

INTISARI
PERANCANGAN SISTEM PENILAIAN KINERJA
PT. DELTA MERLIN SANDANG TEKSTIL II
MENGGUNAKAN METODE *HUMAN RESOURCE SCORECARD*

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Penilaian kinerja merupakan proses untuk mengukur dan menilai bagaimana kontribusi SDM terhadap kinerja organisasi. PT Delta Merlin Sandang Tekstil (DMST) II merupakan industri di bidang tekstil yang bergerak dalam proses pemintalan atau *spinning* bahan baku serat kapas menjadi benang. PT. Delta Merlin Sandang Tekstil (DMST) II, memiliki divisi SDM yang bertugas melakukan perencanaan, mengadakan rekrutmen dan seleksi, memberikan *training & development*, menghimpun administrasi data. Saat ini perusahaan belum memiliki system pengukuran kinerja sumber daya manusia yang baku dan bersifat komprehensif atau menyeluruh, selama ini ukuran kinerja sdm lebih dititik beratkan hanya pada sisi administratifnya saja. Untuk meningkatkan kualitas kinerja SDM yang ada di PT. DMST II, maka perlu dilakukan pengukuran kinerja SDM menggunakan metode *Human Resource Scorecard* terdapat penilaian dengan 4 perspektif, sebagai berikut : a) Perspektif *Financial*, b) Perspektif *Customer*, c) Perspektif *Internal Business Process*, d) Perspektif *Learning and Growth*. Dari hasil pengukuran kinerja, *lagging indicator* lebih baik dibandingkan kinerja *leading indicator* ini artinya proses untuk mencapai hasil akhir yang diharapkan perusahaan belum tepat sasaran, karena pencapaian *leading indicator*-nya lebih kecil. Rekomendasi perbaikan, 1) Indikator pada perspektif financial, peningkatan kesejahteraan maka perusahaan harus mengurangi tekanan kerja, memperhatikan lingkungan kerja, pemberian fasilitas yang berhubungan dengan kesejahteraan. 2) Indikator pada perspektif customer, peningkatan tanggung jawab maka perusahaan harus memberikan pekerjaan sesuai kemampuan sdm. 3) Indikator pada perspektif internal business process peningkatan standart rekrutmen, yang harus dilakukan oleh perusahaan waktu melakukan rekrutmen yaitu mengidentifikasi kebutuhan posisi baru, membuat rencana perekrutan, pencarian dan penyaringan kandidat sesuai kebutuhan perusahaan, job offering & hiring, dan onboarding sdm baru. Indkator pada perspektif learning and growth, pelatihan untuk peningkatan kemampuan skill. Dengan kata lain pelatihan untuk peningkatan kemampuan skill bertujuan untuk meningkatkan produktivitas kinerja dan mempertahankan sdm yang berkompeten agar tetap loyal kepada perusahaan.

Kata Kunci = *Human Resource Scorecard*, Penilaian Kinerja SDM.

ABSTRACT

DESIGNING A HR PERFORMANCE ASSESSMENT SYSTEM

PT. DELTA MERLIN WEAR TEXTILE II

USING THE HUMAN RESOURCE SCORECARD METHOD

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Performance assessment is a process for measuring and assessing how HR contributes to organizational performance. PT Delta Merlin Sandang Tekstil (DMST) II is an industry in the textile sector which operates in the process of spinning cotton fiber raw materials into yarn. PT. Delta Merlin Clothing Textiles (DMST) II, has an HR division which is tasked with planning, conducting recruitment and selection, providing training & development, collecting administrative data. Currently, the company does not yet have a standardized and comprehensive or comprehensive human resource performance measurement system, so far human resource performance measurement has been focused more on the administrative side only. To improve the quality of HR performance at PT. DMST II, it is necessary to measure HR performance using the Human Resource Scorecard method, there is an assessment with 4 perspectives, as follows: a) Financial Perspective, b) Customer Perspective, c) Internal Business Process Perspective, d) Learning and Growth Perspective. From the performance measurement results, lagging indicators are better than the performance of leading indicators. This means that the process to achieve the final results expected by the company is not on target, because the achievement of the leading indicators is smaller. Recommendations for improvement, 1) Indicators from a financial perspective, increasing welfare, the company must reduce work pressure, pay attention to the work environment, provide facilities related to welfare. 2) Indicators from the customer perspective, increasing responsibility, the company must provide work according to the capabilities of human resources. 3) Indicators from the internal business process perspective of increasing recruitment standards, which must be carried out by companies when recruiting, namely identifying the need for new positions, making recruitment plans, searching and screening candidates according to company needs, job offering & hiring, and onboarding new human resources. Indicators from the learning and growth perspective, training to improve skill abilities. In other words, training to improve skill capabilities aims to increase performance productivity and maintain competent human resources to remain loyal to the company.

Keywords = Human Resource Scorecard, HR Performance Assessment.