

**ANALISIS KEBUTUHAN KINERJA KARYAWAN DEPARTEMEN
OPERATION DI PT WIRANA JAYATAMA ABADI**

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis kebutuhan apa saja yang muncul sebagai upaya dalam meningkatkan kinerja departemen *Operation* di PT Wirana Jayatama Abadi. Model yang digunakan dalam penelitian ini adalah model 3 Fase *Needs Assessment* oleh Witkins dan Altschuld. Model ini terdiri dari 3 fase utama yakni *Preassessment*, *Assessment*, dan *Postassessment*. Setiap fase terdapat beberapa langkah yang kemudian disesuaikan dengan tujuan penelitian. Langkah-langkah tersebut adalah mengkaji ruang lingkup penelitian dan isu utama kinerja, mengidentifikasi kondisi aktual, menentukan kondisi kinerja ideal, mengidentifikasi kesenjangan antara kondisi ideal dan aktual, menentukan kebutuhan kinerja yang muncul, dan merekomendasikan sejumlah alternatif solusi. Instrumen penelitian yang digunakan berupa angket, wawancara, dan dokumentasi. Informan pada penelitian adalah 1 kepala departemen, 6 staff, 1 validator, dan 1 ahli materi. Hasil dari penelitian ini yaitu dari tiga belas aspek yang telah sesuai dengan indikator kinerja terkait pelaksanaan tugas dan fungsi pekerjaannya, terdapat sepuluh aspek yang dinyatakan ideal. Selain aspek tersebut, tiga aspek lainnya memiliki kesenjangan pada pelaksanaannya, sehingga memunculkan berbagai kebutuhan kinerja yang membutuhkan upaya tindak lanjut agar dapat membantu peningkatan kinerja departemen *Operation*. Rekomendasi solusi yang diberikan dengan intervensi instruksional berupa program pelatihan, *focus group discussion*, sosialisasi, dan penggunaan *job aids*. Sedangkan pendekatan secara non-instruksional berupa kegiatan *coaching*, *mentoring*, *sharing session*, petunjuk teknis, serta bimbingan *reward and recognition* dan supervisi dari atasan.

Kata Kunci: Analisis Kebutuhan, Peningkatan Kinerja, *3 Phase Needs Assessment*, Intervensi Instruksional dan Non-Instruksional.

**EMPLOYEE PERFORMANCE ANALYSIS OF OPERATION DEPARTMENT
AT PT WIRANA JAYATAMA ABADI**

2019

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ABSTRACT

This research aimed to analyze what needs that arised as an effort for improving Operation department's performance of PT Wirana Jayatama Abadi. The models used in this study were 3 phase Needs Assessment models by Witkins and Altschuld. This Model consisted of 3 main phases, namely Preassessment, Assessment, and Postassessment. Each phase were adapted to the research objectives. The steps are to identify the scope research and the main of performance issues, to identify actual conditions, to determine ideal performance conditions, to identify the gaps between ideal conditions and actual conditions, to determine the performance requirements appears, and to find some recommendation of alternative solutions. The instruments used are questionnaire, interviews, and documentation study. The informant in the study was 1 department head, 6 staff, 1 validator, and 1 material expert. The results of this study were from thirteen aspects that have been according with the performance indicators related to the implementation of tasks and functions of the work, there were ten aspects that are stated ideal. In addition to these aspects, three other aspects had some gaps in the implementation, thus brought out a variety of performance needs requiring follow-up efforts in order to help improve the performance of the Operation department. Recommendation of solutions provided with an instructional intervention in the form of training programs, focus group discussion, socialization, and use of job aids. While the approach of non-instructional activities such as coaching, mentoring, sharing session, technical guidance, as well as guidance on reward and recognition and supervision of superiors.

Keywords: needs analysis, improving performance, 3 Phase Needs Assessment, instructional and Non-instructional intervention.