

## RINGKASAN

PENGEMBANGAN MODEL PENILAIAN KINERJA  
PADA SEKRETARIAT DAERAH KABUPATEN JEMBRANA

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Kepemerintahan yang baik didukung oleh keberadaan aparatur pemerintah sebagai sumber daya manusianya, oleh karena itu pada era globalisasi sekarang ini menuntut pegawai negeri sipil untuk memiliki kemampuan yang lebih tinggi untuk menyelesaikan tugas-tugas yang semakin kompleks serta mempunyai profesionalisme yang tinggi pula.

Namun dari banyaknya keluhan masyarakat terhadap kinerja pelayanan pemerintah menunjukkan adanya berbagai kelemahan kinerja aparatur pemerintah sebagai roda penggerak organisasi. Hal ini jelas memerlukan penanganan yang serius dan upaya-upaya nyata dari pemerintah demi penyempurnaan dan perbaikan serta peningkatan kualitas Pegawai Negeri Sipil baik dari sisi kelembagaan maupun perilaku aparaturnya sendiri. Salah satu masalah yang patut mendapat perhatian dari pemerintah guna mengatasi rendahnya kinerja dan meningkatkan kualitas Pegawai Negeri Sipil adalah dengan mengembangkan sistem penilaian kerjanya.

Manfaat yang dapat diperoleh dari adanya sistem penilaian kinerja pegawai yang baik sebenarnya cukup banyak, antara lain: untuk perbaikan prestasi kerja, menentukan kebutuhan pelatihan, perencanaan pengembangan karier, untuk menilai seberapa bagus desain pekerjaan dan analisis jabatan, untuk membuat keputusan-keputusan penempatan (*staffing*), dan sebagainya. Intinya, dari sistem penilaian tersebut berguna untuk membuat strategi yang mendorong prestasi kerja dan pengembangan karyawan.

Penelitian ini mempunyai tujuan untuk mengembangkan model penilaian kinerja yang secara umum dapat digunakan untuk mengukur prestasi kerja Pegawai Negeri Sipil di Sekretariat Daerah Kabupaten Jember.

Jenis rancangan penelitian merupakan tipe penelitian deskriptif dengan menggunakan pendekatan survai. Penelitian ini menggunakan metode penelitian kualitatif karena akan lebih banyak menggunakan persepsi seseorang.

Hasil analisis yaitu pada penilaian kinerja yang tersedia saat ini yaitu DP3 persepsi responden tentang penilaian kinerja yang didasarkan pada unsur kesetiaan (butir 1), penilaian kinerja yang didasarkan pada unsur kepemimpinan (butir 8), dan penilaian kinerja yang hanya dilakukan oleh atasan langsung saja (butir 9) yang digunakan untuk penilaian kinerja kiranya perlu mendapatkan pertimbangan kembali di masa-masa mendatang karena pada butir 1 responden yang menyatakan tidak setuju sebanyak 14 % dan sebanyak 14 % yang menyatakan ragu-ragu. Sedangkan pada butir 8 yang menyatakan tidak setuju adalah sebanyak 12 % dan sebanyak 16 % menyatakan ragu-ragu. Demikian juga pada butir 9 yang menyatakan penilaian kinerja hanya dilakukan oleh atasan langsung perlu mendapat perhatian yang lebih karena hampir 46 % responden menjawab tidak setuju dan 10 % menyatakan ragu-ragu.

Berdasarkan hasil analisis pada penilaian kinerja menurut teori ternyata terdapat 3 butir pertanyaan yang kurang mendapat respon dari sebagian besar responden antara lain:

1. Pertanyaan mengenai penilaian kinerja yang dilakukan oleh bawahan hampir 54 % responden menyatakan tidak setuju dan ragu-ragu.
2. Pertanyaan mengenai penilaian kinerja yang dilakukan oleh diri sendiri, sebanyak 70 % responden menyatakan tidak setuju dan ragu-ragu.
3. Pertanyaan mengenai penilaian kinerja yang dilakukan oleh pihak luar, sebanyak 52 % responden menyatakan tidak setuju dan ragu-ragu.

**SUMMARY****THE DEVELOPMENT MODEL OF PERFORMANCE ASSESSMENT  
AT DISTRICT SECRETARIAT OF JEMBRANA REGENCY****Maya Sariandiningsih**

Good Governance supported and influenced by the existence of governmental apparatus as its human resources, therefore on globalization era this time demanded the civil official to own the higher-level ability to accomplish the duties which more complex and also have the high professionalism too.

But from the number of society complaints to governmental service performance show the existence of various weakness of the governmental apparatus performance as organizational activator wheel. This matter was clear necessary the serious handling and real efforts from government for the shake of completion and repairing and also improvement of quality of civil officer good from institution part and also apparatus behavioral itself. One of the problem which should be get attention from governmental in order to overcome the lower performance and improve the quality of civil officer was by developing its performance assessment system.

The benefit which can be obtained from existence system of good officer performance assessment in fact quite a lot, for example: for the repair of work achievement, determining training requirement, planning of career development, to assess how fine work design and occupation analysis, to make the staffing decision, etc. mainly, from the assessment system was useful for making strategy which pushing work achievement and employees development.

These research have a purpose to develop the model of performance assessment which generally applicable to measure the work achievement of Civil Official in District Secretariat of Kabupaten Jember.

Type of research design constituted the descriptive research type by using survey approach. This research use the qualitative research method because would be more a lot of using somebody perception.

The analysis result was on the available performance assessment in these time was DP3 of respondents perception about performance assessment which relied on a loyalty element (item 1), performance assessment which relied on a leadership element (item 8), and performance assessment which only conducted by just direct supervision (item 9) which used for the assessment of performance presumably require to get reconsideration in future because as item 1 respondent expressing adverse opinion as much 14 % and as much 14 % expressing to hesitate. While at item 8 expressing adverse opinion as much 12 % and as much 16 % expressing to hesitate. And so at item 9 expressing performance assessment was only conducted by direct supervision require to get the more attention because almost 46 % respondent reply the adverse opinion and 10 % expressing to hesitate.

Based on the result analysis on theoretical performance assessment really there were 3 questions item that less get the response from the most respondent for example:

1. Question of concerning performance assessment conducted by subordinate almost 54 % respondent express the adverse opinion and hesitate.
2. Question of concerning performance assessment conducted by his/herself, as much 70 % respondent express the adverse opinion and hesitate.
3. Question of concerning performance assessment conducted by outside party, as much 52 % respondent express the adverse opinion and hesitate.

**ABSTRACT**

**THE DEVELOPMENT MODEL OF PERFORMANCE ASSESSMENT  
AT SECRETARIAT OF AREA OF JEMBRANA REGENCY**

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This research objective was development the model of performance assessment which generally applicable to measure the work achievement of Civil Official at District Secretariat of Kabupaten Jembrana.

Type of research design constituted the descriptive research type by using survey approach. This research use the qualitative research method because would be more a lot of using somebody perception.

The location used for the research was District Secretariat of Kabupaten Jembrana by taking informan, civil official as much 50 people randomly. Technique of data collecting was by using questionnaire, observation and interview.

The analysis of result was based on respondent perception known those available performance assessment in these time generally still be endured but performance assessment according theory could be considered furthermore as supporting the available performance assessment in these time. So those obtained a proposal the model of assessment of officer permance.

**Keyword :** Performance assessment, officer performance, model of assessment of officer performance