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DESIGNING PERFORMANCE ASSESSMENT SYSTEMS BASED ON THE METHOD OF THE COMPETENCE OF SPENCER IN THE MATERNAL AND CHILD HOSPITAL MEDAN INDONESIA

Abstract–Indonesia which has exceeded a target close to a decrease in the maternal mortality set is the city of Medan, according to data from the City Health Office, up to the year 2012, there are 8 mothers and children's Hospital or rumahsakitibudananak(RSIA) in the city of Medan. But only 7 RSIA who are willing to participate in this research, namely RSIA Harapanibu, RSIA Sri Ratu, RSIA Salam , RSIA Eva, RSIA Badrul Aini, RISA Azakiyah and RSIA Stella Maris. In order to be able to provide quality service, then any such RSIA, requires a workforce that has the ability to deliver quality service. In the RSIA, role, function and responsibility of midwives is fundamental in the advancement of the hospital, then an increase in the quality of performance in the exercise of his profession is highly demanded by the management of the hospital. Therefore, RSIA in Medan city sued provides quality services, especially the performance of midwives, so research first year performance assessment system has been designed which is compiled based on the competence of Spencer. The purpose of the study in the second year is to validate the draft performance assessment system based on method of Spencer, competence that have been created in the first year. The research hypothesis, there is no difference between the value of the rank before and after applying the performance assessment systems competency based midwife Spencer. Quantitative research with pre and post experimental design. The population of the research was the whole midwife in RSIA Sri Ratu, RSIA Stella Maris, RSIA Salam, RSIA Badrul Aini, RSIA Eva, RSIA Az-Zakiyah and RSIA Harapanibu, totalling 109 people. The technique of sampling, purposive sampling, the sample is taken, based on comparison 2:1.5 (2 people to the highest levels of performance and performance level of 1.5 person average), total sample 35 people midwives and midwife supervisor 7 people in each foreign RSIA. Of the univariate analysis and research results, test the bivariatSahiproWilk and T-Test Dependent or Wilcoxon Test. The Shapiro-Wilk test, Sig before =  $0.005 < \alpha = 0.05$ ; SIG .after =  $0.001 < \alpha = 0.05$ , then the distribution of the data is not normal. Wilcoxon test,  $p = 0.182 > 0.05$ , then there is no difference between the value of the rank before and after

applying the performance assessment systems competency based midwife Spencer. The design of a system of performance assessment method based on competence midwife Spencer, have been made in the first year in the RSIA Sri Ratu, RSIA Stella Maris, RSIA Salam, RSIA BadrulAini, RSIA Eva, and RSIA harapanibu was declared valid. For a Director, to redeem the RSIA performance assessment of midwife this once 6 months and used for recruitment, education, training and promotion of midwives in each RSIA.

### INTRODUCTION

The joint deal made by Indonesia with some of the lowliest of Southeast Asia on November 20, 2007 called "ASEAN CHARTER". One agreement is on economic cooperation that goes in the direction of free trade in both the scale of the regional ASEAN (Association of South East Asian Nations) and APEC (Asia Pacific Economic Cooperation), starting in 2010, which suggests the market mechanism will be dominated by companies or business organizations included in the health services industry, capable of providing service and has high competitiveness in utilizing market opportunities (Paramita , 2012).

The high maternal mortality in Indonesia showed it still poor quality of health services in Indonesia, so the effort decline maternal mortality rate (MMR) as program priorities in health development (Data, 2011). One of the cities in Indonesia that has exceeded the target close to decrease decline maternal mortality rate (MMR) was the city of Medan.

During the 2006-2010 period, maternal mortality in Medan City shows the tendency that fluctuate. In tahun 2006, as many as 20 cases of maternal deaths, the year 2007 has decreased to 6 cases of maternal deaths and years 2010 to 7 cases of maternal deaths (Pemko Medan, 2011). Based on the results of interviews with some of the midwife who had worked in RSIA, midwives often feel, this made during the assessment focused solely on the level of customer satisfaction/patient (Customer Service Orientation), which will affect their value in the eyes of the company. While they haven't felt the assessment of knowledge, abilities, skills and other characteristics, is done by the Hospital where they work. That all midwives are able to give a good performance, then the factors that must be considered is performance assessment, knowledge of Labor will work, limitations and complexity of work, information or instructions that are required to perform work, reward

and punishment (Mejia, Balkin and Cardy, 2001; Rivai and Basri, 2005). There are a variety of models of competence. Hay Consultant who issued 16 generic competencies. Spencer and Spencer using 20 competencies are divided into 6 groups. There is also a model of competence from the LOMA's that issued the 14 core competencies and Specific competencies, 46. However, according to Adnan (2013), in determining the competency model, do not use a lot of competence, because it is difficult to find people who meet the requirements of the position. If possible, do not describe the difference between high achievement average achievement. Therefore, the addition of Spencer's competency as a reference making competence. Competence of employees using Spencer's high achievers as a research participant, so that the standard of competency competency found best owned by employees, who are able to improve the performance of employees. It is supported by a statement Spencer (1993), that the primacy of the competence of Spencer is having 20 factors of competence in the performance appraisal of employees which can measure and improve employee performance. To make the application of the performance appraisal system draft specifically midwives based method competence Spencer has been made in the first year, this type of research is quantitative research with pre and post experimental design. RESEARCH METHODS The type of research that the methods of competence had been made on Spencer's first year, the kind of this research is quantitative research with pre and post experimental design. This research use analysis univariate analysis to describe the results of performance assessment after applied. 2. Analysis of the bivariate for knowing the difference between the value of rank performance assessment before and after applying the performance assessment systems competency based midwife Spencer. Population and sample RSIA Sri Ratu, a midwife was elected numbered 7 persons (4:3) from a midwife, 16. RSIA Stella Maris, a midwife was elected numbered 7 persons (4:3) from 17 midwives. While the RSIA Salam, a midwife was elected numbered 3 people (2:1) from 9 a midwife. RSIA BadrulAini, a midwife was elected numbered 14 persons (8:6) of 20 midwives. RSIA Eva, a midwife was elected numbered 3 people (2:1) of 5 midwife. RSIA Az-Zakiah, midwife elected amounted to 7 persons (4:3) of 8 midwife. RSIA Harapanibu, a

midwife was elected numbered 7 persons (4:3) from 11 midwives. But during the six months between the first judgment second judgment, there were 13 people the midwife out of RSIA where he worked. so the total sample overall there are 35 people midwives. This test uses the bivariat analysis: Normality. This test is used **to see the** distribution of data from each rank value after applying the performance assessment system of competence based on Spencer's midwife in each RSIA se Medan city. If the normal data distribution, Independent Ttest with **to find out the** difference between the value of the rank before and after applying the performance assessment systems competency based midwife Spencer. When data distribution is not normal, then proceed with test Mann Whitney. RESEARCH RESULTS After the accumulated data is second, **at the end of** November 2016, research analysis data using univariate analysis with test of Normality. Because the sample 42, less than 50, then used is the test of Shapiro-Wilk. Table 3.1 above, **it can be** seen that **the value of** Sig before = 0.005 it can be inferred that the distribution of the data is not normal. Therefore, continued with the Wilcoxon test bivariat analysis with **to find out the** difference between the value of the rank before and after applying the performance assessment systems competency based midwife Spencer. Table 3.2 above, **it can be** seen that **the value of**  $p=0.182 > 0.05$ . Therefore **it can be** said there is no difference between **the value of** the rank before and after applying the performance assessment systems competency based midwife Spencer. Because **there is no** difference between the value of the rank before and after applying the performance assessment system of competence based on Spencer's midwife, then performance assessment system based on competencies, Spencer **has been made** in the first year, in General, expressed valid. On each RSIA, RSIA Salam, RSIA Eva, and RSIA Harapanibu rank before the performance assessment **based on** **the** competence of Spencer **have been made** in the first year after the same with performance assessment **based on the** competence of Spencer have been made **in the first** year, so don't do statistical tests. While the RSIA Az-Zakiyah, statistical test **can not be** done, because the sample that **is in the** overall assessment of the performance of the first, was no longer working at the hospital. While the 3 other RSIA, RSIA Sri Ratu, RSIA Stella

Maris and RSIA BadrulAini, ranking **prior to the** performance assessment based on the competence of Spencer **have been made in the first** year there was similar to that after the performance assessment based on the competence of Spencer **have been made in the first** year and some are not. Then for three Univariate analysis was conducted RSIA and Bivariat. From table 3.3.above, **it can be** seen that **the value of** Sig before and Sig after on three RSIA greater than  $\alpha = 0.05$ , then **it can be** inferred that a normal distribution of data. Therefore, continued with the analysis of the T-test Dependent bivariate with **to find out** **the** difference between the value of the rank before and after applying the performance assessment system of competence based on Spencer's midwife in three RSIA. From table 3.4. above, **it can be** seen that **the value of** Sig Sig before and after on three RSIA greater than  $\alpha = 0.05$ , then **it can be** inferred that a normal distribution of data. Therefore, continued with the analysis of the T-test Dependent bivariat with **to find out the** difference between the value of the rank before and after applying the performance assessment system of competence based on Spencer's midwife in three RSIA. declared valid. The Conclusion The design of a system of performance assessment method based on competence midwife Spencer, **have been made in the first** year in 6 (six) RSIA of 7 (seven), was declared valid RSIA. Performance assessment drawn up **in the first** year commensurate with performance appraisal. Advice Director of Human resources management or in the RSIA Sri Ratu, RSIA Stella Maris, RSIA Salam, RSIA BadrulAini, RSIA Eva, and RSIA Harapanibu use performance appraisal methods based on competence midwife Spencer this once in 6 (six) months and the results of the assessment can **be used for** the recruitment, education, training and promotion of midwives in each RSIA.

## Sources

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