

# Analisis penerapan standar kinerja aparatur sipil negara di Badan Kepegawaian Negara = Analysis of the implementation of Civil State Apparatus performance standards in national civil service agency / Henni Qurratul Aini

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## Abstrak

Analisis Penerapan Standar Kinerja Aparatur Sipil Negara di Badan Kepegawaian Negara Aparatur Sipil Negara ASN dituntut untuk dapat berkinerja dengan baik agar dapat mewujudkan tujuan organisasi. Badan Kepegawaian Negara BKN selaku instansi pembina manajemen kepegawaian diharapkan dapat menjadi barometer dalam manajemen kepegawaian. Saat ini penilaian kinerja ASN telah menggunakan Penilaian Prestasi Kerja sesuai PP 46 Tahun 2011. Namun penilaian kinerja akan efektif bila terdapat tolak ukur yang jelas yaitu adanya standar kinerja. Sebagaimana Armstrong menggambarkan bahwa sebelum dilakukan penilaian kinerja perlu dibuat standar kinerja oleh sebab itulah penelitian ini bertujuan untuk meneliti penerapan standar kinerja di BKN dan faktor kendala penerapannya.

Pendekatan penelitian ini adalah postpositivis karena mengacu pada teori manajemen kinerja Armstrong guna mencari faktor kendala penerapan standar kinerja role definition performance and development agreement. Metode pengumpulan data dilakukan secara kualitatif dan teknik triangulasi diterapkan guna memvalidasi data yang terkumpul.

Hasil penelitian menunjukkan bahwa saat ini BKN belum memiliki standar kinerja baik standar teknis kegiatan maupun standar perilaku. Faktor kendala penerapan dari aspek role definition adalah analisis jabatan yang ada di BKN belum akurat terutama pada proses analisis dan validasi data. Selanjutnya Performance and development agreement di BKN belum berjalan dengan baik. Pembuatan kontrak kinerja masih lemah pada aspek monitoring, pemahaman pegawai tentang SKP serta komitmen pegawai dan pimpinan. Sementara pengembangan pegawai tidak berbasis kinerja pegawai, belum dapat ditemukannya GAP kompetensi membuat pengembangan hanya sebatas menjawab tuntutan saat ini belum pada merencanakan pengembangan pegawai untuk masa yang akan datang.

*Analysis of Application Performance Standards in the National Civil Service Agency Civil Servant Apparatus ASN is required to objectives perform well in order to realize an organization. National Civil Service Agency NCSA as an agency personnel management coach expected to be a barometer in personnel management. Currently ASN performance assessment have used Job Performance Assessment in PP 46 of 2011. However, the performance assessment will be effective if there is a clear benchmark, which is the performance standard. Armstrong portrayed that prior to performance assessment, a performance standard needs to be undertaken. Therefore, this study aims at examining performance application standards in NCSA and its implementation constraint factors.*

This research approach is a postpositivis because it refers to the theory of Armstrong performance management by limiting factor for the adoption of performance standards role definition performance and development agreement . Data collecting methods used are qualitatively and triangulation techniques applied in order to validate the collected data.

The results shows that current NCSA has not had a performance standard either technical standard activities

or behavior standard. Constraint factors of the definition aspect implementations is the job analysis in NCSA is not accurate, especially in analysis process and data validation. Furthermore, Performance and development agreement in BKN has not gone well. performance contract manufacturing is still weak on monitoring aspects, employee understanding on SKP and employees and managers commitments. Employee development not has been based on employee performance, a competency GAP that can not be found make a development occurs just to answer the current demand and can not plan future employee enhancement limited to answering the demands of the development is not currently on the planned floating of employees for the foreseeable future.</i>