

ABSTRAK

Menghadapi tingkat persaingan bisnis yang semakin ketat, maka perusahaan harus mempersiapkan diri menghadapi tantangan demi keberhasilan perusahaan. Keberhasilan organisasi sangat ditentukan oleh kualitas orang-orang yang bekerja di dalamnya. Penelitian ini mengidentifikasi kebutuhan standard kompetensi jabatan bagi peneliti yang berkinerja superior di Unit R & D PT Kimia Farma (Persero) Tbk. Penelitian ini bertujuan (1) untuk mengetahui kompetensi peneliti melalui identifikasi kebiasaan yang diprediksi menghasilkan kinerja peneliti superior, (2) untuk menganalisis kompetensi peneliti yang memiliki kinerja unggul sebagai dasar penempatan dan pengembangan peneliti di Unit R&D PT Kimia Farma (Persero) Tbk. Penelitian ini dimulai dengan memprediksi kebutuhan kompetensi jabatan peneliti yang dibutuhkan sesuai tanggung jawab utama, wewenang, indikator prestasi, spesifikasi jabatan peneliti. Selanjutnya disusun Instrumen Penelitian berupa kuesioner kompetensi peneliti serta kebutuhan pengetahuan/keterampilan untuk menjalankan penelitian. Jumlah responden 20 orang terdiri dari peneliti R&D lulusan S1 (17 orang) dan S2 (3 orang) yang telah bekerja ≤ 5 tahun (5 orang) dan > 5 tahun (15 orang). Metode analisis data yang digunakan adalah analisa secara statistik menggunakan *Cronbach alpha*, *Hierarchical Cluster* serta *Mann-Whitney U Test* dengan bantuan program SPSS 18.

Dari penelitian ini diidentifikasi adanya 4 kompetensi pembeda antara peneliti unit R&D PT Kimia Farma (Persero) Tbk yang diprediksi berkinerja *superior* dengan *average* yaitu *Learning Adaptability*, *Concern for Order*, *Initiative* dan *Developing Organizational Talent*. Keputusan seleksi dan penempatan berdasar prosentase *Fit* antara kebutuhan kompetensi jabatan dengan kompetensi individu melalui penilaian terhadap ke empat kompetensi pembeda. Prosentase *Fit* peneliti *superior* lebih besar dari yang *average*.

Keyword: Kompetensi minimum (*threshold*), kompetensi pembeda (*differentiation*), kinerja unggul (*superior*), kinerja rata-rata (*average*), *hard competency*, *soft competency*.

ABSTRACT

Facing the intensifies business competition, the company must prepare themselves to face the challenges for the success of the company. The success of an organization is determined by the quality of the people who work in it. This study identifies the needs of the standards job competency for superior performance researchers in R & D unit of PT Kimia Farma (Persero) Tbk. The purpose of this research are (1) To determine the competency of researchers through the identification of predictable habits that result in the superior performance of the researcher, (2) To analyze the competency of researchers who have superior performance as the basis for the placement and development of researchers in R & D, PT Kimia Farma (Persero) Tbk.

This study is began by predicting the researcher job competencies which are required in accordance primary responsibility, authority, performance indicators, researcher position specifications. The research instrument was composed as a questionnaire of researchers and the needs of the knowledge competencies / skills to carry out the research. The number of respondents are 20 people consisting of researchers S1 graduates (17 people) and S2 (3 people), who have worked ≤ 5 years (5 people) and > 5 years (15 people). Data analysis method is statistically analyzed using Cronbach's alpha, Hierarchical Cluster and Mann-Whitney U test with SPSS 18.

From this study identified the presence of 4 distinguishing competency between researchers that predicted has superior performance and the average are Learning Adaptability, Concern for Order, Initiative and Developing Organizational Talent. Selection and placement decisions based on the percentage of fit between the needs of the job competency through an assessment of the individual's competence to four distinctive competence. The Fit percentage of superior researchers are greater than the average.

Keyword: Threshold Competency, Differentiation Competency, Superior Performance, Average Performance, Hard competency, Soft competency.