



Employee Performance Assessment With Human Resources Scorecard And Ahp Method (Case Study : PT. PLN (Persero) North Sumatra Generation)

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ABSTRACT

How does PT. PLN KITSBU measures the performance of human resources. PT. PLN KITSBU utilizes the Employee Performance Information System (SIMKP) application. By using the human resource scorecard and AHP (Analytic Hierarchy Process) method, you can get employee performance evaluations that have never been done in a company. The human resources scorecard method itself is a measurement system that connects human resources with strategy. Then, the AHP method is used to make employee performance decisions. The purpose of this study is to determine employee performance indicators and to find weights from all angles. And suggestions for companies, with which to improve in the future. The research results obtained 18 KPIs from 4 perspectives (including 4 KPIs from financial perspective, 3 KPIs for consumers or consumers, 7 KPIs for internal business composition and 4 KPIs for growth and learning). From a financial perspective, the weighted score is 3.341 (moderate), customers or consumers are 3.524 (good), the composition of the internal business is 3.357 (moderate), and growth and learning is 3.38 (moderate).

Keywords: Employee Performance; Human Resources Scorecard; Process Analytics Hierarchy; Key performance indicators.

INTRODUCTION

PT PLN (Persero) North Sumatra Power Plant hereinafter abbreviated as PLN KITSBU is a subsidiary of PT. PLN (Persero) which was established in 2004, it was formed as part to meet the needs of power generation and distribution of Electricity North Sumatra established in 1997. In measuring the performance of human resources, PT. PLN KITSBU in the process of implementing applications based on Employee Performance Information System (SIMKP), Is trying to develop and improve in terms of the quality of its human resources. Research conducted on the production division, the division is one of the domains that in the problem of employee performance, it is seen from the decrease in employee performance due to lack of work motivation in the employee itself. Employees skipping work becomes one example of the basic phenomenon of lack of work motivation in employees. And there is no clarity on career paths to be one of the problems of declining employee performance.

If this condition continues to be allowed, it will have an impact on the company's productivity decline, so it will have an impact on the company's difficulty to make improvements in employee performance on an ongoing basis. From the current phenomena and conditions, it is necessary to improve employee performance measurement using human resources scorecard method. The concept of Human Resources Scorecard itself is expected so that the company can process its responsibilities and strategies effectively to face future competition. The basic thing is why this company was chosen, because there has never been a measurement of employee performance in the improvement of human resources specifically. From the phenomenon that has been described, it is necessary to design a human resource performance measurement system with the concept of Human Resources Scorecard to be able to measure the performance of employees at PT. PLN KITSBU, and is expected to be able to know the picture of achievements in the human resource performance system. HR Scorecard is a human resource measuring system that associates strategies, performance and people to obtain superior results in the company effectively and efficiently in the process. Based on the exposure on the background of the problem, the objectives to be achieved in measuring employee performance are:

1. Determine what employee performance indicators are by using the *Human Resources Scorecard* method.
2. Determine the weight of each employee performance indicator at PT. PLN KITSBU.
3. Measuring employee performance at PT. PLN KITSBU based on the integration of *Human Resources Scorecard* and AHP (*Analytic Hierarchy Process*) methods.

LITERATURE REVIEW

Performance Measurement

Performance measurement has the meaning of: actions in measurements performed to various activities contained in a company in the value chain. The good bait used from the measurement results is expected to provide information about achievements, implement plans and some corporate needs in controlling and adjusting (Mangkunegara, 2012) to the company's business strategy. While according to (Susetyo, 2013) Performance measurement is an activity that continuously monitors and observes the achievement of programs, especially towards the progress of achieving the company's long-term goals.

Human Resources Scorecard

Balance Scorecard concept Since its introduction by Kaplan and Norton in 1992, the concept in America itself has been applied to 200 companies. The development of the concept has the most important objectives, namely human resources and modular intangible of an organization cause the Human Resources Scorecard method is developed to achieve maximum performance by using effective and efficient resources. HR Scorecard is a measurement system that connects human resources with organizational and corporate strategies and organic performance, ultimately able to raise awareness about the consequences in human resource investment decisions. In the end the goals and objectives are designed to be the right direction and the right amount in the return of human resource investment (Queen, 2013).

Human Resources Scorecard According to Darmaji (2016) is divided into Perspectives in 4 parts, namely:

- a. Financial perspective is a peak activity in a company whether the implementation, implementation and strategy of the company has contributed to the company. The Company will give responsibility to control and ensure the financial condition of the company in good condition.

- b. In terms of customer perspective the company must have a good relationship with consumers.

Good relationships built by the company will have an impact on customer satisfaction. The correlation that occurs with the good relationship between consumers and companies is the increasing good name of the company and in the market trust.

- a. Internal Business Process Perspective aims to identify each composition performed as well as develop possible work measurement methods as control expositions, can improve and maintain the performance of the company itself.
- b. In perspective of growth and learning expositions learning sustainably by a worker along with increasing experience in the workplace. Expositions of learning can be maximized if the organizational climate supports compositions of learning.

KPI (Key Performance Indicator)

Key Performance Indicator is a measurement tool that is used as a goal achievement in determining the degree of success of an organization or company. Its usefulness as a method and tool to measure the performance of organizations and companies in the form of finance and non-financial. Kpi identification can be in the form of successful activities, health and development of organizations or companies, as well as realizing organizational targets in programs or service delivery. (Ulfa, 2015).

AHP (Analytic Hierarchy Process)

Discovery and development of the concept of AHP (Analytical Hierarchy Process) by Thomas L Saaty. He was a professor of mathematics at the University of Pittsburg USA, in the 1970s. AHP is a general theory of measurement used in determining the scale of the ratio. And can be used in

conducting comparisons in pairs that are discrete or continuous. (Darmanto, 2014) explained, When there is a multi-criteria problem and multi-factor AHP can describe it complexly so that it becomes a hierarchy. Saryatmo, 2015. AHP has basic inputs in the form of proportion scales. In the model used limits of 1 to 9 which are considered quite representative of human perception. As in Table 1:

Table 1. Perception Scale

| Level of Importance | Definition | Information |
|---------------------|-------------------------|--|
| 1 | Equal Importance | In both elements have the same influence |
| 3 | A Little More Important | Judgment and experience are very favorable to one element compared to the elements of their partner |
| 5 | More Important | One element is well liked and practically its dominance is very real. Compared to the elements of the pair |
| 7 | Very Important | An element proved to be very favorable |

| | | |
|---------|----------------------|--|
| | | |
| 9 | Absolutely Important | One element proves to be absolutely preferable compared to its partner element at the highest confidence |
| 2,4,6,8 | Middle Value | Given when there is a doubt of judgment between two adjacent levels of interest. |

METHODS

The stages in information management are as follows:

1. The initial stage starts from the identification of the problem, at this stage the identification of the problem is carried out in the company
2. The second stage is carried out the kpi identification stage against the Human Resources Scorecard method where kpIs are obtained from 4 perspectives in this method. In this case the company' leadership or HR and PIC divisions that have qualifications in the field have a large contribution and role in determining KPI standards, decision making and in conducting performance evaluations.
3. Data begins with the stage of filling respondents to one of the Supervision parties PT. PLN KITSBU. The questionnaire used is a paired comparison questionnaire. After the information has been collected then the information is processed with the help of Microsof Excel.
4. In weighting the method used is AHP (Analytical Hierarchy Process) where this method is used to know the priority weight of the importance of each indicator, with a method of comparison paired between two indicators so that all existing indicators can be covered.
5. Then in the criteria of measuring the performance of the score contained in this calculation obtained from the results of interviews with the Supervision PT. PLN KITSBU. The standardization of employee performance assessment is based on the points below:
 - a. A score below or equal to 1.8 indicates very underperforming employees.
 - b. A score below or equal to ≤ 2.6 indicates underperformance of employees.
 - c. A score below or equal to ≤ 3.4 indicates moderate employee performance.
 - d. A score below or equal to ≤ 4.2 indicates good employee performance.
 - e. A score below or equal to ≤ 5.0 indicates excellent employee performance

RESULTS AND DISCUSSION

KPI is one of the mtode that become the standard in assessing employee performance in a company organization, in this research the KPI standard used is the Human resources Scorecard approach, this was chosen because it is considered most appropriate to the conditions in the company. The use of this method has 4 approaches where there are 18 Key Performance Indicators used to measure employee performance. This can be seen in table 2.

Table 2 .Key Performance Indicator

| Perspective | Code | Key Performance Indicator | Code |
|-----------------------------|------|--|------|
| Financial | F | Percentage increase in employee income | F1 |
| | | Percentage of the amount of production increase | F2 |
| | | Labor cost efficiency | F3 |
| | | Effectiveness of using training budgets | F4 |
| Customer or Consumer | PK | Number of incoming and resolved complaints | PK1 |
| | | Speed in service | PK2 |
| | | Increase employee responsibilities | PK3 |
| Internal Business Processes | PBI | Percentage of employee attendance rate | PBI1 |
| | | Number of employees who resigned | PBI2 |
| | | Percentage of the number of employees who fit the placement of their field | PBI3 |
| | | Number of late and often absent employees | PBI4 |
| | | The amount of late salary | PBI5 |
| | | Percentage of the amount of data has been computerized | PBI6 |
| | | Increase employee work motivation | PBI7 |
| Growth And Learning | PP | Number and type of employee training | PP1 |
| | | Percentage of employee fulfillment and demand | PP2 |
| | | Percentage of employees' understanding of MSDM | PP3 |
| | | Annual bonus and reward upgrades | PP4 |

Calculation of AHP

After obtaining KPIs from each perspective then done AHP calculation. In this cycle will be calculated from each approach that will be known how much the score of each approach.

1. Financial Approach Priority Comparison

Table 3. Employee Performance Assessment Financial Approach

| Financial | Score | Priority Weight | Weighted Score |
|-----------|-------|-----------------|----------------|
| F1 | 3 | 0,060 | 0,18 |
| F2 | 3 | 0,449 | 1,449 |
| F3 | 4 | 0,364 | 1,456 |
| F4 | 2 | 0,128 | 0,256 |
| Amount | | | 3,341 |

From the calculations and scores that have been given, it appears that the Employee Performance Assessment Financial Approach on F1 (Percentage of employee income) has the lowest accumulated value of 0.18, then in F3 (Employee cost efficiency) has the highest accumulated

score of 1,456. As well as the result of the weighted score for financial perspective obtained a score of 3,341 means it can be categorized as moderate employee performance.

2. Priority Comparison of Customer or Consumer approaches

Table 4. Employee Performance Assessment Customer or Consumer Approach

| Customer or Consumer | Score | Priority Weight | Weighted Score |
|----------------------|-------|-----------------|----------------|
| PK1 | 4 | 0,633 | 2,532 |
| PK2 | 3 | 0,260 | 0,78 |
| PK3 | 2 | 0,106 | 0,212 |
| Amount | | | 3,524 |

From the calculations and scores that have been given, it is seen that the Performance Assessment of Customer or Consumer Approach Employees in PK3 (Increasing employee responsibility) has the lowest accumulated value of 0.212, then in PK1 (Number of incoming and resolved complaints) has the highest accumulated value of 2,532. And the rating score is weighted on the Customer or Consumer approach by a score of 3,524 so that it can be classified that employee performance is good.

3. Comparison of Priorities of Internal Business Process Approach

Table 5. Employee Performance Assessment internal business process approach

| Customer or Consumer | Score | Priority Weight | Weighted Score |
|----------------------|-------|-----------------|----------------|
| PBI1 | 3 | 0,295 | 0,885 |
| PBI2 | 2 | 0,058 | 0,116 |
| PBI3 | 4 | 0,282 | 1,128 |
| PBI4 | 3 | 0,071 | 0,213 |
| PBI5 | 3 | 0,070 | 0,21 |

| Customer or Consumer | Score | Priority Weight | Weighted Score |
|----------------------|-------|-----------------|----------------|
| PBI6 | 3 | 0,087 | 0,261 |
| PBI7 | 4 | 0,136 | 0,544 |
| Jumlah | | | 3,357 |

From the calculation and score that has been given the Assessment of Employee Performance Internal Business Process Approach on PB2 (Number of employees who resign) has the lowest weighted score of 0.116, then on PB3 (Percentage of the number of employees according to the placement of the field) has the highest weighted value of 1,128. While

the value of the score is weighted on the Internal Business Process approach obtained a score of 3,357 so it can be concluded that the performance of employees is moderate.

4. Comparison of Growth and Learning Approach Approaches

Table 6. Employee Performance Assessment Growth And Learning Approach

| Growth and Learning | Score | Priority Weight | Weighted Score |
|---------------------|-------|-----------------|----------------|
| PP1 | 3 | 0,210 | 0,63 |
| PP2 | 4 | 0,481 | 1,924 |
| PP3 | 3 | 0,210 | 0,63 |
| PP4 | 2 | 0,098 | 0,196 |
| Amount | | | 3,38 |

From the calculation and score that has been given employee performance assessment Growth and Learning Approach on PP4 (Increase in bonuses and rewards each year) get the lowest weighted value of 0.196 then on PP2 (Percentage of fulfillment and employee demand) has the highest weighted value of 1,924. While the assessment of the score is weighted on the Growth and Learning approach of getting a score of 3.38, it can be concluded that the performance of employees is moderate. After the assessment of the weighted score on each KPI is obtained weighted score each on the hierarchy structure in figure 1.

CONCLUSION

Studying the results of the research that has been done in the previous chapter, it can be concluded that the assessment of employee performance at PT. PLN KITSBU refers to the purpose and purpose of the research obtained the following conclusions:

- Employee performance indicators at PT. PLN KITSBU produces 18 Key Performance Indicators consisting of a Financial approach has 4 KPI, Customer or Consumer Approach has 3 KPI, Internal Business Process Approach has 7 KPI, Growth and Learning Approach has 4 KPI.
- From the weighting score that has been done by researchers using analytical hierarchy process (AHP) method obtained on financial approach result of weighting KPI has a total weighted score of 3,341, this can be categorized as moderate employee performance. Customer or Consumer approach kpi weighting results have a total weighted score of 3,524 this can be categorized as good employee performance. Internal Business Process Approach kpi weighting results have a weighted score of 3,357 this can be categorized as moderate employee performance. Growth and Learning Approach Kpi weighting results have a total weighted score of 3.38 this can be categorized as moderate employee performance.

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