

## Analisis persepsi pegawai tentang penerapan multiple role model (model peran ganda) pada biro SDM KPK RI dalam rangka pencapaian peran strategisnya

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### Abstrak

Dimasukinya era globalisasi mengharuskan organisasi menghadapi tantangan persaingan yang bersifat global sehingga organisasi dituntut memiliki keunggulan bersaing. Salah satu unit yang memegang peran penting dalam memenangkan persaingan adalah Unit Sumber Daya Manusia (SDM), karena wajib mengelola SDM. Pengelolaan SDM penting dilakukan mengingat SDM merupakan aset yang dapat menjadi keunggulan bersaing apabila dikelola secara tepat. Untuk itu Unit SDM perlu diberi peran yang lebih besar dan strategis bukan lagi hanya mengurus kegiatan administratif serta harus dijadikan mitra organisasi dalam mengelola SDM. Unit SDM memegang peranan penting dan strategis, karena dituntut mempunyai pandangan dan orientasi ke depan serta mampu menjawab tantangan yang dihadapi organisasi. Unit SDM selayaknya diberi peran lebih besar dengan menunjukkan kemampuan untuk menciptakan nilai dan menghasilkan kontribusi yang membanggakan agar dapat menjadi rekan kerja manajemen, pemain yang tangguh, dan pendobrak bagi perubahan (Ulrich:1997:viii).

Peraturan Pemerintah (PP) No. 63 Tahun 2005 tentang Sistem Manajemen Sumber Daya Manusia Komisi Pemberantasan Korupsi (KPK), menjadi landasan hukum yang kuat bagi Biro SDM dalam mengelola SDM. Biro SDM KPK diberi kewenangan mengelola SDM dengan ruang lingkup Manajemen Sumber Daya Manusia (MSDM) KPK. Ditinjau dari konsep peran ganda Unit SDM (multiple role model), Biro SDM KPK diduga telah diberikan peran yang strategis dalam mendukung pencapaian tujuan organisasi. Hal ini tampak dalam PP No. 63/2005, dimana persyaratan pengelolaan SDM KPK harus dapat mendukung visi dan pencapaian misi sasaran organisasi dengan berupaya memadukan antara strategi pengorganisasian dengan strategi MSDM, menumbuhkan komitmen Pimpinan dan seluruh Pejabat Struktural, memposisikan MSDM sebagai aspek strategis dan terpadu dengan visi, misi dan sasaran organisasi, serta mengikuti perkembangan yang terjadi-fleksibilitas SDM berbasis kompetensi dan kinerja. Apabila konsep Multiple Role Model (Model Peran Ganda)diterapkan dan dijalankan secara seimbang, akan lahir KPK yang mampu menjawab tantangan yang semakin berat dihadapi serta memenuhi harapan masyarakat yang semakin keras disuarakan.

Pokok permasalahan yang diangkat dalam penelitian ini adalah mengenai bagaimana penerapan peran sebagai mitra strategis, peran sebagai ahli administrasi, peran sebagai pendorong semangat pegawai, peran sebagai agen perubahan, dan model peran ganda dijalankan Biro SDM KPK dari sudut pandang konsep Multiple Role Model (Model Peran Ganda). Hal lain yang ingin dianalisis adalah terdapat atau tidaknya persamaan persepsi antara pegawai Biro SDM KPK dan pegawai Non Biro SDM tentang peran yang dijalankan Biro SDM.

Penelitian ini bertujuan menganalisis dan menjelaskan pokok permasalahan diatas. Penelitian menggunakan pendekatan kuantitatif dan merupakan penelitian deskriptif sekaligus penelitian survei dengan

mempergunakan kuesioner sebagai instrumen penelitian. Teknik pengumpulan data dilakukan dengan wawancara berstruktur melalui kuesioner dan studi kepustakaan. Teknik penarikan sampel mempergunakan rumus Frank Lynch dan teknik probabilita. Jenis penarikan sampel menggunakan teknik proportionate stratified random sampling. Untuk pengolahan data dipergunakan program SPSS. Pengujian validitas mempergunakan rumus Spearman Rank dan pengujian reliabilitas mempergunakan rumus Cronbach Alpha. Teori yang dijadikan pedoman dalam menganalisis adalah Multiple Role Model (Model Peran Ganda) dari Dave Ulrich.

Secara umum hasil penelitian menunjukkan bahwa setiap peran dan peran model peran ganda (multiple role model) telah dijalankan biro SDM KPK dengan cukup baik. Hasil penelitian juga menunjukkan terdapatnya persamaan persepsi antara pegawai Biro SDM dengan pegawai non Biro SDM untuk setiap dimensi peran dan model peran ganda (multiple role model).

Berdasarkan hasil penelitian, maka saran yang dapat diberikan adalah Biro SDM sebaiknya meningkatkan penerapan setiap peran dan model peran ganda (multiple role model) dalam rangka pencapaian peran strategisnya. Terdapatnya persamaan persepsi antara pegawai Biro SDM dengan pegawai non Biro SDM, perlu dipertahankan dengan senantiasa mensosialisasikan program Biro SDM kepada seluruh pegawai karena persamaan persepsi dapat mengkomunikasikan nilai-nilai akan Biro SDM dan mampu memperbaiki pandangan, kredibilitas, dan diterimanya Biro SDM.

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Globalization era has set the organization to face the global competition that makes it should have a competitive advantage. One unit that holds the important role in winning the competition is Human Resources (HR) Department, whose duty is handling HR matters. Managing HR is being an important thing to do since HR is an asset which can be a competitive advantage if it is handled carefully. That's why the organization should give the HR Department more role and more strategic role, not only an administrative one, it also has to be an organization's partner in handling HR. HR Department holds an important and strategic role since it must have a good and strategic point of view to the future and must be able to answer the challenge the organization faces. HR Department must be held to a higher standard than they have been up until Now. They must move their HR professionals beyond the roles of policy police and regulatory watchdog to become partners, players, and pioneers in delivering value. (Ulrich:1997:viii).

The government regulation (PP) No. 63/2005 regarding HR management in Komisi Pemberantasan Korupsi (KPK) is a strong base for KPK HR Department in handling HR. HR Department is given a large authority in handling HR in the scope of KPK HR management. Viewed in multiple role model concept, it seems that KPK HR Department has been given a strategic role to support the achievement of the organization's goal. PP No. 63/2005 states that the qualifications of handling HR must support the organization's vision and achieve the organization's mission by running the organization's strategy with HR Department's strategy in balance, to grow the commissioner's commitment as well as the structural, positioning HR management as a strategic aspect and to balance organization's vision and mission as well as organization's target, to follow the development which happens?flexibility of system change, policy and regulation, and the implementation of HR handling concepts based on competence and performance. If the Multiple role model concept is being implemented and being run in balance, there will be an new KPK which can face the bigger challenge as

well as the society demand.

The point of view of the problems in this research is on how the four dimensions of roles, strategic partner role, administrative expert role, employee champions role, change agent role, and multiple role model have been carried out roles carried out by KPK HR Department from the Multiple Role Model concept. Another problem to be analyzed is if there is the same perception between HR Department employee and non HR Department employee regarding the HR Department role.

The research goal is to analyze and explain the above problems. The research uses the quantitative approach and also called a descriptive research as well as a survey research which uses questionnaire as a research instrument. Data collection technique uses structured interviewed in form of questionnaire and literature study. The sample decision method uses the Frank Lynch and probability technique as well as proportionate stratified random sampling. For data processing, it uses SPSS program. Validity test uses the Spearman Rank and reliability test uses the Cronbach Alpha. The Theory used as an analysis guidance is the Multiple Role Model of Dave Ulrich.

In general, the research result shows that each role and multiple role model have been carried out good enough. It also shows that there is no difference perception between HR Department employee and non HR Department employee regarding each role and multiple role model of the HR Department.

Based on the research result, there are some suggestions to be given, they are: The HR Department should raise implementing each role and multiple role model in achieving it's strategic roles. As the effort to have the same perception between HR Department employee and non HR Department employee, the HR Department should keep socializing effectively it's programs to the whole employee since it will communicate the values of HR Department as well as to improve the point of view and credibility of HR Department and HR Department will be welcome with open arms.