

INTISARI

PT. Len Industri (Persero) atau biasa disebut dengan Len merupakan Badan Usaha Milik Negara (BUMN) yang bergerak dalam bidang elektronika industri & infrastruktur. Len memiliki sekitar 500 orang karyawan tetap. Seiring dengan transisi zaman menuju era *knowledge economy* di mana kompetensi merupakan hal yang utama bagi organisasi dalam menilai karyawannya, maka sejak tahun 2012 Len melaksanakan sistem *assessment* dengan metode *Competency Based Interview* (CBI) sebagai dasar dalam sistem pengembangan karir karyawan. Karyawan yang sudah berhak untuk naik jabatan minimal ke fungsional Spesialis II/ Enjinir II wajib dinilai kelayakan kompetensinya dengan melakukan *assessment* CBI.

Secara teoritis, dapat diketahui bahwa efektifitas *assessment* CBI bisa mencapai 65% (Hoevermeyer, 2006). Namun dalam pelaksanaan di lapangan, ada ketidakkonsistenan antara hasil kompetensi dan nilai kinerja. Dari kasus tersebut, perlu dilakukan analisa apakah pelaksanaan *assessment* CBI di Len ini masih tepat atau tidak. Hasil analisis perbedaan menyatakan bahwa tidak ada perbedaan signifikan antara nilai kinerja sebelum dan setelah *assessment* antar kelompok dan juga tidak ada perbedaan signifikan untuk kemajuan nilai kinerja antar kelompok.

Keefektifan *assessment* CBI juga dapat dilihat dari kekonsistenan antara hasil *assessment* CBI dengan perkembangan nilai kinerja antara sebelum dan setelah pelaksanaan *assessment*. Kekonsistenan terjadi ketika dari segi kompetensi karyawan dinilai “memenuhi kriteria” dan kinerjanya meningkat. Begitu juga ketika karyawan yang belum lulus CBI atau mendapatkan hasil “belum memenuhi kriteria”, maka kinerjanya mengalami penurunan. Jika dilihat dari kekonsistenan prediksi dari *assessment* CBI, efektifitas pelaksanaan *assessment* CBI di Len hanya mencapai 24,73%.

Berdasarkan analisa yang telah dilakukan, diketahui bahwa *assessment* CBI belum efektif dilihat dari kinerja setelah pelaksanaan *assessment* dan kenaikan nilai kinerja antara sebelum dan setelah *assessment*. Berdasarkan penelitian yang lebih mendalam di lapangan, hal tersebut disebabkan assessor yang kurang mengerti teknis pelaksanaan pekerjaan, model kompetensi yang masih terlalu general, dan format penilaian kinerja yang masih bersifat kualitatif.

Kata kunci : Competency Based Interview (CBI), kinerja

ABSTRACT

PT. Len Industri (Persero), or usually called as Len, is one of the State-Owned Enterprises which is engaged in Electronics Industry and Infrastructure. Len has approximately 500 permanent employees. Along with the transition era to the era of knowledge economy, where competence is a priority for the organization in assessing its employees, then since 2012 Len has carried out an *assessment* method using Competency Based Interview (CBI) as a basis for employees career development system. Employees who are already entitled to a minimum rise to functional Specialist II/ Engineer II compulsory assessed the feasibility of their competence using CBI *assessment*.

Theoretically, it is known that the effectivity of CBI *assessment* could reach 65% (Hoevemeyer, 2006). However, there are inconsistencies between the competence result and the performance value in practical. From this case, the analysis on the congruence of CBI *assessment* implementation in Len is needed. The result of statistical test stated that there was no significant difference in the performance value between pre and post group *assessment* as well as there was no significant difference for the progress of performance value among groups.

The effectivity of CBI *assessment* can also be seen through the consistency between the result of the *assessment* itself and the progress of performance value before and after the *assessment*. The consistency occurs when the employees are considered have met the competence criteria (Ready Now), then the performance are increased. Likewise, when the employees who have not passed the *assessment* or got the predicate Ready with Development or Do not meet the Criteria, then the performance are decreased. The effectivity of CBI *assessment* implementation in Len reaches 24,73% seen from the prediction consistency of CBI *assessment* itself.

Based on the analysis, it is gained that CBI *assessment* was not effective to be conducted. It is seen from the performance after the *assessment* and the progress of performance value before and after the *assessment*. The result of in-depth research shows that the assessor's lack of understanding on the execution of the work, a too general competency directory, and a qualitative format of the performance *assessment* are becoming the causes of the ineffectiveness.

Keywords: Competency Based Interview (CBI), Work Performance