

ABSTRAK DAN ABSTRACT

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DESIGN AND IMPLEMENTATION OF PERFORMANCE MANAGEMENT SYSTEM OF PT RUKUN RAHARJA TBK, 2022-2023

PT. Rukun Raharja, Tbk. (PT. RAJA) is one of the companies engaged in the oil and gas sector and plans to expand into renewable energy and upstream oil and gas supporting businesses. The aim of the research is to develop a performance management system improvement design at PT. RAJA. This type of research is applied research with qualitative methods. The theoretical approach to business typology and HRM strategy uses Miles and Snow (1984) and the theoretical approach to performance management uses Grote (1996), Armstrong (2006), Rao (2012), Aguinis (2014), and Spencer & Spencer (1993). The research is limited to the Business Development Department and Finance Department for Manager and Staff level at PT. RAJA as a research project pilot. Data collection methods used include interviews, surveys, document studies and literature studies. The interviewees included Directors of Business Development, Directors Finance and Business Support, Manager of Human Resources, Manager of Corporate Secretary, Manager of Tax and Accounting and the survey was distributed to all employees of PT. RAJA. Based on the results of interviews, it is known that the business typology of PT. RAJA is a typology analyzer, the company does not yet have a KPI (Key Performance Indicator) at the individual level, there is no performance review policy and there is no benchmark in performance appraisal. Based on the results of survey and document studies, it is known that performance management at PT. RAJA needs minor improvements, especially at the follow-up stage. The direction of the performance management system of PT. RAJA is the need for improvements in performance management system form, the preparation of performance management guidelines, and to correlate the level of individual achievement with the compensation received. The performance management system improvement design was then implemented at PT. RAJA which includes the stages of pre-implementation, implementation as well as evaluation and monitoring on an ongoing basis.

Keywords: Business Typology, Human Resource, Human Resources Management Strategy, Performance Management, Performance Management System Direction.

ABSTRAK

RANCANGAN SISTEM MANAJEMEN KINERJA DAN IMPLEMENTASI PT RUKUN RAHARJA TBK TAHUN 2022-2023

PT. Rukun Raharja, Tbk. (PT. RAJA) merupakan salah satu perusahaan yang bergerak di bidang minyak dan gas serta berencana untuk ekspansi ke bidang energi terbarukan dan bisnis pendukung hulu migas. Penelitian bertujuan menyusun rancangan perbaikan sistem manajemen kinerja di PT. RAJA. Jenis penelitian berupa penelitian terapan dengan metode kualitatif. Pendekatan teori tipologi bisnis dan strategi MSDM menggunakan Miles dan Snow (1984) serta pendekatan teori manajemen kinerja menggunakan Grote (1996), Armstrong (2006), Rao (2012), Aguinis (2014), dan Spencer & Spencer (1993). Penelitian dibatasi pada unit kerja *Business Development* dan *Finance* level Manajer dan Staf pada PT. RAJA sebagai pilot proyek penelitian. Metode pengumpulan data yang digunakan meliputi wawancara, survei, studi dokumen dan studi pustaka. Pihak yang diwawancara meliputi Direksi *Business Development*, Direksi *Finance and Business Support*, Manajer *Human Resource*, Manajer *Corporate Secretary*, Manajer *Tax and Accounting* dan survei disebarkan kepada seluruh karyawan PT. RAJA. Berdasarkan hasil wawancara, diketahui tipologi bisnis PT. RAJA adalah tipologi *analyzer*, perusahaan belum memiliki KPI (*Key Performance Indicator*) pada level individu, belum terdapat kebijakan peninjauan kinerja dan belum terdapat tolak ukur dalam penilaian kinerja. Berdasarkan hasil survei dan studi dokumen, diketahui tahapan proses manajemen kinerja di perusahaan perlu dilakukan perbaikan *minor*, terutama pada tahap tindak lanjut. Arahan sistem manajemen kinerja PT. RAJA diantaranya adalah perlu dilakukan perbaikan pada *form* sistem manajemen kinerja, penyusunan pedoman manajemen kinerja, serta mengkorelasikan tingkat pencapaian individu terhadap kompensasi yang diterima. Rancangan perbaikan sistem manajemen kinerja kemudian diimplementasikan di PT. RAJA yang meliputi tahap pra-implementasi, implementasi serta evaluasi dan monitoring secara berkelanjutan.

Kata kunci: Arahan Sistem Manajemen Kinerja, Manajemen Kinerja, Strategi Manajemen Sumber Daya Manusia, Sumber Daya Manusia, Tipologi Bisnis.