

ABSTRACT

As a company who engaged in the service sector, role of the HR in KNE corporate is very important, because Human Resources, especially those with high competence, play a role in the process of achieving company goals. To find out the competencies of the employees, company conducts regular performance appraisals on its employees using the rating scale method, with a direct supervisor as appraiser, and each competency has the same importance weight value and the competency instruments used are over 10 years old with the use of generalized. Measurement of competency performance on financial division is currently less effective, because existing competencies assessment are unable to describe the competencies needed by the financial division, and the existing (top-down) method is considered to have many shortcomings for companies who focus on development. The *360 degrees feedback* method with weighting on the assessors is expected to be a solution, and increasing the effectiveness of measuring competency performance at PT KNE Jakarta representative office.

This study uses a weighted *360 degrees feedback* method to design competency performance appraisals. Borda technique is used to arrange competency priority scale, and Spencer's competence is used to measure the competency level of each employee.

The results of the study found that the weighted *360 degrees feedback* method was considered more effective in measuring the competency performance of the employees of the financial division on KNE corporation, because there were comparative data, the minimum level of target competencies, and behaviors that had to be achieved, as well as measuring the level of effectiveness. So that the weighted *360 degrees feedback* method is suitable for the financial division of KNE corporation which focuses on developing its employees on a regular basis.

Keywords: Performance Appraisal, Competence, *360 degrees feedback*, effectiveness.