

Employee Performance Assessment Design Based on Spencer Competency and Wage System in "Sumber Pocong" Drinking Water Company

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ABSTRACT

Bangkalan Perusahaan Daerah Air Minum (PDAM) there are 2 types of employees. Among them are permanent employees and contract employees, employee performance appraisal is still done by using the DP3 system (Daftar Pelaksanaan Penilaian Pekerjaan). While on contract employees there has not been a measured system so that the assessment is done in accordance with the work that has been done. Assessment of contract employees is done by measuring using spencer competence. Selected some criteria that will be used are the spirit of achievement, Proactive, Organizational Awareness, Group Cooperation, Conceptual Thinking, Technical Skills / Professional, Flexible. Used AHP to perform performance appraisal, then do scoring with BARS and calculated wages earned on each employee. The weight value obtained by each criterion is the spirit of achievement has a weight (0.358), proactive criteria have weight (0.182), organizational awareness criteria (0.139), Criteria for group cooperation (0.113), conceptual thinking criteria (0.085), technical / professional expert criteria have weight (0.057), flexibility criteria have weight (0,038), criteria of commitment to organization has weight (0.027).

Keywords: Performance Assessment, Spencer Competence, Analytical Hierarchy Process, BARS, Wage Calculation

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1. INTRODUCTION

In the Bangkalan Regional Water Company (PDAM) there are 2 types of employees. Among them are permanent employees and contract employees, the performance appraisal of permanent employees is carried out using the DP3 system (List of Work Implementation Assessments). Whereas the contract employees do not yet have a measurable system so that the assessment is carried out in accordance with the work done. Weaknesses in the DP3 system are assessments oriented to the past by providing ratings for subordinates from superiors, while in the future the appraisal of superiors must also involve subordinates. Contract employee assessment can be done by measuring using the competencies that each employee has. Competence according to Spencer and M. Spencer (1993) is part of and forever exists in one's personality and can predict behavior and performance widely in all situations and job tasks. The competency factors alone according to Spencer there are 20 factors. Some of the competencies are cooperation, leadership, achievement, commitment to the organization, serving and being proactive. With the right performance appraisal, employee productivity can be assessed and valued according to his business. So if employees are given incentives, the incentives received will be in accordance with their performance. Performance is the result of work that has a strong relationship with the strategic objectives of the organization, customer satisfaction, and contributes to the economy (Wibowo, 2007). With good performance, it can help improve and develop PDAM companies with profit gains.

2. Illustrations

Spencer competence

Competence according to Lyle M. Spencer and Signe M. Spencer is part of and forever exists in one's personality and can predict behavior and performance widely in all situations and job tasks. From the existing competencies there are 20 competency factors according to (Competence at Work, Spencer & Spencer 1993): A. Achievement and Action (Planning and Implementing) 1. Achievement Orientation (ACH) A competency spirit to excel in their work so that they are encouraged to work better or above the standards set by management. 2. Concern for Order (CO) A competence in job clarity and accuracy of work to ensure or reduce uncertainty with the assignment and accuracy or accuracy of the data. 3. Initiative (INT) A competency needed by workers in doing something without any prior order because it is done to improve or improve work results. 4. Information Seeking (INFO) A competency in the search for more information in connection with the implementation of work and decision making. B. Helping and Human (Service and Serving) 5. Interpersonal understanding (IU) A competence to understand things that are not expressed in words, can be an understanding of feelings, desires or thoughts of others. 6. Customer service orientation (CSO) A competency oriented to customers to serve customers or others. C. Leading 7. Impact and influence (IMP) An impact or influence competency on persuading or convincing others so that they want to support our plans. 2. Analytical Hierarchy Process (AHP) Basically, the procedures or steps in the AHP method include: 1. Defining the problem

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and determining the desired solution, then arrange the hierarchy of the problems faced. 2. Determine the priority of elements.

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Basically, the procedures or steps in the AHP method include:

1. Defining the problem and determining the desired solution, then arrange the hierarchy of the problems faced.
2. Determine the priority of elements.

Table 2.3 Pair Comparison Rating Scale (Source: Kusriani, 2007)

Intensitas Kepentingan	Keterangan
1	Kedua elemen sama pentingnya
3	Elemen satu sedikit lebih penting daripada elemen lainnya
5	Elemen satu esensial daripada elemen lainnya
7	Satu elemen jelas lebih mutlak penting daripada elemen lainnya
9	Satu elemen mutlak penting daripada elemen lainnya
2,4,6,8	Nilai-nilai antara dua nilai pertimbangan yang berdekatan
Kebalikan	Jika aktivitas i mendapatkan satu angka dibandingkan dengan aktivitas j, maka j memiliki nilai kebalikannya dibandingkan dengan i

3. Synthesis

4. Measuring Consistency

5. Calculating Eigenvector Eigen Value is a value that shows the weight of importance (priority) of a criterion against other criteria in the hierarchical structure. The following is the formulation of the Eigenvector:

$$P_i = \sum_{j=1}^n \frac{v_{ij}}{n}$$

6. Calculate the consistency index (CI) with the formula:

$$CI = (\lambda_{maks} - n) / (n - 1)$$

where n = number of elements

7. Calculate the consistency ratio (CR) with the formula:

$$CR = CI / RC$$

where

CR = Consistency Ratio

CI = Consistency Index

IR = Indeks Random Consistency

8. Check the consistency of the hierarchy. If the value is more than 10% then the judgment judgment data must be improved. However, if the consistency ratio is less than or equal to 0.1 then the calculation results can be declared correct.

3. Behaviorally Anchor Rating Scale (BARS) The performance appraisal method with the Behaviorally Anchor Rating Scale model is an assessment method that combines work behavior approaches with personal traits. The Behaviorally Anchor Rating Scale method consists of a series of 5 to 10 vertical behavior scales for each performance indicator. For each dimension, arranged 5 to 10 anchors. Anchor in question, namely the behavior that shows performance for each dimension. The Behaviorally Anchor Rating Scale method in its implementation requires at least five stages, namely:

a. Make a critical incident. This is done by asking someone who knows the job (incumbent and / or supervisor) to explain special illustrations (critical events) performance that is effective and ineffective or can be done by way of analyzing the position.

b. Developing a performance dimension where in this stage the events are grouped into smaller groups of work dimensions and defined each dimension, such as "selling skills".

c. Reallocate events. Another group of people who also knew of this work then reallocated this critical incident from the start. They make definitions of groupings and critical events, and must reassign each event to the group they think is most appropriate.

d. Scale events. Ranking the behavior explained by the event by how effective and efficient it is. Each behavior represents performance in its dimensions.

e. Developing the final device. Choose about five to ten events as the standard behavior of that dimension.

3. RESEARCH METHODS

Type of research consists of based on the results to be achieved, research according to the method, according to the level of explanation, and according to the type of data. This type of action research according to the method is an investigation or research in a business context that focuses on improving the quality of the organization and its performance. Usually the design is done by practitioners who analyze data to improve the quality of their practice. Action research is used in this study, because observations are made directly to determine the performance of employees at the water treatment plant in PDAM Bangkalan. Time of the study was carried out for 3 months. The place for the research was the "Sumber Pocong" Regional Drinking Water Company (PDAM) on Jl. Attorney General Suprpto No.175 Bangkalan and Production Office on Jl. Raya Tangkel Bangkalan.

Primary data is data obtained from a direct observation and through direct observation, interviews and questionnaires on the research object. Secondary data is data obtained from indirect observations of the object to be examined. Data obtained from the Regional Water Supply Company (PDAM), namely: water treatment plant employee data, employee wage data, and employee absence data. Data retrieval obtained from observation, interviews, determination general competencies for employee performance appraisal systems, providing questionnaires, determining competency weighting models, determining for scoring performance appraisals, calculating employee wages.

Analytical Hierarchy Process (AHP) That is a MADM (Multi Attribute Decision Making) technique that allows for better selection of priority criteria. BARS (Behaviorally Anchor Rating Scale) Performance appraisal method with the Behaviorally Anchor Rating Scale model is an assessment method that combines work behavior approach with personal traits. An acceptance in return from the employer to the workforce for a job or service that has been or will be done, expressed or valued in the form of money determined according to an agreement or legislation and is paid on the basis of a work agreement between the employer (employer) and work including benefits both for workers themselves and their families

4. RESULTS AND DISCUSSION

Pairwise Comparison of Criteria in Assessment of Employee Performance in Bangkalan PDAM Obtained by the weight of the assessment of each variable in the scale table for pairwise comparison assessment. The weight of the assessment is as follows:

	Semangat Berprestasi	Proaktif	Kesadaran Berorganisasi	Kerjasama Kelompok	Berpikir Konseptual	Kahlian Teknis/profesional	Fleksibilitas	Komitmen Pada Organisasi
Semangat Berprestasi	1	5	5	5	5	3	5	7
Proaktif	0,200	1	1	3	3	5	5	5
Kesadaran Berorganisasi	0,200	0,500	1	1	4	3	5	3
Kerjasama Kelompok	0,200	0,333	0,500	1	2	5	3	5
Berpikir Konseptual	0,200	0,333	0,250	0,500	1	3	3	5
Kahlian Teknis/profesional	0,333	0,200	0,333	0,200	0,333	1	2	3
Fleksibilitas	0,200	0,200	0,200	0,333	0,333	0,500	1	2
Komitmen Pada Organisasi	0,143	0,200	0,333	0,200	0,200	0,333	0,500	1
Jumlah	1	1	10	12	16	21	25	31

From table 4.1 the pairwise comparison matrix of the Spencer competency criteria can be seen that the criteria for achievement spirit and proactive criteria are worth 5, which means that the criteria for achievement spirit are more important than the proactive criteria. From the calculations, the ratio value is consistent with the spencer competency criteria, which is 0.0994, which shows a fairly rational level of consistency in pairwise comparisons. In table 4.6 is a weight table of each criterion:

Kriteria	Bobot
Semangat Berprestasi	0,358
Proaktif	0,182
Kesadaran Berorganisasi	0,139
Kerjasama Kelompok	0,113
Berpikir Konseptual	0,085
Kahlian Teknis/profesional	0,057
Fleksibilitas	0,038
Komitmen Pada Organisasi	0,027
Jumlah	1,00

After knowing the CR value we can also know the weight of each criteria in table 4.39:

No.	Kriteria kompetensi Spencer	Subkriteria	Bobot
1	Semangat berprestasi	Sub 1	0,8333
		Sub 2	0,1667
2	Proaktif	Sub 1	0,8333
		Sub 2	0,1667
3	Kesadaran Berorganisasi	Sub 1	0,8333
		Sub 2	0,1667
4	Kerjasama Kelompok	Sub 1	0,75
		Sub 2	0,25
5	Berpikir Konseptual	Sub 1	0,75
		Sub 2	0,25
6	Keahlian Teknis/profesional	Sub 1	0,8333
		Sub 2	0,1667
7	Fleksibilitas	Sub 1	0,8333
		Sub 2	0,1667
8	Komitmen Pada Organisasi	Sub 1	0,75
		Sub 2	0,25

b. BARS results

After the scoring is done, the average value of each contract employee will be calculated, the average value will be the standard value of the achievements of each contract employee.

$$X = (3.302171 + 3.278542 + 3.377943 + 3,1153 + 3,394643) / 5 = 16,6648 / 5 = 3.33$$

So the calculation that has been done produced a standard achievement value of 3.33. Employee achievement scale:

- 1.0 - 1.9 = Not good
- 2.0 - 3.9 = OK
- 4.0 - 5.0 = Very Good

From the calculations that have been carried out and obtained 3.33 results are included in the category of good employee achievement.

c. Wage System for Contract Employees

1. Determination of Wage

Amount In determining how much wage funds will be given in the year, an interview will be conducted to the company about how much wages are given in one year. In the Bangkalan PDAM, wage funds are given monthly, the amount given specifically in February 2017 amounted to Rp 85,481,640, and the standard work performance is 2.5.

2. Calculation of Employee Achievement Value

Calculations are made for the payment of wages to employees with a measure of the results of the achievement value obtained from the value of the weight multiplied by the scale of scores on each spencer competency criteria.

$$X = (3.302171 + 3.278542 + 3.377943 + 3,1153 + 3,394643) \times 100\%$$

$$X = 16.6648 \times 100\%$$

$$X = 166.48$$

From the five contract employees' performance scores, if the incentives are received in a year are calculated as follows:

1. Contract employee 1 has a total work performance value of 3,302171.

Then the amount of wages to be received by employee 1 is:

% increase in work performance value organizational awareness (0.139), group collaboration criteria (0.113), conceptual thinking criteria (0.085), technical / professional skills criteria have 32,086%

2. Contract employee 2 has a total work performance score of 3.278542.

Then the amount of wages to be received by employee 2 is: % increase in work performance value 31.1417%

3. Contract employee 3 has a total work performance score of 3.377943.

Then the amount of wages to be received by employee 3 are:

% increase in work performance value = 35,1177

4. Contract employee 4 has a total work performance score of 3,31153.

Then the amount of wages to be received by employee 4 is: % increase in work performance value = 32,461

5. Contract employee 5 has a total work performance score of 3,394643.

Then the amount of wages to be received by employees 5 are: % increase in work performance value = 35,785

5. CONCLUSION

The performance evaluation of contract employees at the Bangkalan PDAM is carried out using the spencer competency calculated by the AHP (Analytical Hierarchy Process) method. In the spencer competency criteria, there are 8 criteria and 16 sub-criteria used to do the assessment. Criteria for achievement spirit have weight (0.358), proactive criteria have weight (0.182), criteria weight (0.057), flexibility criteria have weight (0.038), commitment criteria for organizations have weight (0.027).

Weighting on each criterion and sub-criterion is used to rank the five employees with the weighted value already obtained. After scoring, the total value of each employee's achievement is obtained. Contract employee 1 has achievement value (3.302171), contract employee 2 has achievement value (3.278542), contract employee 3 has achievement value (3.377943), contract employee 4 has achievement value (3.31153), contract employee 5 has an achievement value (3.394643).

The achievement value obtained by each contract employee is used to calculate the wages earned by each contract employee in the year. For contract 1 employees, a wage of Rp. 16,458,833 was obtained. For contract 2 employees, a wage of Rp. 15,974,011 was obtained. For contract 3 employees, a salary of Rp. 18,013,511 was obtained. For

contract 4 employees, a salary of Rp. 16,650,855 is obtained. For contract 5 employees, a wage of Rp. 18,356,158 was obtained.

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