2024). In this method, each performance indicator collected on a routine basis is assigned a specific weight and calculated into a final score that forms the basis for promotion. With SMART, the company can establish fair and measurable parameters, whilst reducing subjective interference from certain parties in the promotion process. Furthermore, this method encourages the participation of various stakeholders in the evaluation process, ensuring the results are more widely accepted by all employees and stakeholders. Consequently, the urgency of this research is very high, both from an academic perspective and in terms of practical needs within the company (Yonata, 2018). From an academic perspective, this research expands understanding of the application of the SMART method within the context of HR management, particularly in the promotion process. From a practical perspective, the findings of this research are expected to assist PT. Paiho Indonesia in designing a promotion system that is fairer, more measurable, and accountable. This system will not only enhance employees' trust in company policies but also foster a healthy and competitive work environment.

Job Standardisation

Work standardisation refers to the process of establishing uniform guidelines and work procedures to ensure that operational activities are carried out consistently and efficiently by every individual within the organisation. According to Agitya Wahyu, standardisation is a key element in organisational management as it provides a foundation for aligning work behaviour to achieve organisational objectives (Agitya Wahyu et al., 2024). At PT. Paiho Indonesia, which operates in the manufacturing sector, the need for job standardisation is vital given the diversity of tasks, high production volumes, and the importance of maintaining consistent product quality. Operationally, job standardisation encompasses three main dimensions: clarity of job descriptions, standard operating procedures (SOPs), and performance evaluation indicators. Clarity of job descriptions reflects the existence of written documents outlining an employee's role, responsibilities, and key tasks.

Employees play a crucial role within the company as they are the primary driving force behind all operational activities; consequently, their presence and contributions are pivotal to achieving the company's objectives, whether in generating profit or ensuring the sustainable continuity of the business. This dimension is essential to avoid task ambiguity. Furthermore, SOPs reflect the extent to which a company has established and implemented procedural standards for the execution of repetitive tasks to ensure efficiency and minimise work errors. The third dimension is performance evaluation indicators, which demonstrate the existence of clear and measurable criteria for objectively assessing employees' contributions. These three dimensions are highly relevant in supporting a transparent and structured promotion system, as robust standardisation enables organisations to assess employees against consistent and fair benchmarks (Priyono et al., 2024). Furthermore, job standardisation also serves as an objective tool in employee performance appraisal, particularly in the promotion process, as without clear job standards, the promotion process risks being influenced by subjectivity and a lack of transparency; thus, the systematic development of job standards forms the basis for a fair evaluation grounded in actual performance.

Promotion in the Context of Human Resource Management

Promotion is a formal process within human resource management (HRM) that involves the transfer of employees to higher-level positions with increased responsibilities and is typically accompanied by a pay rise. This process not only

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serves to boost work morale but also helps establish a clear career progression structure within the organisation. In the context of PT. Paiho Indonesia, the development of a promotion system based on objective indicators is essential for fostering a competitive and meritocratic work culture. Robbins and Judge explain that promotion is an integral part of career development capable of driving workforce motivation to perform more effectively and enhancing loyalty to the company. In modern organisations, a fair, objective, and performance-based promotion system is a key factor in creating a competitive and productive work culture (Ummah, 2019).

Operationally, promotion in this study is evaluated through three main dimensions: employee performance, competencies and skills, and work experience. The performance dimension encompasses the achievement of set work targets and the assessment of work quality by superiors. The competencies and skills dimension involves mastery of the technical and managerial abilities required for a higher position, including the ability to make decisions and solve problems. Meanwhile, the work experience dimension reflects length of service and experience in handling tasks or projects relevant to the targeted position. These three dimensions are designed to ensure that promotions are granted to individuals who not only meet administrative requirements but are also capable of performing their new roles effectively. However, in practice, the promotion process often faces various obstacles, such as the absence of standardised assessment parameters, interference from certain parties, and decisions that are more personal than professional; consequently, the integration of an evaluation system based on both quantitative and qualitative methods becomes a relevant solution to address these issues.

The Simple Multi-Attribute Rating Technique (SMART)

The Simple Multi-Attribute Rating Technique (SMART) is an approach to multi-indicator decision-making used to evaluate and determine the best alternative based on a set of pre-defined criteria. This method was introduced by Goodwin as a systematic approach that enables decision-makers to assess various alternatives based on attributes weighted according to their level of importance. SMART is considered highly efficient in the field of human resource management, particularly in assessing the suitability of employees for promotion. The main advantage of this method lies in its simplicity, which makes it easier for decision-makers to understand and respond to issues. The analysis process in SMART is open and easy to understand, enabling quick and rational decision-making. The weighting system in this method uses a value range between 0 and 1, making the calculation process more efficient. Each alternative is evaluated based on a number of indicators with values according to a predetermined scale, and is then assigned a weight to reflect the priority level of each indicator. This weighting process aims to ensure that assessments are conducted objectively and result in the selection of the best alternative through a ranking process. Mathematically, the SMART approach is expressed by the formula:

$$u\,(a_i\,) = \sum_{i=1}^{m} N_i u_i(a_i\,)$$

where u(ai) is the cumulative value for the i-th alternative, Ni is the weight of the i-th indicator after normalisation, and ui(ai) is the utility value of the i-th indicator for the i-th alternative. The stages of applying the SMART method include determining the indicators used in the evaluation, setting weights according to level of importance, normalising weights to ensure proportionality, assigning values to each indicator for each alternative, calculating utility values, and determining final scores and compiling rankings based on the evaluation results (Yonata, 2018).

II. RESEARCH METHODS

Research Strategy

This study employs a qualitative approach using the case study method, aimed at examining the process of developing work standards as a reference for promotion at PT. Paiho Indonesia. This approach enables the researcher to explore meanings and managerial practices in greater depth through interpretative analysis, not merely based on numerical data, but also on an understanding of the context and experiences occurring in the field.

Measurement

This study measures work assessment attributes based on internal company documents covering six key indicators, namely work discipline, work quality, work initiative, problem-solving ability, communication and coordination, and leadership. Each indicator is analysed using the SMART method with weights assigned according to their level of importance, so that the assessment results are more measurable and objective.

Population and Sample

The population in this study comprises all permanent employees and management at PT. Paiho Indonesia. The sample was determined based on the level of relevance and involvement in the performance evaluation and promotion processes, particularly from department heads, HRD, and several employees who have previously undergone the promotion process.

Sampling Method

The sampling technique used was purposive sampling, namely the selection of informants who had direct experience in the performance evaluation and promotion decision-making processes. This technique was then combined with snowball sampling to obtain an additional of relevant informants possessing the information required for the study (Moleong, 2014).

Research Object

The subject of this study is the performance evaluation system and the promotion process at PT. Paiho Indonesia. The main focus of the study lies in how the system can be standardised and developed using the SMART method to make it more objective, transparent, and structured.

Data Collection

Data collection was carried out using several techniques, namely documentation of employee performance appraisals during the 2022–2024 period, semi-structured interviews with department heads and HR personnel, and direct observation in the workplace. In addition, academic literature was also used to strengthen the theoretical foundation of this study.

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Research Instruments

The main instruments in this study consist of a performance appraisal documentation format and interview guidelines drawn up based on the appraisal indicators used by the company. These instruments were designed to elicit both quantitative and narrative data from available documents and the informants' experiences.

Data Analysis

The data in this study were analysed through three main stages, namely data reduction, data presentation, and drawing conclusions, as outlined by Miles, Huberman, and Saldana (2014). Data presentation was carried out in the form of tables and SMART matrices to facilitate the evaluation and visualisation of employee performance. Furthermore, triangulation techniques were employed to test data validity through comparisons across time and sources. The SMART method was applied in calculating employees' final scores as the basis for the promotion process, taking into account the weighting of indicators and the utility value of each indicator. The final results of this analysis are expected to provide an objective, systematic, and accountable basis for decision-making regarding promotions within the company.

III. RESULTS AND DISCUSSION

This study aimed to design a fairer, more transparent, and structured promotion system at PT. Paiho Indonesia through the application of the Simple Attribute Rating Technique (SMART). The calculation results indicate that this method successfully identified employees with the best performance based on six key indicators: leadership, problem-solving, communication, work quality, discipline, and initiative. Based on the final scores, employee A3 ranked highest with a score of 95, followed by A2 (77.51) and A1 (45.84). These findings indicate that the SMART method is effective in producing objective and accountable rankings, which ultimately support a merit-based promotion process.

These results align with the findings of Susliansyah et al. (2024), who revealed that the SMART method is highly suitable for use in multi-indicator decision-making contexts as it is capable of processing various performance indicators into a final score that can serve as the basis for granting incentives or job promotions. Their research also demonstrates that SMART is easy to implement and does not require complex analytical tools, making it highly relevant for application in manufacturing companies such as PT. Paiho Indonesia, which require efficiency in HR evaluation. Within an organisational context, the implementation of the SMART method marks a significant shift from a promotion system based on subjective considerations to one based on data and measurable indicators. Fair and objective promotions are part of a career development strategy that not only boosts motivation but also fosters a healthy and productive work culture. Quantitative assessments using SMART enable companies to reduce bias and conflict in the promotion process, whilst enhancing employees' trust in HR management policies (Priyono et al., 2024).

Furthermore, the successful implementation of this method has significant implications not only for PT. Paiho Indonesia but also for other organisations seeking to develop an accountable promotion system. In the education sector, a similar system could be used to determine the functional promotion of teaching staff; in the public sector, it could serve as a benchmark for establishing more measurable civil service promotions. Even in project team management within the technology and creative sectors, SMART can be used as an internal selection approach based on historical performance. However, the success of this system is highly dependent on the organisation's readiness to undertake a cultural transformation in evaluation and promotion. Susliansyah et al. (2024) also emphasise the importance of internal training and management involvement at every stage of implementation to ensure the system operates effectively and is accepted by all stakeholders. Furthermore, information technology support, such as the digitisation of assessment forms and evaluation dashboards, can add value in maintaining the efficiency and accuracy of the process.

Thus, this study not only provides an applied solution for PT. Paiho Indonesia but also contributes to the literature on the application of the SMART method in HR management practice, particularly within the context of promotion processes that demand transparency, fairness, and accountability.

In this study, a number of indicators were used as an evaluative basis for identifying the best individuals within the Collection unit at PT. Panin Bank. These indicators reflect key performance aspects relevant to work achievement and individual effectiveness within the organisation (Yonata, 2018).

The indicator data used in this study covers six main aspects, namely work discipline, work quality, work initiative, problem-solving, coordination and communication, and leadership. These six indicators were used as the basis for a comprehensive and objective evaluation of employee performance.

The calculation process using the SMART method begins with the establishment of evaluation indicators based on information determined by PT. Paiho Indonesia. In this case, there are six main indicators used as a reference in the assessment process, namely work discipline, work quality, work initiative, problem-solving, coordination and communication, and leadership. These indicators were selected as they are considered capable of comprehensively representing employee performance.

The next stage is to determine the level of importance of each indicator. Each indicator is assigned a weighting in accordance with its priority level in supporting employee performance. The details of the weightings for each indicator are presented in Table 1.

Table 1. Weights for each indicator

Indicator	Indicator Name	Weight
Indicator 1	Leadership	30
Indicator 2	Problem Solving	25
Indicator 3	Coordination and Communication	20
Indicator 4	Quality of Work	10
Indicator 5	Work Discipline	10
Indicator 6	Work Initiative	5

The weights were then adjusted to align with priority levels through a normalisation process. Normalisation was carried

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out by dividing the weight of each indicator by the total weight, thereby obtaining a proportional value. The normalisation results show that the leadership indicator has a weight of 0.3, problem-solving 0.25, coordination and communication 0.2, work quality 0.1, work discipline 0.1, and work initiative 0.05.

The next step is to assess each alternative based on the respective indicators that have been determined. Each employee receives a score for each indicator, which is then used in the calculation process using the SMART method. These scores are adjusted for each alternative and presented in Table 2.

Table 2. Scores for each alternative based on each indicator

No	Alternative	Indicator	Assessment
1	A1	Indicator 1	85
		Indicator 2	80
		Indicator 3	80
		Indicator 4	85
		Indicator 5	90
		Indicator 6	90
2	A2	Indicator 1	90
		Indicator 2	95
		Indicator 3	85
		Indicator 4	85
		Indicator 5	80
		Indicator 6	90
3	A3	Indicator 1	90
		Indicator 2	95
		Indicator 3	90
		Indicator 4	90
		Indicator 5	85
		Indicator 6	95
4	A4	Indicator 1	80
		Indicator 2	80
		Indicator 3	75
		Indicator 4	90
		Indicator 5	80
		Indicator 6	90
5	A5	Indicator 1	75
		Indicator 2	85
		Indicator 3	80
		Indicator 4	75
		Indicator 5	80
		Indicator 6	85

Utility Value Calculation

The utility value is calculated using the following formula:

$u(ai) = 100 (couti - cmin) / (cmax - cmin)$

Explanation:

$u(ai)$ = utility value of alternative i
$cmax$ = maximum indicator value
$cmin$ = minimum indicator value
$couti$ = the i-th indicator value

1. Calculation of Criterion 1 Utility
cmax = 90
cmin = 75
u1(a1) = 100 (85 − 75) / (90 − 75) = 66.7%
u2(a2) = 100 (90 − 75) / (90 − 75) = 100%
u3(a3) = 100 (90 − 75) / (90 − 75) = 100%
u4(a4) = 100 (80 − 75) / (90 − 75) = 33.3%
u5(a5) = 100 (75 − 75) / (90 − 75) = 0%

2. Calculation of Criterion 2 Utility
cmax = 95
cmin = 80
u1(a1) = 100 (80 − 80) / (95 − 80) = 0%
u2(a2) = 100 (95 − 80) / (95 − 80) = 100%
u3(a3) = 100 (95 − 80) / (95 − 80) = 100%
u4(a4) = 100 (80 − 80) / (95 − 80) = 0%
u5(a5) = 100 (85 − 80) / (95 − 80) = 33.3%

3. Calculation of Criterion 3 Utility
cmax = 90
cmin = 75
u1(a1) = 100 (80 − 75) / (90 − 75) = 33.3%
u2(a2) = 100 (85 − 75) / (90 − 75) = 66.7%
u3(a3) = 100 (90 − 75) / (90 − 75) = 100%
u4(a4) = 100 (75 − 75) / (90 − 75) = 0%
u5(a5) = 100 (80 − 75) / (90 − 75) = 33.3%

4. Calculation of Criterion 4 Utility
cmax = 95
cmin = 85
u1(a1) = 100 (85 − 85) / (95 − 85) = 0%
u2(a2) = 100 (90 − 85) / (95 − 85) = 50%
u3(a3) = 100 (95 − 85) / (95 − 85) = 100%
u4(a4) = 100 (90 − 85) / (95 − 85) = 50%
u5(a5) = 100 (85 − 85) / (95 − 85) = 0%

5. Calculation of Criterion 5 Utility
cmax = 90
cmin = 80
u1(a1) = 100 (90 − 80) / (90 − 80) = 100%
u2(a2) = 100 (80 − 80) / (90 − 80) = 0%
u3(a3) = 100 (85 − 80) / (90 − 80) = 50%
u4(a4) = 100 (80 − 80) / (90 − 80) = 0%
u5(a5) = 100 (80 − 80) / (90 − 80) = 0%

6. Calculation of Criterion 6 Utility
cmax = 95
cmin = 85
u1(a1) = 100 (90 − 85) / (95 − 85) = 50%
u2(a2) = 100 (90 − 85) / (95 − 85) = 50%
u3(a3) = 100 (95 − 85) / (95 − 85) = 100%
u4(a4) = 100 (90 − 85) / (95 − 85) = 50%
u5(a5) = 100 (85 − 85) / (95 − 85) = 0%

Calculation of Final Marks
Formula:

$u(ai) = \Sigma (Ni \times ui(ai))$

Explanation:

$u(ai)$ = the final score of the i-th alternative
Ni = criterion weight
$ui(ai)$ = utility value
Calculation result:
A1 = (0.3 × 66.7) + (0.25 × 0) + (0.2 × 33.3) + (0.1 × 66.7) + (0.1 × 100) + (0.05 × 50) = 45.84

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A2 = (0.3 × 100) + (0.25 × 100) + (0.2 × 66.7) + (0.1 × 66.7) + (0.1 × 0) + (0.05 × 50) = 77.51
A3 = (0.3 × 100) + (0.25 × 100) + (0.2 × 100) + (0.1 × 100) + (0.1 × 50) + (0.05 × 100) = 95
A4 = (0.3 × 33.3) + (0.25 × 0) + (0.2 × 0) + (0.1 × 100) + (0.1 × 0) + (0.05 × 50) = 22.49
A5 = (0.3 × 0) + (0.25 × 33.3) + (0.2 × 33.3) + (0.1 × 0) + (0.1 × 0) + (0.05 × 0) = 14.99

After obtaining the final scores, the next step is to rank each alternative. The results of this ranking are then presented systematically in Table 3.

Table 3. Ranking of Alternatives

No		Alternative	Final Score	Rank
1		A1	45.84	3
2		A2	77.51	2
3		A3	95	1
4		A4	22.49	4
5		A5	14.99	5

The ranking of each alternative is presented in Figure 1.

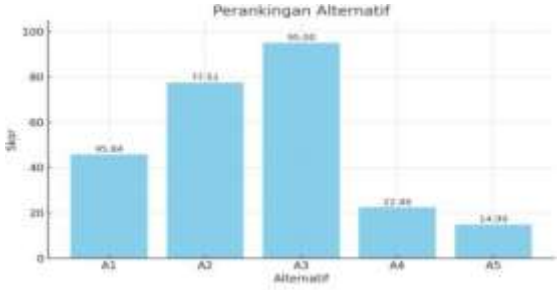

Figure 1. Ranking of Alternatives Based on Final SMART Method Scores

The table and ranking graph show the order of each alternative based on the results of calculations using the SMART method. Based on these results, it can be concluded that the best employees at PT. Paiho Indonesia, in order, are A3, A2, A1, A4, and A5.

Discussion

The research results indicate that the application of the Simple Multi-Attribute Rating Technique (SMART) is capable of providing objective and structured performance assessment results in the job promotion process at PT. Paiho Indonesia. Based on the final score calculations, alternative A3 achieved the highest score of 95, followed by A2 with a score of 77.51 and A1 with 45.84. Meanwhile, A4 and A5 achieved relatively lower scores, at 22.49 and 14.99 respectively. These results indicate that the SMART method is capable of clearly distinguishing employees' performance levels based on the predetermined indicators.

The primary advantage of the SMART method in this study lies in its ability to integrate various performance indicators into a single comprehensive score through a process of weighting and normalisation. Indicators with higher weights, such as leadership (0.3) and problem-solving (0.25), make a significant contribution to the final score. This is evident in alternative A3, which achieved high scores across almost all indicators, particularly those with the highest weights, thereby yielding the highest final score. Thus, the SMART method considers not only the numerical values but also the relative importance of each indicator.

Furthermore, the results of this study indicate that the quantitative approach via SMART is capable of reducing subjectivity in promotion decision-making. Prior to the implementation of this method, promotion decisions tended to be influenced by personal considerations or the intuition of management. However, with a clear, calculation-based system in place, every decision can be justified logically and transparently. This has the potential to enhance employees' trust in the HR management system and reduce the potential for internal conflict.

These findings align with the research by Susliansyah et al. (2024), which states that the SMART method is effective in multi-indicator decision-making as it can process various performance data into an objective basis for decision-making. Furthermore, the research by Priyono et al. (2024) also confirms that the use of quantitative methods in performance evaluation can enhance transparency and accountability within an organisation. Thus, the results of this study reinforce previous findings that the SMART ' ' is an appropriate method to apply in the context of human resource management, particularly in the promotion process.

From a practical perspective, the implementation of the SMART method offers tangible benefits to companies, particularly in enhancing the efficiency of evaluation and decision-making processes. Assessment processes that previously required a long time and were prone to bias can now be conducted more quickly, systematically, and consistently. Furthermore, the use of measurable indicators also enables companies to monitor employees' performance development on an ongoing basis.

However, the success of implementing the SMART method is highly dependent on the quality of the data used, as well as consistency in setting indicators and weights. If the data used is inaccurate or the weights do not reflect the organisation's priorities, the results obtained may be suboptimal. Therefore, a commitment from management is required to maintain the validity of the data and to conduct regular evaluations of the implemented system.

Overall, this study demonstrates that the SMART method can serve as an effective solution for establishing a fair, transparent, and performance-based promotion system. The application of this method not only enhances the quality of decision-making but also contributes to fostering a more professional, competitive, and accountable work culture within the organisation.

IV. CONCLUSIONS

This study aims to design a standardised employee evaluation system as a basis for objective and fair promotion decision-making at PT. Paiho Indonesia. Through the application of *the Simple Attribute Rating Technique* (SMART), this study successfully identified six key performance indicators—namely leadership, problem-solving, communication and coordination, work quality, discipline, and work initiative—which were used as the basis for assessing and ranking employees. The results indicate that the SMART

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method is capable of producing systematic, measurable, and minimally biased promotion decisions. Employee A3 achieved the highest final score of 95, followed by A2 (77.51) and A1 (45.84), indicating that this method is effective in determining promotion candidates based on the combination of weights and utility values of each indicator.

The main conclusion of this study is that the SMART method can be implemented as an alternative decision support system in the job promotion process within the manufacturing industry. This method not only allows for the proportional weighting of criteria but also produces objective and accountable final scores. This simultaneously addresses the issue of inconsistency between routine performance appraisals and promotion decisions, which have hitherto been influenced by managerial subjectivity.

Furthermore, the findings of this study align with the established objectives, namely to design a fair and standardised promotion model to create a meritocratic and accountable work environment. The implementation of a SMART-based system is expected not only to improve managerial efficiency within the company but also to contribute to the development of human resource management practices in the manufacturing sector more broadly. With this system in place, the company can enhance employees' trust in promotion policies and strengthen a performance-based work culture.

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