

Evaluasi sistem penilaian prestasi kerja awak kapal pt. asdp Indonesia ferry (persero) untuk mendukung kualitas pelayanan angkutan penyeberangan

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Abstrak

Dalam rangka memasuki era globalisasi sesuai dengan perubahan pasar global, setiap organisasi perusahaan dituntut untuk membangun sumber daya manusia yang professional dan berkompotensi tinggi yang diharapkan menjadi pusat keunggulan suatu perusahaan sekaligus sebagai pendukung daya saing perusahaan.

Sehubungan hal tersebut, setiap perusahaan yang unggul perlu memiliki kompetensi yang tinggi dan menjadi persyaratan utama bagi karyawan yang bergabung dalam perusahaan tersebut .

Pemerintah sebagai regulator telah mengantisipasi kondisi pasar global khususnya bidang ketenagakerjaan dengan mengeluarkan Keputusan Menteri Tenaga Kerja dan Transmigrasi nomor Kep.227/MEN/2003 mengenai Tata Cara Penetapan Standard Kompetensi Kerja Nasional Indonesia, Peraturan tersebut diberlakukan untuk perusahaan-perusahaan swasta nasional maupun perusahaan Badan Usaha Milik Negara (BUMN). Pemerintah juga memperhatikan tingkat profesionalisme khusus bagi pegawai negeri dengan mengeluarkan peraturan standar kompetensi jabatan melalui Surat Keputusan Kepala Badan Kepegawaian Negara. Nomor 43/KEP/2001.

Kebijakan pemerintah tersebut mendorong perusahaan-perusahaan swasta dan Badan Usaha Milik Negara seperti PT.ASDP Indonesia Ferry (Persero) memberlakukan sistem manajemen kinerja khususnya penilaian prestasi kerja sumber daya manusia berdasarkan kompetensi.

Sistem penilaian prestasi kerja merupakan suatu cara bagi organisasi perusahaan untuk menilai dan mengevaluasi kinerja karyawan sesuai dengan sasaran kinerja yang telah ditetapkan perusahaan.

Adapun Sistem penilaian prestasi kerja pada PT. ASDP Indonesia Ferry (Persero) berdasarkan pada standar penilaian sasaran/target kinerja karyawan yang harus dicapai sesuai target semester-an maupun tahunan.

Sasaran/ target kinerja karyawan ditetapkan dalam formulir rencana kerja. Pencapaian sasaran/target kinerja yang diperoleh sebagai dasar penilaian kompetensi karyawan, bagaimana karyawan melakukan sasaran/target tersebut melalui unsur-unsur kompetensi sikap kerja (behaviour) yang telah ditetapkan didalam sistem penilaian prestasi kerja.

Tujuan penulisan karya akhir ini untuk mengevaluasi system penilaian prestasi kerja pada PT.ASDP Indonesia Ferry (Persero) termasuk didalamnya penilaian prestasi kerja awak kapal, melakukan kajian dan analisis untuk mengetahui hal-hal yang menjadi kelemahan dari sistem yang ada .

Berdasarkan hasil interview pada divisi SDM PT.ASDP Indonesia Ferry (Persero) melalui Senior Manajer SDM, Asisten Senior Manajer SDM dan beberapa staf yang membidangi awak kapal serta mempelajari Keputusan Direksi PT.ASDP Indonesia Ferry (Persero) mengenai penetapan sistem penilaian prestasi kerja, dapat diperoleh data dan informasi bahwa sistem penilaian yang ada diberlakukan untuk menilai kompetensi karyawan darat dan awak kapal dengan menggunakan unsur-unsur kompetensi yang sama. Sistem penilaian prestasi kerja yang ada juga belum mengatur level kompetensi minimum jabatan awak kapal serta penyusunan deskripsi skala unsur-unsur kompetensi belum memacu dan memotivasi karyawan untuk lebih tertantang melakukan pekerjaan.

Penulis melakukan kajian penyusunan modek kompetensi jabatan dengan menggunakan unsur-unsur kompetensi dan skala deskripsi dan Kompetensi at Work Spencer (2002) yan dimodifikasi dan disesuaikan dengan instruksi tugas pokok awak kapal, unsur-unsur kompetensi dibagi berdasarkan posisi/jabatan awak kapal sebagai berikut:

1. 8 unsur kompetensi untuk jabatan perwira kapal. Terdiri dari Achievement orientation, Team work, Customer orientation, Information seeking Directiveness, analytical thinking, Conceptual thinking, Organizational awareness.
2. 5 unsur kompetensi untuk non perwira (rating deck dan rating mesin) terdiri dan Achievement orientation, Customer orientation, Information seeking, Conceptual thinking, Organizational awareness.

Hasil kajian dan analisis ini menjadi usulan-saran untuk memperbaiki kelemahan dan diharapkan dapat lebih dikembangkan saesuai kebutuhan bidang manajemen sumber daya manusia seperti : Penyusunan unsur-unsur kompetensi pada sistem penilaian prestasi karyawan darat terpisah dengan unsur-unsur kompetensi pada sistem penilaian prestasi kerja awak kapal. Penyusunan tabel kompetensi jabatan awak kapal beserta level kompetensi minimumnya (level of competency need) dan melengkapinya dengan grand matrik level kompetensi sesuai posisi awak kapal.

Menentukan standar penilaian kompetensi disesuaikan dengan tingkatan (stage) nilai rnasing-masing level kompetensi sekaligus memberikan bobot masing masing unsur kompetensi yang ditentukan oleh manajemen perusahaan dengan menyamakan pemberian bobot pada unsur-unsur kompetensi yang berlaku (existing).

<hr><i>Entering the era of globalization as of globally market transition, every corporate organization required to develop professional and highly competent human resource, which hopefully would be the center of a company's superiority and the company's lead of competitiveness. In association with such every leading companies are important have their high competence and it should be main requirement to employees joined within.

The government as a regulator has been anticipating the global market condition, specifically, in workmanship by issuing the Minister of Workforce and Transmigration Decree no. Kep.227/MEN/2003, in regard to Indonesian National Procedures of Work Competence Standard Specification. Such regulation is effect to both national private companies and State-owned companies. The government is also concerns to special professionalism extent to state employees by issuing the position competence standard regulation

through the Decree of the Head of State Employment Administration, no. 43/KEP/2001.

Such government policy intend to endorse private and state-owned companies, such as PT. ASDP Indonesia Ferry (Persero), to apply the performance management system specifically in work performance appraisal of human resource based on their competence.

Performance appraisal system upon work performance is means to corporate organizations to evaluate and appraise employees? achievements according to the achievement target as specified by the company.

Performance appraisal system upon work performance on PT. ASDP Indonesia Ferry (Persero) based on the employee's achievement target performance appraisal standard that must be reached as of target, either semester or annual.

The achievement target is specified in a work plan of target achievement form obtained as the performance appraisal basis for employee's competence, how is he or she perform the Target through elements of work behavior as specified within the appraisal system of performance appraisal.

The intention of this final assignment is to evaluate the appraisal system of work achievement in PT. ASDP Indonesia Ferry (Persero), which included within performance appraisal to ferry crews, performance of analysis and examination recognizing shortcomings on the existing system.

From interview sessions upon the Human Resource Division of PT. ASDP Indonesia Fery (Persero) through its Senior Manager, Senior Manager Assistant and its several staffs concerned in ship crewing and by studying the Decision of the Directors of PT. ASDP Indonesia Ferry (Persero) in regard to specification of work performance appraisal, resulting that the existing effected appraisal system is used to assess competence of lard employees and crew through equally competence substances. In addition, the existing work performance appraisal yet also set minimum competence level for position of crew and description arrangement of competency substance scale is yet capable to endorse and motivate the employees to be more challenged to perform their job.

The Author performs arrangement analysis of competency model for position by using competence substances and descriptive scales from Model for Superio Performance (Lyle M Spencer, Signe M Spencer, 1993), which has been modified and adjusted with principal assignment instruction of ship crews, competence substances were categorized according to the following ship crew positions:

1. 8 competence substances to ship officers, consists of: achievement Orientation, Teamwork, Customer Orientation, Information Seeking, Directiveness, Analytical Thinking, Conceptual Thinking, Organizational Awareness.
2. 5 competence substances to non-officers (deck and engine rating) consist of: Achievement Orientation, Customer Orientation, Information Seeking, Organization Awareness, and Analytical Thinking.

Result of these examination and analysis is being suggestions to improve shortcomings and, hopefully would be more developed to comply with requirments in the field of human resource management, such as:

Arrangement of competence substances upon work achievement appraisal to land employees is separated with competence substances on work achievement appraisal to ship crews.

Arrangement of position competence table and its minimum competence level or level of competency need and complete it with grand matrix of competence level pursuant to ship crew positions. Determining performance appraisal standards of competency, adjusted with stages of each level of competency. And also weighing each competence substance determined by the company's management by equalizing weighs of the existing competence substances.</i>