

	UNIVERSITAS AHMAD DAHLAN FAKULTAS PSIKOLOGI PROGRAM STUDI PSIKOLOGI				Kode Dokumen: FM-UAD-PBM-08-02/R1	
RENCANA PEMBELAJARAN SEMESTER						
Mata Kuliah	Kode Mata Kuliah	Rumpun Mata Kuliah	Bobot (SKS)		Semester	Tanggal Penyusunan
	221360220	ODIP	T = 2	P = 0	Genap/6	28 Februari 2023
Pengesahan	Dosen Pengembangan RPS		Koordinator RMK		Kaprodi	
	Dra. Siti Mulyani.,M.Si		Dr. RR Erita Yuliasesti Diah Sari, S.Psi., M.Si.		Difa Ardiyanti, S.Psi., M.Psi., Psikolog	
Capaian Pembelajaran	CPL-Prodi yang dibebankan pada mata kuliah					
	CPL (S)					
	CPL (8)	Mampu memahami konsep intervensi non-klinis berdasarkan prinsip-prinsip perubahan tingkah laku pada individu, kelompok, organisasi, dan komunitas/masyarakat				
	CPL (KU)					
	CPL (KK)	Mampu menganalisis persoalan psikologis dan melakukan intervensi non klinis untuk melakukan perubahan perilaku pada individu, kelompok, organisasi dan komunitas/masyarakat sesuai kode etik psikologi Indonesia				
	Capaian Pembelajaran Mata Kuliah (CPMK)					
	CPMK 1	Mampu menjelaskan konsep peran dan aktivitas-aktivitas dari fungsi pengelolaan Sumber Daya manusia yang meliputi perencanaan, perekrutan, seleksi, pelatihan, penilaian kinerja,dan kompensasai				
	CPMK 2	Mampu mengaplikasikan beberapa teori fungsi MSDM sebagai intervensi non klinis (rekrutmen dan seleksi, pelatihan dan penilaian kinerja) pada suatu organisasi.				
	Kemampuan akhir tiap tahapan belajar (Sub-CPMK)					
	Sub-CPMK1	Menjelaskan fungsi dan peran Manajemen Sumber Daya Manusia dalam menentukan efektivitas dan daya saing perusahaan.				
	Sub-CPMK 2	Menjelaskan persiapan Sumber Daya manusia mulai dari perencanaan, analisis Pekerjaan, rekrutmen dan seleksi karyawan				
	Sub-CPMK 3	Menjelaskan konsep Penilai dan pengembangan SDM				
	Sub-CPMK 4	Mampu membuat rancangan intervensi MSDM meliputi rekrutmen dan seleksi, pelatihan serta penilaian kinerja pada suatu organisasi				
	Korelasi CPMK terhadap Sub-CPMK					

	3. Penilaian ,Pengembangan SDM dan sistim imbalan dari berbagai perspektif keislaman (25) 4. Rancangan Intervensi MSDM (30)
Pustaka	Utama:
	1. Noe., Raymond A., John R., Hollenbeck., Barry G. & Patrick M.W. (2010). Manajemen Sumber Daya Manusia Mencapai Keunggulan Bersaing. Jakarta: Salemba Empat
	2. Mondy, R.W (2008). Manajemen Sumber Daya Manusia . Erlangga
	Pendukung
	3. Riggio, Ronald, (2013). <i>Introduction to Industrial / Organiation Psychology</i> . New Jersey United Stated. Pearson Education Inc.
	4. Amstrong, M (2006). Handbook Human Resource Management Practice. London and Philadepia. Kogan Page
Dosen Pengampu	1. Dra Siti Mulyani.,M.Si 2. Dian Fithriwati Darusmin, S.Psi., M.A., Psikolog 3. Dr. Aulia, S.Psi., M.Psi.,MM. 4. Dewi Handayani Harahap, S.Psi, M.Psi
Mata Kuliah Prasyarat	1345330 Perilaku Organisasi

Minggu ke-	Kemampuan yang diharapkan (Sub-CPMK)	Bahan kajian/Materi pembelajaran	Bentuk, metode pembelajaran dan pengalaman belajar	Waktu (menit)	Penilaian		
					Teknik	Indikator	Bobot (%)
1,2, 3	Sub-CPMK 1-1 Memahami fungsi dan peran Manajemen Sumber Daya Manusia dalam menentukan Efektivitas dan daya saing perusahaan	RPS Kontrak Belajar Manajemen Sumber Daya Manusia : Mencapai Keunggulan Bersaing Noe dkk 2010	Pertemuan 1 : Mhs menyimak penjelasan dosen mengenai alur dan garis besar materi perkuliahan Mendiskusikan kontrak belajar bersama Membentuk kelompok tugas untuk satu semester Mhs menyimak dan penjelasan tentang fungsi MSDM dan Tanggung jawab dan Peran Dept SDM Pertemuan 2 : Mahasiswa menyimak penjelasan Dosen mengenai Manajemen SDM Startegik Penjelasan Kasus Pertemuan 3 : Kuliah dosen tamu sebagai overview konsep MSDM dalam aplikasi di perusahaan. Mhs memahami penjelasan dari dosen tamu	PB (8X50) PT (8x60) KM (8x60)	KUIS 1/UTS	Ketepatan jawaban	5 %
					Mhsa membuat summary dari dosen tamu	mampu membuat kesimpulan yang komprehensif	10 %
4,5,6,7	Sub -CPMK 1-2 :		Pertemuan 4:	PB	ETS (perencanaan	ETS (4 materi)	30%

	Memahami dan menjelaskan bagaimana Memhami dan mempersiapkan Sumber Daya manusia mulai dari perencanaan, analisis Pekerjaan, rekrutmen dan seleksi karyawan	Persiapan Manajemen Sumber Daya manusia Noe dkk 2010 dan Mondy (2008)	• Mahasiswa memahami penjelasan dosen tentang overview perencanaan SDM (PB) • Mahasiswa mempelajari literatur tentang perencanaan SDM . (KM) • Mahasiswa menyimpulkan poin inti tentang analisis jabatan dari literatur dengan mengerjakan UTS (PB) Pertemuan 5 : • Mahasiswa memahami penjelasan dosen tentang overview analisis jabatan dalam MSDM (PB) • Mahasiswa mempelajari literatur tentang analisa jabatan. (KM) • Mahasiswa menyimpulkan poin inti tentang analisis jabatan dari literatur dengan mengerjakan UTS (PB). Pertemuan 6: • Mahasiswa memahami penjelasan dosen tentang overview rekrutmen (PB) • Mahasiswa mempelajari literatur tentang rekrutmen. (KM) • Mahasiswa menyimpulkan poin inti tentang rekrutmen dengan mengerjakan UTS (PB) Pertemuan Ke 7 • overview seleksi jabatan dalam MSDM (PB) • Mahasiswa mempelajari	(6X50) PT (6x60) KM (6x60)	SDM,analilis jabatan, rekrutmen dan seleksi		
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			literatur tentang seleksi . (KM) • Mahasiswa menyimpulkan poin inti tentang seleksi dengan mengerjakan KUTS (PB)				
8	Ujian Tengah Semester						
9,10	Sub-CPMK 1-3 Memahami Penilaian dan Pengembangan SDM	Penilaian dan Pengembangan Karyawan	Pertemuan 9: • Mahasiswa memahami penjelasan dosen tentang overview Penilaian kinerja (PB) • Mahasiswa mempelajari literatur tentang perencanaan SDM . (KM) • Mahasiswa menyimpulkan poin inti tentang penilaian kinerja dari literatur dengan mengerjakan UAS (PB) Pertemuan 10 : • Mahasiswa memahami penjelasan dosen tentang overview Pelatihan (PB) • Mahasiswa mempelajari literatur tentang Pelatihan. (KM) • Mahasiswa menyimpulkan poin inti tentang Pelatihan dari literatur dengan mengerjakan UAS (PB). • Penjelasan tugas pembuatan rancangan. rekrutmem dan Seleksi, Pelatihan dan penilaian kinerja • Tema diundi dan dikerjakan secara kelompok	PB (4X50) PT (4x60) KM (4x60)	EAS Penilaian dan Pengembangan (perencanaan)	UTS (2 materi)	15%

11-12	Sub -CPMK 1-3	Kompensasi	Pertemuan 11 -12 • Mahasiswa memahami penjelasan dosen tentang overview kompensasi (PB) • Mahasiswa mempelajari literatur tentang kompensasi . (KM) • Mahasiswa menyimpulkan poin inti tentang kopensasi dari literatur dengan mengerjakan UAS (PB)	PB (4X50) PT (4x60) KM (4x60)	EAS (kompensasi)	EAS (1 materi)	10
13, 14, 15	Sub-CPMK 4 Mampu membuat rancangan intervensi MSDM meliputi rekrutmen dan seleksi, pelatihan serta penilaian kinerja pada suatu organisasi	Penugasan pembuatan Rancangan	Pertemuan 12, 13, 14 • Mahasiswa mempresentasikan tugas intervens sesuai tema yang terpilih • Diskusi	PB (6X50) PT (6x60) KM (6x60)	Tugas Kelompok : Rancangan Rekrutment dan seleksi; pelatihan dan penilaian kinerja	Ketepatan metode recruitment yang dipilih berdasarkan karakteristik kasus Kreatifitas presentasi Kejelasan presentasi Kontribusi dalam tim	30 %
16	Ujian Akhir Semester						



PERFORMANCE APPRAISAL (and Performance Management)



Further Reading :

- Riggio, R.E. (2017). Introduction to Industrial/Organizational Psychology (7th ed.). Routledge.
<https://doi.org/10.4324/9781315620589>

(Chapter 6)

- Noe, R. A., Hollenbeck, J. R., Gerhart, B. A., & Wright, P. M. (2017). *Fundamentals of human resource management* (7th ed.). McGraw-Hill Education.

(Chapter 8)





Bedakan !!

Performance Management VS Performance Appraisal



PERFORMANCE MANAGEMENT

Goal oriented process directed toward ENSURING that organizational processes ARE IN PLACE to MAXIMIZE PRODUCTIVITY of employees, teams and ultimately the organization.



Performance Appraisal

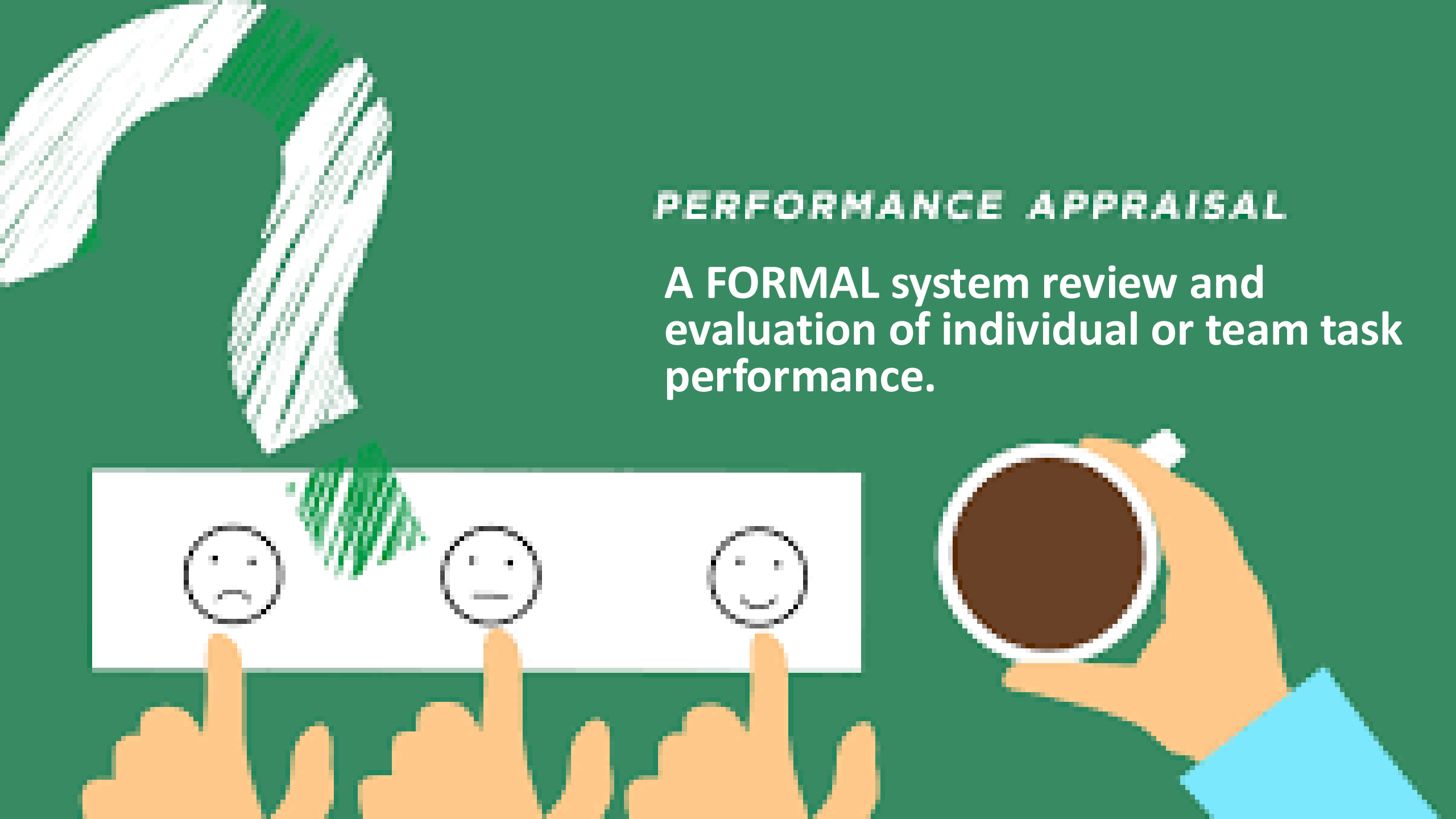
PERFORMANCE MANAGEMENT



Compensation

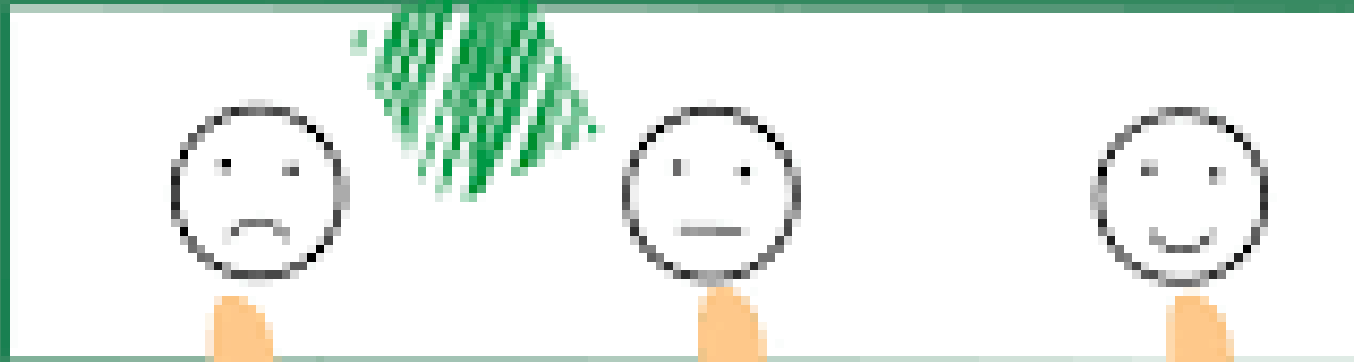


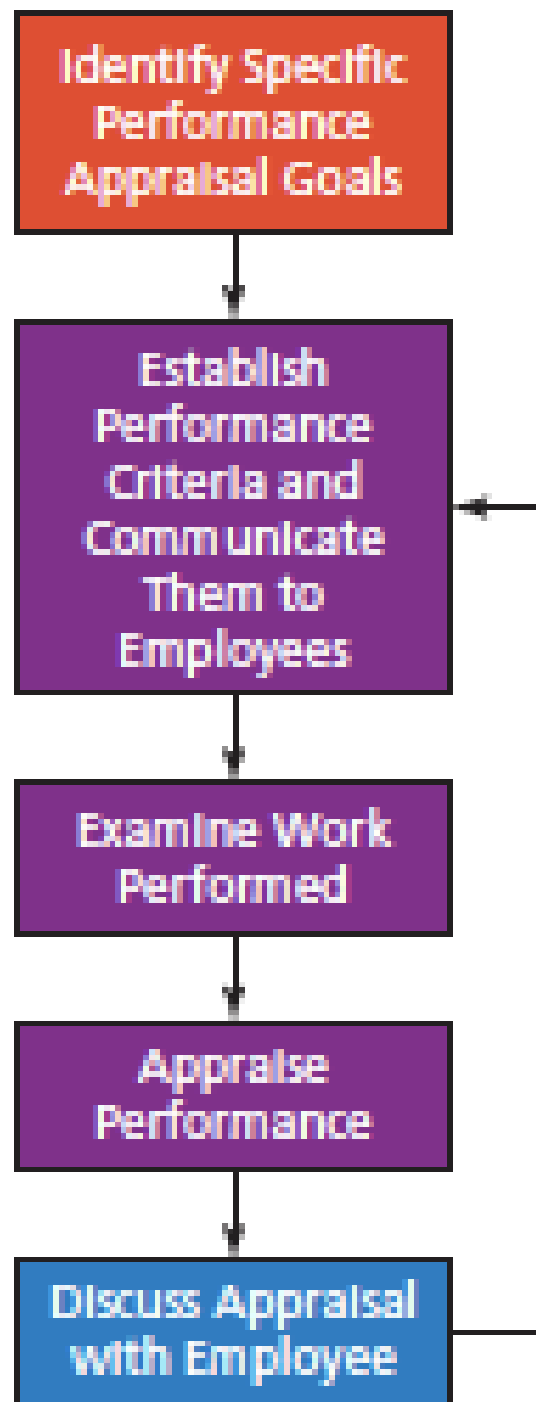
Training



PERFORMANCE APPRAISAL

A **FORMAL** system review and evaluation of individual or team task performance.





PERFORMANCE APPRAISAL PROCESS

The Purposes/Goals of PA

For the Worker:
means of reinforcement (praise, pay raises)
career advancement (promotions, increased responsibility)
information about work goal attainment
source of feedback to improve performance
can lead to greater job engagement
For the Supervisor:
basis for making personnel decisions (promotions, firings, etc.)
assessment of workers' goal attainment
opportunity to provide constructive feedback to workers
opportunity to interact with subordinates
For the Organization:
assessment of productivity of individuals and work units
validation of personnel selection and placement methods
means for recognizing and motivating workers
source of information for personnel training needs
evaluation of the effectiveness of organizational interventions (e.g., training programs, system changes, etc.)

Establish Performance Criteria (Standards)

Criteria : Ukuran yang digunakan untuk menentukan kesuksesan maupun ketidaksuksesan kinerja



Subjective Performance Criteria

Pengukuran aspek-aspek yang sulit dinilai secara objektif. Pengukuran ini biasanya dilakukan oleh seseorang yg knowledgeable, misal atasan

Contoh : kemampuan manajerial



Objective Performance Criteria

Pengukuran aspek yang dengan mudah dikuantifikasi dan jelas satuan ukurnya

Contoh : jumlah unit terjual

Contoh Objective Performance Criteria

Job Title	Measure
Social worker	Number of clients helped, number of people diagnosed
Real estate agent	Number of houses sold
Customer service (telephone)	Number of people helped, number of complaints received
Cashier	Number of products purchased, people helped
Hotel maid	Number of rooms cleaned, towels replaced
Truck driver	Miles driven, weight of cargo carried, amount of time taken per trip
Aircraft maintenance worker	Number of planes serviced
Receptionist	Number of people checked in, appointments scheduled
Cabinet worker	Number of cabinets made
Fast-food cook	Number of burgers cooked, amount of time to cook burger
Bartender	Number of drinks served, amount of tips given
Bill collector	Amount of debt collected, number of people contacted
Hair stylist	Number of haircuts given
Pharmacy technician	Number of prescriptions filled
Telemarketer	Number of people called, number of rejections received



Waktunya berlatih..

Tentukan termasuk kriteria apa:

1. Keterampilan interpersonal
2. Jumlah kesalahan input data
3. Waktu penyelesaian pekerjaan
4. Tingkat kualitas pelaporan SDM bulanan

RESPONSIBILITY FOR PERFORMANCE APPRAISAL

Immediate
Supervisor

Subordinates



APPRAISER

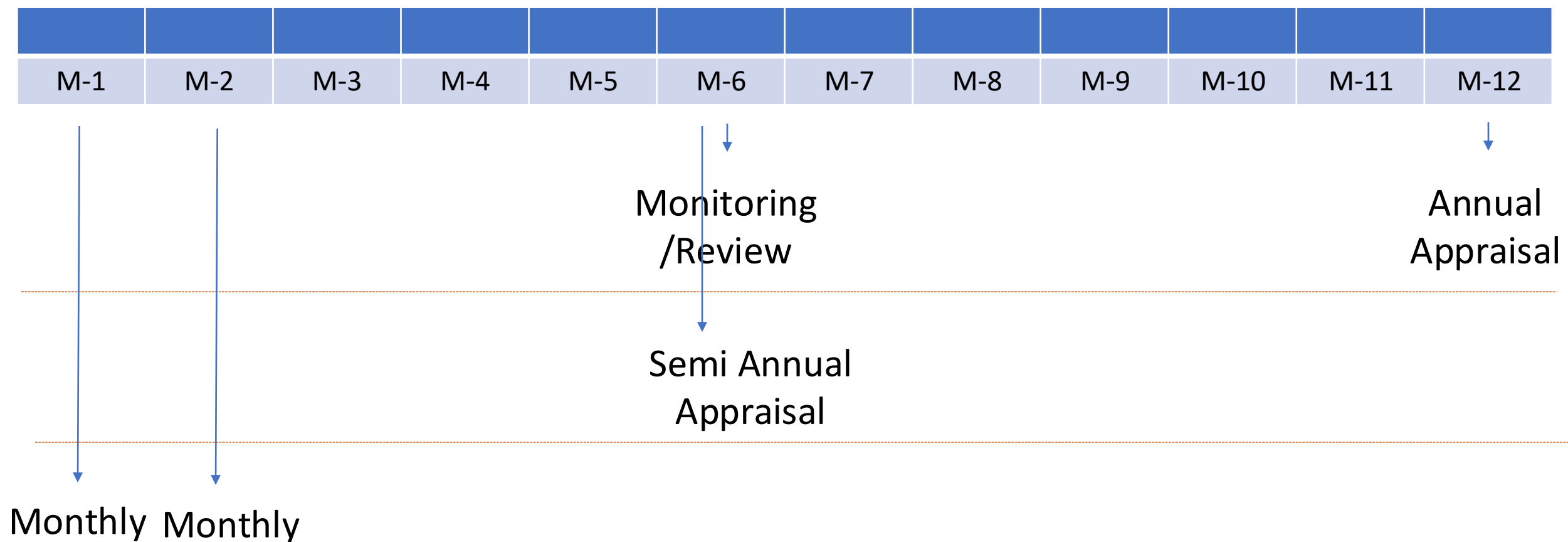
Customer
appraisal

360-Degree
Feedback

Self appraisal

Peers and
team members

PERFORMANCE APPRAISAL PERIOD



CHOOSING PA METHOD



1 Trait Systems

Raters akan diminta untuk mengevaluasi karakteristik sifat masing-masing karyawan

<i>Employee's Name:</i>	<i>Employee's Position:</i>
<i>Supervisor's Name:</i>	<i>Review Period:</i>

Instructions: For each trait, circle the phrase that best represents the employee.

- Diligence
 - outstanding
 - above average
 - average
 - below average
 - poor
- Cooperation with others
 - outstanding
 - above average
 - average
 - below average
 - poor
- Communication skills
 - outstanding
 - above average
 - average
 - below average
 - poor
- Leadership
 - outstanding
 - above average
 - average
 - below average
 - poor
- Decisiveness
 - outstanding
 - above average
 - average
 - below average
 - poor

1 Trait Systems

Keterbatasan sistem ini :

- Sistem ini memiliki tingkat subjektivitas yang tinggi
- Sistem ini menilai seseorang berdasarkan factor kepribadian subjektif daripada berdasarkan data kinerja yang bersifat objektif
- Meskipun trait mempengaruhi perilaku, namun, perilaku tidak seluruhnya dipengaruhi oleh trait

2 Comparison Systems

Metode penilaian kinerja yang mengharuskan rater untuk menilai kinerja seorang karyawan dibandingkan dengan karyawan lainnya

Alternatif model penilaian untuk sistem ini antara lain :

- Force distribution method
- Paired comparison method

2

Comparison Systems - Force distribution method

Instructions: You are required to rate the performance for the previous 3 months of the 15 workers employed as animal keepers to conform with the following performance distribution:

- 15 percent of the animal keepers will be rated as having exhibited poor performance.
- 20 percent of the animal keepers will be rated as having exhibited below-average performance.
- 35 percent of the animal keepers will be rated as having exhibited average performance.
- 20 percent of the animal keepers will be rated as having exhibited above-average performance.
- 10 percent of the animal keepers will be rated as having exhibited superior performance.

Use the following guidelines for rating performance. On the basis of the five duties listed in the job description for animal keeper, the employee's performance is characterized as:

- *Poor* if the incumbent performs only one of the duties well.
- *Below average* if the incumbent performs only two of the duties well.
- *Average* if the incumbent performs only three of the duties well.
- *Above average* if the incumbent performs only four of the duties well.
- *Superior* if the incumbent performs all five of the duties well.

2

Comparison Systems - Force distribution method

Penilaian yang “memaksa” untuk mendistribusikan penilaian seluruh karyawan ke seluruh level/range penilaian



Tidak cocok diterapkan bila organisasi mendorong teamwork
Memaksa untuk menempatkan karyawan tidak pada level-nya
Dapat mengganggu hubungan manajemen-karyawan



Meminimalisir kecenderungan atasan untuk menilai bawahannya pada kategori baik saja

2

Comparison Systems - Paired Comparison

Instructions: Please indicate by placing an X which employee of each pair has performed most effectively during the past year.

X	<i>Bob Brown</i>	X	<i>Mary Green</i>
	<i>Mary Green</i>		<i>Jim Smith</i>
X	<i>Bob Brown</i>		<i>Mary Green</i>
	<i>Jim Smith</i>	X	<i>Allen Jones</i>
	<i>Bob Brown</i>		<i>Jim Smith</i>
X	<i>Allen Jones</i>	X	<i>Allen Jones</i>

2

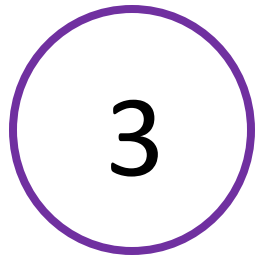
Comparison Systems - Paired Comparison

Atasan membandingkan masing-masing karyawan dengan karyawan lainnya untuk menentukan siapa yang berkinerja lebih baik di masing-masing pasangan

Mendorong penilaian subjektif yang dapat meningkatkan kemungkinan rater errors dan bias

Tidak cocok untuk kelompok besar yang memiliki banyak jenis pekerjaan/tugas

Cocok untuk kelompok kecil yang mengerjakan tugas yang sama/serupa



Behavioral Systems

Metode yang berfokus/menilai perilaku yang dapat menjadi pembeda antara kinerja yang berhasil dan yang gagal.

Tiga jenis behavioral system dasar yang biasanya digunakan :

- Critical incident technique
- Behaviorally Anchored Rating Scale
- Behavioral Observation Scale

3

Behavioral Systems – Critical Incident Technique

Teknis ini mensyaratkan pemegang jabatan dan atasan untuk mengidentifikasi peristiwa kerja yang membedakan antara kinerja sukses dan gagal

Instructions: For each description of work behavior, circle the number that best describes how frequently the employee engages in that behavior.

- | | | | | |
|--|--------------|-----------|--------------|------------|
| 1. The incumbent removes manure and unconsumed food from the animal enclosures. | | | | |
| 1 | 2 | 3 | 4 | 5 |
| Never | Almost never | Sometimes | Fairly often | Very often |
| 2. The incumbent haphazardly measures the feed items when placing them in the animal enclosures. | | | | |
| 1 | 2 | 3 | 4 | 5 |
| Never | Almost never | Sometimes | Fairly often | Very often |
| 3. The incumbent leaves refuse dropped by visitors on and around the public walkways. | | | | |
| 1 | 2 | 3 | 4 | 5 |
| Never | Almost never | Sometimes | Fairly often | Very often |
| 4. The incumbent skillfully identifies instances of abnormal behavior among the animals, which represent signs of illness. | | | | |
| 1 | 2 | 3 | 4 | 5 |
| Never | Almost never | Sometimes | Fairly often | Very often |

3

Behavioral Systems – Behaviorally Anchored Rating Scales

Metode yang menggabungkan antara CIT dengan model rating. Pada BARS, pada setiap level penilaian akan didefinisikan “perilaku yang diharapkan”

BARS for Factor: Ability to Present Positive Company Image

Clearly Outstanding Performance:	Makes excellent impression on college recruits. Carefully explains positive aspects of the company. Listens to applicant and answers questions in a very positive manner.
Excellent Performance:	Makes good impression on college recruits. Answers all questions and explains positive aspects of the company. Answers questions in a positive manner.
Good Performance:	Makes a reasonable impression on college recruits. Listens to applicant and answers questions in knowledgeable manner.
Average Performance:	Makes a fair impression on college recruits. Listens to applicant and answers most questions in a knowledgeable manner.
Slightly Below Average Performance:	Attempts to make a good impression on college recruits. Listens to applicants but at times could be expected to have to go to other sources to get answers to questions.
Poor Performance:	At times makes poor impression on college recruits. Sometimes provides incorrect information to applicant or goes down blind avenues before realizing mistake.
Very Poor Performance:	Even with repeated instructions continues to make a poor impression. This interviewer could be expected to turn off college applicant from wanting to join the firm.

3

Behavioral Systems – Behavioral Observation Scale

Memberikan ilustrasi mengenai insiden (atau perilaku) positif dari kinerja yang diharapkan untuk macam-macam dimensi pekerjaan

5 represents <i>almost always</i>	95–100% of the time
4 represents <i>frequently</i>	85–94% of the time
3 represents <i>sometimes</i>	75–84% of the time
2 represents <i>seldom</i>	65–74% of the time
1 represents <i>almost never</i>	0–64% of the time

SALES PRODUCTIVITY	ALMOST NEVER			ALMOST ALWAYS	
1. Reviews individual productivity results with manager	1	2	3	4	5
2. Suggests to peers ways of building sales	1	2	3	4	5
3. Formulates specific objectives for each contact	1	2	3	4	5
4. Focuses on product rather than customer problem	1	2	3	4	5
5. Keeps account plans updated	1	2	3	4	5
6. Keeps customer waiting for service	1	2	3	4	5
7. Anticipates and prepares for customer concerns	1	2	3	4	5
8. Follows up on customer leads	1	2	3	4	5

4 Result-Based Systems

Metode penilaian kinerja dimana atasan dan bawahan bersama-sama menyetujui tujuan/target untuk satu periode penilaian

Fokus pada hasil yang dapat diukur, misal : team sales, customer service rating, productivity, produk yang dihasilkan, jumlah kesalahan, dll

Dua pendekatan yang sering digunakan :

- Management by objectives (MBO)
- Work Standard method

4

Result-Based Systems – Management By Objectives

- MBO adalah teknik menentukan tujuan bersama-sama (antara atasan dan bawahan), melakukan monitoring dan menilai hasilnya.
- Tujuan yang ditentukan berdasar pada strategi organisasi

4

Result-Based Systems – Work Standards Method

Metode penilaian kinerja yang membandingkan kinerja karyawan dengan standar yang telah ditentukan sebelumnya/tingkat hasil yang diharapkan

Piecework standard: 15 stitched garments per hour
 Hourly base pay rate awarded to employees when the standard is not met: \$4.50 per hour
 That is, workers receive \$4.50 per hour worked regardless of whether they meet the piecework standard of 15 stitched garments per hour.
 Piecework incentive award: \$0.75 per garment stitched per hour above the piecework standard

	Guaranteed Hourly Base Pay (\$)	Piecework Award (No. of Garments Stitched above the Piecework Standard × Piecework Incentive Award)	Total Hourly Earnings (\$)
First hour	4.50	10 garments × \$0.75/garment = \$7.50	12.00
Second hour	4.50	Fewer than 15 stitched garments, thus piecework award equals \$0	4.50

PROBLEM IN PERFORMANCE APPRAISAL

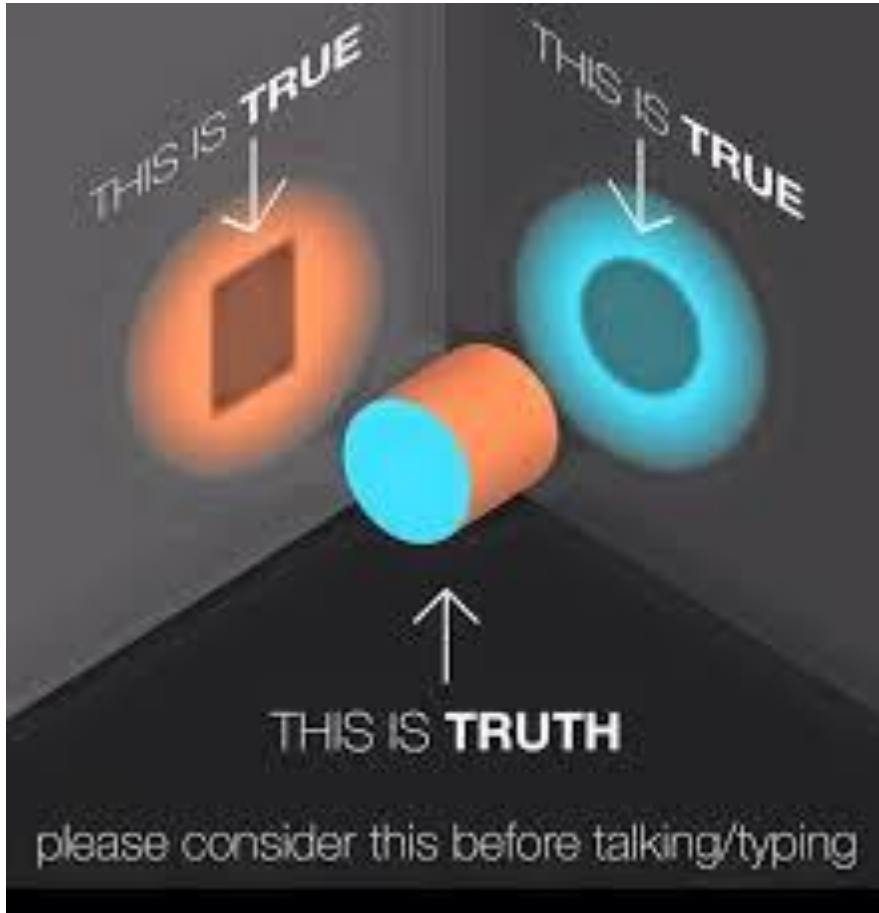
Subjectivity of Performance Evaluation

Appraiser Discomfort



Employee Anxiety

Subjectivity of Performance Evaluation



- Halo Effect
- Recency Effect
- Causal Attribution Error
- Errors of Central Tendency
- Errors of Leniency or strictness
- Personal Bias

Effective Performance Feedback

1. Feedback should be descriptive rather than evaluative.

2. Feedback should be specific rather than general.

3. Feedback should be appropriate, taking into account the needs of the employer, the worker, and the situation.

4. Feedback should be directed toward behavior that the worker can do something about or is able to change.

5. Feedback should be well timed. More immediate feedback is usually more effective.

6. Feedback should be honest rather than manipulative or self-serving.

7. Feedback should be understood by both parties. If necessary, additional input should be sought to enhance and clarify the feedback process.

8. Feedback should be proactive and coactive. When change in past behavior is required, specific directions for change should be provided. Both parties should agree on the need for change and the remedy.

9. Feedback should not be used as an opportunity to criticize or to find fault with the worker. It should be a natural process in the ongoing superior-subordinate relationship.

CHARACTERISTICS OF AN EFFECTIVE APPRAISAL SYSTEM

- Job Related Criteria
- Performance Expectations
- Standardization
- Trained Appraiser
- Continous Open Communication
- Conduct Performance Review
- Due Process

