

5-1

PENILAIAN DAN MANAJEMEN KINERJA



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MANAJEMEN KINERJA

proses dimana eksekutif, manajer, dan supervisor bekerja untuk mengaitkan/mensejajarkan tujuan karyawan dengan tujuan perusahaan

PENILAIAN KINERJA

bagian penting dari proses manajemen kinerja perusahaan yang berkaitan dengan penilaian kinerja karyawan secara akurat
→ aktivitas yang digunakan untuk menentukan tingkat dimana karyawan menyelesaikan pekerjaannya secara efektif

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Definisi Manajemen Kinerja

⇒ **Manajemen Kinerja** – pengelolaan semua elemen proses organisasi yang mempengaruhi prestasi kerja (kinerja) karyawan

- meliputi penetapan tujuan, seleksi & penempatan pekerja, penilaian, kompensasi, pelatihan, dan manajemen karir



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Definisi Penilaian Kinerja

⇒ **Penilaian Kinerja** – kegiatan mengevaluasi prestasi kerja (kinerja) karyawan saat ini dan yang telah lalu relatif terhadap standar kinerja

- Penilaian termasuk:
 - menetapkan standar kerja
 - menilai kinerja aktual vs standar kerja
 - memberi umpan balik (*feedback*) kepada karyawan

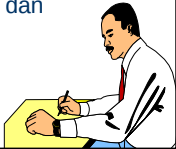


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Mengapa kinerja harus dinilai?

- penilaian memberi informasi untuk pengambilan keputusan penggajian dan promosi
- sarana untuk mengkaji ulang perilaku bawahan
- sebagai bagian dari proses perencanaan karir
- penilaian membantu pengelolaan dan perbaikan kinerja perusahaan



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Tujuan Penilaian Kinerja

- Pengembangan (*development*)**
dapat menentukan karyawan mana yang membutuhkan pelatihan lebih lanjut, dan dapat membantu mengevaluasi hasil program pelatihan
- Motivasi (*motivation*)**
dapat mendorong inisiatif, mengembangkan tanggung jawab, dan menstimulasi usaha untuk berprestasi lebih baik
- Perencanaan SDM (*human resource and employment planning*)**
dapat memberikan input untuk *skill inventories* dan perencanaan SDM
- Komunikasi (*communication*)**
dapat digunakan sebagai dasar diskusi secara terus menerus antara atasan dan bawahan mengenai permasalahan-permasalahan yang berkaitan dengan pekerjaan
- Keadilan (*fairness*)**
dapat digunakan sebagai alasan obyektif untuk promosi, transfer, imbalan, dan pemberhentian
- Validasi (*validation*)**
dapat digunakan untuk menilai validitas alat seleksi yang digunakan untuk menilai pelamar kerja dan efektivitas program pelatihan untuk meningkatkan kinerja karyawan

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Format Penilaian Kinerja

1. Menentukan standar kinerja untuk setiap posisi dan kriteria untuk penilaian
2. Menentukan kebijakan penilaian kinerja; kapan dilakukan penilaian, seberapa sering dilakukan penilaian, dan siapa yang seharusnya menilai karyawan
3. Penilai mengumpulkan data mengenai kinerja karyawan
4. Mendiskusikan hasil penilaian dengan karyawan
5. Membuat keputusan dan mencatat/menyimpan hasil penilaian

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Proses penilaian

Penentuan
standar
pekerjaanPengukuran
kinerja
karyawanPemberian
balikan kpd
karyawanRani Rani
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Langkah-langkah dalam penilaian kinerja

Mendefinisikan
pekerjaanMeyakinkan
semua setuju
pada kewajiban/
tugasMendiskusikan
kemajuan dan
membuat rencana

Memberi umpan balik

Menilai kinerja

Membandingkan
Kinerja dengan
standarRani Rani
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Sistem Penilaian Kinerja

Bbrp keputusan penting dlm pengembangan sistem penilaian kinerja:

Apa yang akan dinilai

- Tipe-tipe kriteria kinerja: *trait-based*, *behavior-based*, dan/atau *outcome-based*
- Kedekatan dengan upaya pencapaian tujuan organisasional
- Kriteria tunggal atau ganda
- Pemberian bobot kriteria

Kapan sebaiknya melakukan penilaian

- Lama siklus pekerjaan
- Penentuan waktu penilaian

Siapa yang seharusnya melakukan penilaian

- atasan, diri sendiri, rekan sekerja, bawahan, pelanggan, pemantauan komputer

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Kriteria Ukuran Kinerja

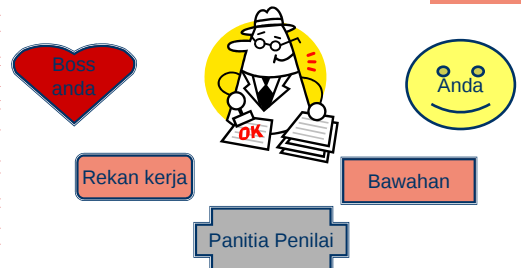
5 kriteria yang dapat digunakan untuk mengevaluasi ukuran penilaian kinerja:

1. **Strategic congruence**: derajat dimana ukuran kinerja adalah kongruen dengan tujuan dan strategi organisasi
2. **Validitas**: derajat dimana ukuran kinerja menilai semua aspek kinerja yang relevan (*content validity*) – tidak defisien dan tidak terkontaminasi
3. **Reliabilitas**: konsisten ukuran kinerja – test-retest reliable dan interrater reliability
4. **Acceptability**: berkenaan dengan apakah orang yang menggunakan ukuran kinerja menerimanya
5. **Specificity**: apakah ukuran kinerja memberikan pedoman kepada karyawan tentang apa yang diharapkan untuk mereka kerjakan dan bagaimana mereka dapat memenuhi harapan-harapan tersebut

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Siapa yang melakukan penilaian?

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Formulir tugas aktual

↓

Name _____ Position _____ Rating period from _____ to _____ Ratee name _____ Ratee title _____ Department _____		Rating Scale Key 1 Fails to meet job requirements 2 Essentially meets job requirements 3 Fully meets job requirements 4 Meets job requirements with distinction 5 Exceeds job requirements
Part II: Rating Scales for Task Areas Position: Administrative Secretary Duties and Responsibilities:		
Description: Recording and recording initial contacts in person or on the telephone and courteously assisting callers or visitors. Answers incoming telephone calls, takes messages, provides information or routes call to appropriate individual, provides information or directs to appropriate office or individual, acts as hostess and provides incidental services to visitors in waiting status, operates automatic answering service, maintains log of callers and visitors to cooperate.	PCT. (30%) 1 2 3 4 5	Comments

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Pendekatan Keperilakuan

PENDEKATAN KEPERILAKUAN (BEHAVIORAL APPROACH)
 → bermaksud untuk mendefinisikan perilaku karyawan yang harus ditunjukkan agar efektif dalam pelaksanaan pekerjaan

- ✦ **Critical Incidents** – memfokuskan pada penilaian berbagai perilaku kunci atau penting yang membedakan antara kinerja efektif atau tidak efektif
- ✦ **Behaviorally Anchored Rating Scales (BARS)** – dikembangkan atas dasar pendekatan insiden kritis– dirancang untuk menentukan secara spesifik berbagai dimensi kinerja melalui pengembangan *behavioral anchors* yang terkait dengan berbagai tingkat kinerja. Perilaku nyata pelaksanaan pekerjaan dinilai dengan menggunakan kontinum perilaku yang dikembangkan untuk setiap dimensi kerja.

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Critical incident



Continuing Duties	Targets	Critical Incidents
Schedule production for plant	Full utilization of personnel and machinery in plant; orders delivered on time	Instituted new production scheduling system; decreased late orders by 10% last month; increased machine utilization in plant by 20% last month
Supervise procurement of raw materials and inventory control	Minimize inventory costs while keeping adequate supplies on hand	Let inventory storage costs rise 15% last month; overordered parts "A" and "B" by 20%; underordered part "C" by 30%
Supervise machinery maintenance	No shutdowns due to faulty machinery	Instituted new preventative maintenance system for plant; prevented a machine breakdown by discovering faulty part

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Narrative Forms



- ✦ Penilaian akhir seringkali dalam bentuk tulisan naratif
- ✦ Supervisor menilai karyawan:
 - Faktor kinerja atau ketrampilan
 - Memberi contoh-contoh dan rencana perbaikan
 - Menjelaskan area kinerja yang bagus dan jelek

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Narrative Forms

→

PERFORMANCE IMPROVEMENT PLAN		
Name _____	Date _____	
Position Title _____ Dept./Div. _____		
I. Purpose and Objective This form and process is designed to assist the supervisor in analyzing how an employee is performing his or her work, that is, the individual skills and knowledge they use in performing their job responsibilities. The primary objective for you in completing this Performance Analysis and subsequent discussions with the employee is to help the person improve.		
II. Steps in the Process A. Performance Factors and Skills. The individual skills and performance factors represent the major attributes that are required or need employees to perform their jobs. After reading the description of each factor, assign a rating of the employee's skill proficiency using the following guide: S: Strongly SA: Satisfactory NA: Needs Improvement NA: Not Applicable Space is provided at the end of this form to write out performance factors/skills which you may consider to be important and are not found on this form. We suggest, however, that you avoid picking personality traits that do not influence performance.		
B. Performance Analysis and Examples. This section is provided for you to support your judgment with specific performance-related examples of observed behavior. These examples should be stated in terms of what the employee did or said in completing a task or project as it relates to the performance factor.		
C. Improvement Plan. Specific actions should be listed in this section that will be taken to assist the employee in those areas that require performance improvement. It is suggested that supervisor and employee develop this plan jointly in a discussion session. These actions should focus on activities, tasks, training, expanded job duties, etc. that will afford the employee an opportunity to develop the needed skill. The written Improvement Plan should also state who is responsible for completing each step, a timetable for completion and a monitoring/feedback process that will monitor the progress.		
D. Discussion with the Employee. The performance rating and analysis of each factor or skill must be discussed with the employee. The principal focus of this meeting should be on problem solving, i.e., to stimulate the employee to think about the probable causes of the skill or knowledge deficiency and to generate ideas on how to bring about performance improvement in those areas. Working together, supervisor and employee should examine the causes of each deficiency and then jointly develop and agree upon a logical course of action for improvement. The Improvement Plan should be realistic, written down, and followed up in future sessions.		
Performance Factors/Skills PLANNING: Forecasting, setting objectives, calculating, planning, and controlling scheduling, programing, and planning procedures. ORGANIZING: Grouping of activities to achieve results, delegating, staffing, and using available resources.	Performance Analysis & Examples	Improvement Plan

5-30

Behaviorally Anchored Rating Scales (BARS)



BARS mengkombinasikan kebaikan narrative, critical incidents, dan quantified scales dalam lima tahap:

- Generate critical incidents
- Develop performance dimensions
- Reallocate incidents
- Scale the incidents
- Develop a final instrument

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BARS for Grocery Clerks



- Researchers developed a BARS for grocery clerks by collecting critical incidents in 8 areas (rating scale given below):

• Knowledge and judgment	• Skill in bagging
• Conscientiousness	• Ability of checkout work
• Skill in human relations	• Skill in monetary transactions
• Skill in operation of register	• Observational ability

1 **Extremely Poor** **Poor** **Average** **Good** **Extremely Good** 9

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Pendekatan Keperilakuan

PENDEKATAN KEPERILAKUAN (cont.)

- ✦ **Behavioral Observation Scales (BOS)** – seperti BARS, BOS dikembangkan atas dasar pendekatan insiden kritis. Perbedaannya terletak pada bahwa dengan BOS, penilai tidak diminta untuk menilai tingkat kinerja yang ditunjukkan karyawan, tetapi frekuensi karyawan menunjukkan perilaku pekerjaan.
- ✦ **Assessment Center** – suatu teknik evaluasi perilaku yang terstandarisasi berdasarkan *multiple value judgments*. Selama penilaian, individu-individu diminta untuk melakukan sejumlah tugas yang disimulasi. Penilai mengobservasi perilaku individu dan mengevaluasi ketrampilan atau potensinya sebagai seorang manajer.

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Pendekatan Hasil

PENDEKATAN HASIL (RESULTS APPROACH)

→ memfokuskan pada pengelolaan sasaran, hasil-hasil suatu pelaksanaan pekerjaan atau kelompok pekerjaan yang dapat diukur

- ✦ **Management by Objectives (MBO)** – atasan dan bawahan secara bersama menetapkan berbagai tujuan atau sasaran kinerja, rencana kegiatan untuk mencapai tujuan-tujuan tersebut dan kriteria pengukuran dan penilaian kinerja.
- ✦ **Productivity Measurement and Evaluation System (ProMES)** – tujuan utama ProMes adalah memotivasi para karyawan untuk mencapai tingkat produktivitas yang lebih tinggi. Metode ini memberikan sarana pengukuran dan pemberian balikan informasi produktivitas kepada karyawan.

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Management by Objectives



- MBO refers to a organizational 6 step goal setting and appraisal program

Set the organization's goals	Set the departmental goals	Discuss developmental goals
Define expected results	Performance reviews	Provide feedback

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Computerized Performance Appraisal




Visit these web sites for online performance rating tools

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Dealing With Rating Scale Appraisal Problems

- Unclear standards – use of words like “good” or “fair” on appraisals
- Halo effect – one trait affects all ratings
- Central tendency – everyone’s in the middle
- Leniency or strictness – no middle
- Bias – characteristics affect rating

	Excellent	Good	Fair	Poor
Quality of work				
Quantity of work				
Creativity				
Integrity				



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Penilaian Kinerja oleh Bawahan Contoh FedEx

- ♦ Uses a three-phase upward feedback system - Survey Feedback Action (SFA)
 - Yearly anonymous HR standard survey
 - Feedback session between manager and group
 - Action plan phase

What is the concern? What is your analysis? What is the cause? What should be done?

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Research Insight

- ♦ Seberapa efektif *upward feedback* dalam meningkatkan kinerja supervisor?
 - Dramatic results
 - Performance still increased

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Penilaian Kinerja 360°

- ♦ 360° assessments evolved from upward feedback appraisals
- ♦ One study: 29% use it with 11% planning to add multi-source assessments
- ♦ Great deal of paperwork

visual 360.com

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Permasalahan & Pemecahannya

Masalah	Pemecahan
✓ standar kinerja tidak jelas	✓ pemahaman masalah dengan baik
✓ efek Halo	✓ pemilihan alat yg tepat
✓ <i>central tendency</i>	✓ melatih penyelia untuk mengurangi <i>rating error</i>
✓ <i>leniency</i> atau <i>strictness</i>	✓ <i>diary keeping</i>
✓ bias	

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Tips

- ☑ Bagaimana melaksanakan wawancara ?
- ☑ Bagaimana menangani bawahan yang defensif ?
- ☑ Bagaimana mengkritik bawahan ?
- ☑ Bagaimana memastikan wawancara penilaian mengarah pada perbaikan kinerja ?
- ☑ Bagaimana menangani peringatan tertulis ?

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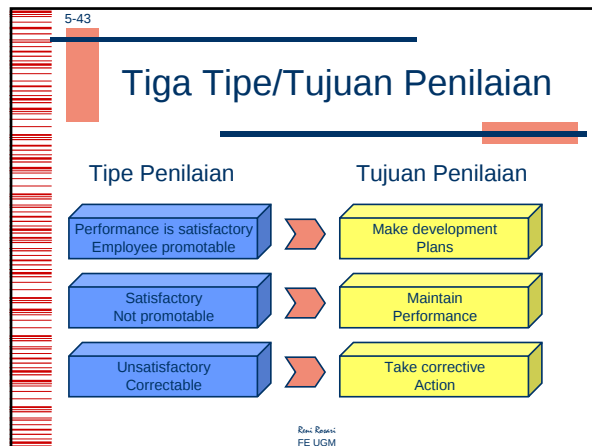
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Wawancara Penilaian Kinerja

Definisi

Wawancara Penilaian – wawancara/ interview dimana supervisor dan bawahan mereview penilaian kinerja dan membuat perencanaan untuk mengatasi kekurangan dan mendorong kekuatan. Persiapan yang cukup dan implementasi yang efektif menjadi hal yang sangat penting

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Bagaimana melaksanakan wawancara?

- ♦ Be direct and specific - talk in terms of objective work data
- ♦ Don't get personal - "You're too slow in producing those reports."
- ♦ Encourage the person to talk - stop and listen to what the person is saying
- ♦ Don't tiptoe around - make sure the person leaves knowing exactly what they are doing right and wrong

Action Plan



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Karyawan yang defensif

- ♦ Understanding and dealing with defensiveness is an important appraisal skill
- ♦ Defensive behavior is normal
- ♦ Never attack a person's defenses
- ♦ Punt - sometimes it is best to do nothing at all
- ♦ Recognize your own limitations – don't expect to be able to solve every problem that arises



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Kritik yang membangun

- ♦ Provide examples
- ♦ Avoid yearly "critical broadsides" by giving frequent feedback
- ♦ No real surprises at formal appraisal
- ♦ Criticism should be objective



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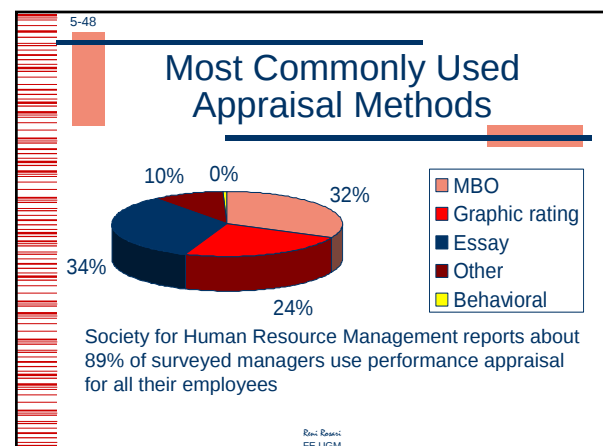
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Bagaimana meyakinkan perbaikan kinerja?

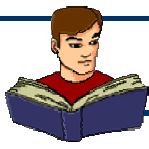
- ♦ Set improvement goals
- ♦ Establish comfort
- ♦ Allow employee influences
- ♦ Provide constructive information



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Do Appraisals Really Help?

- ♦ Traditional appraisals may be counterproductive
- ♦ One study showed 32% rated appraisals ineffective; 4% rated them effective
- ♦ Performance management and TQM-based appraisals may offer better results

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Definition

TQM-Based Appraisals



Total Quality Management is an organization-wide program that integrates all functions and processes of the business so that design, planning, production, distribution, and field service are focused on maximizing customer satisfaction through continuous improvement

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Characteristics of TQM Oriented Appraisals

- ♦ Appraisal scale with few performance level categories - avoids forced distribution
- ♦ Objectively measures results - avoids subjective criteria like teamwork and integrity
- ♦ Is deficiency a result of motivation, training, or supervision



Performance contract & Internal feedback forms



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Characteristics of TQM Oriented Appraisals

- ♦ Provides 360° feedback
- ♦ Provides samples of work behavior
- ♦ Atmosphere of partnership, constructive advice
- ♦ Based on key external and internal customers' needs and expectations

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