

## INTISARI

**Latar Belakang:** Desain penilaian kinerja merupakan salah satu komponen penting dalam system pembagian jasa bagi pegawai di sarana pelayanan kesehatan. Apabila dalam pelaksanaannya pembagian jasa ini tidak dapat mencerminkan aspek keadilan, transparansi dan obyektivitas, maka sangat berpotensi menimbulkan terjadinya konflik dan suasana kerja yang kurang kondusif antara pegawai dengan pihak manajemen.

**Tujuan:** Mengembangkan instrumen penilaian kinerja yang berhubungan dengan sistem kompensasi bagi pegawai fungsional khusus di BKPM Semarang.

**Metode:** Jenis dan desain penelitian yang digunakan adalah penelitian deskriptif kualitatif, untuk mengembangkan suatu instrumen penilaian kinerja yang efektif bagi pegawai fungsional khusus di BKPM Semarang..

**Hasil:** Hasil penelitian dari kuesioner didapatkan sesuai 3 aspek; 1) kedisiplinan, sebagian besar menyatakan kedisiplinan cukup baik sebanyak 81,8%. 2) inovasi, sebagian besar menyatakan inovasi cukup baik sebesar 90,9%. 3) penampilan diri, sebanyak 81,8% menyatakan penampilan diri cukup baik. Hasil penelitian 4 aspek instrumen penilaian kinerja yaitu; 1) Perencanaan instrumen penilaian kinerja, output kinerja, beban kinerja, dan program kerja yang direncanakan merupakan tolok ukur yang harus dilaksanakan dalam penilaian kinerja. 2) Pengukuran instrumen penilaian kinerja, alat ukur, indikator, merupakan instrumen yang sangat diperlukan dalam menentukan penilaian kinerja dan pengembangan pada pegawai dengan dasar standar yang telah dibakukan. 3) Besaran penilaian kinerja, besaran penilaian kinerja diasumsikan cukup subyektif dalam pelaksanaannya, besaran kinerja dapat dilihat berdasarkan ketaatan dan kepatuhan pegawai terhadap kepemimpinan dan segala aturan yang ada. 4) Persepsi petugas fungsional khusus, secara umum dan sebagian besar persepsi pada petugas fungsional khusus belum merasakan adanya keterbukaan dalam menyampaikan hasil penilaian kinerja.

**Kesimpulan:** Rumusan instrumen penilaian kinerja yang efektif sesuai dengan hasil penelitian ini dalam menentukan cara pengukuran pengembangan kinerja harus meliputi; prestasi, kompetensi, kemampuan SDM, inovasi, dan output kinerja. Sedangkan dalam menentukan penilaian kinerja harus meliputi; kemampuan pimpinan, adanya tim khusus penilai kinerja, adanya indicator penilaian baku, membandingkan antara proses dan output kinerja staf.

**Kata Kunci:** Pengembangan Instrumen, Penilaian Kinerja, Tenaga Fungsional Khusus

## ABSTRACT

**Background:** *The design of performance appraisal is a critical component in the distribution system for the civil service in health service facilities. When in actual distribution of these services can not reflect the aspect of fairness, transparency and objectivity, it is a potential cause of conflict and unfavorable working conditions among employees with management.*

**Objective:** *To develop performance assessment instruments related to the compensation system for employees of specific functional in BKPM Semarang.*

**Methods:** *The type and design of the study is a qualitative descriptive study, to develop an effective performance appraisal instrument for specialized functional staff at BKPM Semarang.*

**Results:** *The results of the questionnaire obtained according to three aspects: 1) discipline, most of the good state of discipline as much as 81.8%. 2) innovation, most of the state of innovation is good enough for 90.9%. 3) the appearance of self, as much as 81.8% declared themselves look pretty good. Results of the study four aspects of performance assessment instruments, namely: 1) Planning the performance appraisal instrument, performance output, load performance, and the planned work program is a measure that should be implemented in the assessment of performance. 2) Measurement of performance assessment instruments, gauges, indicators, is an indispensable instrument in determining the performance appraisal and development of the employees with the basic standards that have been standardized. 3) The amount of performance assessment, the amount assumed to be fairly subjective assessment of performance in practice, the amount of the performance can be viewed by obedience and submission to the leadership and all employees of existing rules. 4) Perception of specific functional officers, in general, and most of the perceptions of the officers do not feel any particular functional openness in presenting the results of performance assessment.*

**Conclusion:** *The formulation of an effective performance assessment instrument in accordance with the results of this study to determine how the development of performance measurement should include: achievement, competence, capability of human resources, innovation, and performance output. While in determining the performance assessment should include: leadership skills, a dedicated team of performance appraisal, a standard assessment indicator, comparing the process and output performance of staff.*

**Keywords:** *Instrument Development, Performance Appraisal, Special Functional Staff*