

Developing Employee's Performance through Competency Assess

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Deskripsi Lengkap: <https://lib.ui.ac.id/detail?id=20427484&lokasi=lokal>

Abstrak

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Competencies provide the individual with a map or indication of the behaviors that will be valued, recognized and in some organizations rewarded. In this regard, organizations that have spent time and money to ensure that competencies are successfully used, is expecting improvement in the assessment of job performance. In this regard, Spencer & Spencer, (1993) says that competencies can be measured, and the results of the measurement can be used to plan training and development programs, succession, career management, performance management, recruitment, selection, and application of competency based compensation. .

Competencies should be assessed properly, and confidence with their use. Failure to do so may result in individuals finding that their efforts remain largely ignored, worse, a waste of time, especially if they are later told that these competencies are not required for their jobs. However, competencies are not immune to the difficulties encountered with the more traditional measurement of job performance, as there are many aspects influence the successful of the application of assessment.

This study evaluates the effectiveness of the competency assessment to individual development in a construction

company in Indonesia. The company has been applying Competency Based Human Resource Management (CBHRM)

since 2004. The previous methods to assess the competencies are using assessment center and competency assessment questionnaire. However, the results of the study shows that there are many constraints in applying competencies model successfully due to some reasons such as: the assessment process relies too heavily on managers' judgment, and the managers and subordinates were hesitant to rate individual with his/her actual rating, the item of the assessment are not cleared enough, validity of the instrument is still questionable, and the employees have not been given any feedback regarding the results of the assessment. In order to overcome the constraints, the researchers used multi rater approach to assess employees' competencies, and the results show that the big deficiencies between the actual and the expected in some competencies.