

Identifikasi kebutuhan kompetensi jabatan: studi kasus PT. Asuransi Jasa Indonesia (persero) = The identification of occupational competency requirement: case study of PT. Asuransi Jasa Indonesia (persero)

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Abstrak

Sejalan dengan semakin globalnya dunia usaha, maka persaingan bisnis akan semakin ketat dan sulit. Pengelolaan usaha dilakukan untuk mengatasi perubahan - perubahan yang terjadi. Sumber daya manusia yang mempunyai kualitas dan memenuhi kompetensi, merupakan salah satu keunggulan bersaing perusahaan. Pendekatan terhadap penggunaan kompetensi dalam pengelolaan sumber daya manusia diyakini dapat efektif dilaksanakan dalam kaitan dengan program rekrutmen dan seleksi, perencanaan pengembangan dan pelatihan, penentuan karir serta penilaian kinerja karyawan hingga pada sistem pendapatan. Untuk itu, diperlukan identifikasi kebutuhan kompetensi jabatan pada suatu organisasi sebagai langkah awal dalam melakukan penataan dan pengelolaan sumber daya manusia yang lebih baik.

Dengan mempertimbangkan bahwa kompetensi teknis (hard competency) telah dipersyaratkan dalam salah satu ketetapan, perusahaan sementara kompetensi non teknis belum teridentifikasi, maka penelitian dilakukan dengan tujuan untuk mengidentifikasi kebutuhan kompetensi (soft competency) jabatan pada kelompok bidang kerja di PT. Asuransi Jasa Indonesia (Persero) dengan menggunakan model kompetensi yang telah dikembangkan oleh Spencer & Spencer, Jr. Metode penelitian yang digunakan adalah metode deskriptif, dengan responden yang diambil berdasarkan purposif sampling berjumlah 90 orang terdiri dari pejabat, staff dan karyawan kantor pusat dan kantor cabang.

Hasil penelitian menunjukkan, 10 jenis kompetensi yang merupakan generik kompetensi; yaitu kompetensi yang harus dimiliki oleh setiap individu dalam perusahaan, yaitu : Achievement Orientation, Self Confidence dan Self Control (kelompok Core Competency); Analytical Thinking, Conceptual Thinking dan Technical Expertise (kelompok Personal Effectiveness); Team Work, Customer Service Orientation, Concern For Order dan Information Seeking (kelompok Working Through With Others Competency). Untuk model kompetensi (lihat lampiran 2) yang dihasilkan memperlihatkan masing - masing bidang kerja (teknik, pemasaran, keuangan 1 akuntansi dan pendukung operasi) mempunyai jenis kompetensi pada tingkat kepentingan dan tingkatan skala tertentu di tiap jenis kompetensi. Hal ini berarti pada masing - masing bidang kerja mensyaratkan jenis dan tingkat kompetensi yang berbeda sesuai bidangnya.

In line with the development of business globalization throughout the world, it would certainly make it more difficult and demanding for business to compete against one another. The management of business itself must be able to adapt, to overcome all the changes that can occur at any given time. Human Resources could be one of the best strategies to have for a company to compete in search of winning the competition. The practical approach of using the competency in managing the Human Resource is believed to be more effective in terms of program recruitment, selection, planned training & development, career plan, employee assessment and the salary/earning system. In view of all of these circumstances, it is

absolutely necessary to identify each competency's requirement for a certain occupation's position in an organization as the first step to better manage and organize the Human Resource.

In consideration that technical competency (hard competency) is required in a company's rules and regulation, whilst the non technical competency (soft competency) has not yet been determined, a research 1 a study should be implemented with the objectivity to identify the need of occupational competency on certain working group at PT. Asuransi Jasa Indonesia (Persero), by way of using competency model designed by Spencer & Spencer , Jr. the research method that was used was called Descriptive Method, using purposive sampling of 90 responses from low to higher ranking employees at the head office and from the branch offices.

The research study indicated that 10 different kinds of competencies were classified as generic competencies which were necessary to have by each individual within a company, these were Achievement Orientation, Self Confidence and Self Control (Core Competency Group); Analytical Thinking, Conceptual Thinking and Technical Expertise (Personal Competency Group); Team Work, Customer Service Orientation, Concern For Order and Information Seeking (Working Through With Others Competency). For the competency model (please see 2"d attachment) which have been identified by their individual field such as; technical, marketing, finance/accounting and operational supports, they have their own type of competency at a certain level of needs and at a certain level of scale. This revelation means that each of this field of work requires different type and level of competency in accordance to their specific field of work.</i>