

## **ABSTRACT**

### **DESIGN OF PERFORMANCE MANAGEMENT SYSTEM THROUGH STRENGTH BASED MANAGEMENT APPROACH (Case study at PT. LIMAWIRA WISESA)**

*Old paradigm puts more emphasis on the performance management in the process of performance appraisal. In the process, managers and employees focus only on the activity of filling-in the performance appraisal form at the end of a certain period. On the other hand, the new paradigm of performance management system treats performance management in an organization as a continuous process. The enormous advantage of the performance management system for the viability of an organization, has make it interesting to be further analyzed and developed in accordance to the needs and conditions expected by an organization. And because of this, the writer decided to do a comprehensive study on the concept of performance management system design, in which the design is further called as “The Strength Based Performance Management System”.*

*The effort of creating an effective performance management system is highly required by PT. Limawira Wisesa, because the current system still uses old (conventional) paradigm. To be called as “Effective”, the system needs to fulfill some requirements of a modern performance management system, such as the one offered by Cascio (2004), where it says that an effective system comprises of relevance, sensitivity, reliability, acceptability, and practicality. The correlation of a performance management with a business strategy has a definite baseline, putting employees on their positions based on their potentials, intensive communication between managers and employees, and also doing continuous evaluation are all important activities in the system.*

*The name “Strength Based Management” was first introduced by The Gallup Organization lead by Dr. Donald Clifton. Nowadays, the concept of Strength Based Management application has been widely known in the world. In Indonesia, the concept was introduced and further developed by Ir. Rama Royani from LeadPro Consultingt.*

*The concept focuses on the importance of individuals, focuses on the strength potentials, defining the right result, and finding the right roles. By focusing on the strength enables employees to be highly appreciated and enables a more productive environment. Emotional bond is studied and developed in the system based on Strength Based Management.*

*Commitment and confidence still become important factors that need to be developed by an organization, before and during the implementation of Strength Based Management. This, in turn, will create an organization which is based on Strength (Strength Based Organization) that values the strengths of each and every entities in the organization*

## ABSTRAK

### RANCANGAN SISTEM MANAJEMEN KINERJA MENGGUNAKAN PENDEKATAN *STRENGTH BASED MANAGEMENT* (Studi Kasus di PT. LIMA WIRA WISESA)

Paradigma lama menekankan pengelolaan kinerja pada proses penilaian kinerja. Pada proses ini pihak pimpinan dan karyawan hanya berfokus pada aktivitas mengisi form penilaian kinerja di akhir periode tertentu. Sementara paradigma baru sistem manajemen kinerja lebih melihat pengelolaan kinerja di dalam organisasi sebagai suatu proses terus menerus dan berkesinambungan. Melihat besarnya manfaat sebuah sistem manajemen kinerja bagi kelangsungan bisnis perusahaan, menyebabkan konsep ini menarik untuk dianalisis dan dikembangkan sesuai dengan kebutuhan dan kondisi yang diharapkan oleh organisasi. Oleh karenanya, penulis berinisiatif untuk melakukan kajian lengkap mengenai konsep rancangan sistem manajemen kinerja, yang kemudian rancangan itu dinamai penulis dengan istilah “Sistem Manajemen Kinerja Berbasis Kekuatan”.

Usaha untuk membuat sebuah sistem manajemen kinerja yang efektif sangat diperlukan PT. Limawira Wisesa, dikarenakan sistem yang saat ini diterapkan masih menggunakan paradigma lama (konvensional). Dikatakan efektif adalah apabila sistem tersebut memenuhi kriteria-kriteria dari sistem manajemen kinerja modern, misalnya yang ditawarkan oleh Cascio (2004), dimana dikatakan sistem efektif jika sistem tersebut *relevance*, *sensitivity*, *reliability*, *acceptibility*, dan *practically*. Keterkaitan manajemen kinerja dengan strategi bisnis, memiliki tolok ukur yang jelas, menempatkan peran karyawan pada potensinya, komunikasi antara pimpinan dan karyawan, dan disertai evaluasi yang terus menerus, menjadi aktivitas-aktivitas penting dalam sistem tersebut.

Istilah *Strength Based Management* pertama kali diperkenalkan oleh The Gallup Organization” yang dibidani oleh Dr. Donald Clifton. Dewasa ini konsep *strength based management* sudah dikenal luas aplikasinya di dunia. Di Indonesia, konsep *strength based* banyak diperkenalkan dan dikembangkan oleh Ir. Rama Royani dari LeadPro Consulting.

Konsep ini menekankan kepada pentingnya mengenal individu, fokus pada potensi kekuatan, mendefinisikan hasil yang tepat dan menemukan peran yang cocok. Dengan berfokus pada kekuatan membuat karyawan lebih dihargai dan suasana lebih produktif. Ikatan emosi banyak digali dan dikembangkan dalam sistem yang berbasis *strength based management*.

Komitmen dan keyakinan tetap menjadi hal yang penting untuk dikembangkan oleh manajemen perusahaan sebelum dan selama pelaksanaan *strength based management*, sehingga pada akhirnya akan terbentuk organisasi yang berbasis kekuatan (*Strength Based Organisation*) yang menghargai kekuatan dari masing-masing entitas di dalamnya.