

Analysis of Employee Performance Indicators Using the Human Resource Scorecard Approach and Analytical Hierarchy Process

Analysis of Employee
Performance
Indicators

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ABSTRACT

Measuring employee performance is important for companies to carry out their business processes to meet people's electricity needs. This research aims to determine the most important indicators that can improve employee performance using the Human Resource Scorecard (HRSC) method approach and weighting using the Analytical Hierarchy Process (AHP). To find out the most important indicators, they are determined by accumulating key informant assessments in this research which are then analyzed using AHP with the help of the superdecision application. The research results show that the main perspective that must be considered is the customer perspective which has the highest priority weight. Then for each perspective on the HRSC theoretical approach, the key performance indicator (KPI) that PT PLN Pusmanpro Semarang must prioritize based on the highest priority weight is the KPI Reward amount (0.024351) in the financial perspective, KPI speed of service (0.134916) from the customer perspective, KPI for the number of projects implemented (0.023622) from the internal business process perspective, and KPI for increasing employee understanding of their job descriptions (0.035857) from the learning & growth perspective. To be able to improve the performance of its employees, PT PLN Pusmanpro Semarang must consider each of the most important indicators from each HRSC perspective.

Keywords: Employee Performance, Human Resource Scorecard, AHP

ABSTRAK

Pengukuran kinerja karyawan menjadi penting bagi perusahaan untuk menjalankan proses bisnisnya dalam memenuhi kebutuhan listrik masyarakat. Penelitian ini bertujuan untuk mengetahui indikator terpenting yang dapat meningkatkan kinerja karyawan dengan menggunakan pendekatan metode Human Resource Scorecard (HRSC) dan pembobotan menggunakan Analytical Hierarchy Process (AHP). Untuk mengetahui indikator terpenting maka ditentukan dengan akumulasi penilaian key informan pada penelitian ini yang selanjutnya dianalisis menggunakan AHP dengan bantuan aplikasi superdecision. Hasil penelitian menunjukkan perspektif utama yang harus dipertimbangkan adalah perspektif customer yang memiliki bobot prioritas tertinggi. Kemudian untuk masing-masing perspektif pada pendekatan teori HRSC, key performance indicator (KPI) yang harus diutamakan oleh PT PLN Pusmanpro Semarang berdasarkan besarnya bobot prioritas tertinggi adalah KPI Besarnya reward (0,024351) pada perspektif financial, KPI kecepatan pelayanan (0,134916) pada perspektif customer, KPI jumlah proyek yang terlaksana (0,023622) pada perspektif internal business process, dan KPI peningkatan pemahaman karyawan pada deskripsi pekerjaannya (0,035857) pada perspektif learning & growth. Untuk dapat meningkatkan kinerja karyawannya, PT PLN Pusmanpro Semarang harus mempertimbangkan masing-masing indikator terpenting tersebut pada setiap perspektif HRSC.

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INTRODUCTION

PT. PLN is the largest and only electrical energy company in Indonesia. As a vital service provider, the performance of PT. PLN has a big impact on the quality of life and economic growth of society. Therefore, measuring employee performance is important for companies to carry out their business processes to meet people's electricity needs (Purnomo & Hadi, 2017). PT PLN has various branches, departments and different tasks, from electricity generation to distribution. This creates challenges in ensuring that all aspects of the business run smoothly. One of the valuable assets in facing competition and responding to challenges is human resources, where the performance of human resources in an organization has a big impact on the development of an organization (Pratama & Pratminingsih, 2023). Human resources are the only resources that have reason, feelings, desires, skills, creativity, knowledge and power, not just using muscles. All the potential that exists in employees influences the organization's efforts to achieve its goals (Wildan & Sa'adah, 2021). The performance of employees who are diligent and happy to innovate in every line will push the company towards positive company progress (Setiobudi, 2017). It is important for large companies like PT PLN to maintain the performance of their employees so that they remain good or can be improved to be able to meet PT PLN's goals. Large companies sometimes experience problems related to the quality of their employees' performance, and there is often a decline in performance because they have dominated the market and won the competition. The existence of global changes in terms of technology and demands for PT PLN's business sustainability require optimal employee performance, so it is important for PT PLN to improve the performance of its employees by knowing the important factors for improving the performance of its employees. The company's vision and mission are important for PT PLN in running its business.

To be able to achieve the company's vision and mission, good employee performance is required because employee performance can also be seen based on employees' understanding of the company's vision and mission. Good employee performance will help the Company achieve its targets, however if employee performance is poor it will be detrimental to the Company (Kristanti & Lestari, 2019). This will certainly be detrimental to the Company if the performance of its employees declines, so it is important for PT PLN to maintain the quality of its employees' performance and improve it to be even better. To be able to improve employee performance, it is necessary to first know employee performance indicators that can improve employee performance effectively and efficiently. PT PLN Pusmanpro Semarang is a PT PLN (Persero) Project Management Center located in Semarang City. PT PLN Pusmanpro Semarang is a PLN unit that carries out three main tasks, namely construction management, project management, and implementation of QA & QC. As is the case at PT. PLN Pusmanpro Semarang can face the problem of employees who feel complacent because of their established positions. PT PLN Pusmanpro Semarang needs to know how to improve the performance of its employees, of course it needs to know what employee performance indicators are important to improve. Every company will try to improve the performance of its employees so that their employees' work productivity increases and they are able to achieve the company's goals. This can also reflect employee loyalty to the company where they work (Fitri & Artanti, 2021).

To find out important indicators for improving employee performance at PT PLN Pusmanpro Semarang, one of the approach methods that can be used is the human resource scorecard (HRSC) where there are employee performance indicators that are used so that performance improvements can be made (Karlina & Samanhudi, 2023). HRSC is used to improve employee performance and their role in a company to achieve future company goals and strategies (Puji et al., 2022; Rahmad Rahim, 2023). HRSC consists of four perspectives, namely financial perspective, customer perspective, internal

business process perspective and learning & growth perspective (Lubis & Alfi Amalia, 2021). The explanation of the four HRSC perspectives is arranged in the form of key performance indicators (KPI) so that measurement is easier and to know the realization of performance based on predetermined standards (Aulia & Purwaningsih, 2020).

Based on HRSc theory, improving employee performance is based on the four perspectives on HRSc. To be able to improve employee performance, financial perspective is something to consider to see whether the financial level determined by the company is appropriate or not. Customer perspective is important in business continuity, so customer perspective is something that should be considered in measuring and improving employee performance. Whether the business processes are running in accordance with company standards or not is an indication of employee performance levels, this is reflected in the internal business process perspective. Companies also need to make more efforts to improve the performance of their employees, one aspect that needs to be considered is in the learning & growth perspective. Employee performance is an important thing for companies to always consider in maintaining the sustainability of their business. Therefore, companies need to look at any indicators in the four HRSc perspectives that can guide company strategic decision making to improve employee performance.

LITERATURE REVIEW

Employee performance is the result of work achieved by employees both in quality and quantity in carrying out their duties in accordance with the responsibilities given by the company effectively and efficiently (Sutrisno et al., 2022). Employee performance is important for the company, because with good employee performance, employees will be able to carry out their duties well and company goals can be achieved (Ronal & Hotlin, 2019). Good employee performance that is in accordance with the performance standards set by the company and in accordance with the company's vision and mission will be able to maintain and increase consumer satisfaction (Enitasari & Perdana, 2020). The Human Resources Scorecard (HRSc) is a tool for measuring and managing the strategic contribution of the role of human resources in creating value to achieve company strategy (Becker et al., 2001). HRSc is a balanced scorecard (BSc) developed by the HR division in order to align HR management strategies with company strategy which also measures the performance and contribution of HR in supporting the achievement of company strategy (Aliyani et al., 2023).

HRSc which is a derivative of BSc means HRSc also has the same perspectives as BSc which consists of four perspectives. The four perspectives from HRSc consist of the first, the financial perspective. It is the peak activity in a company, a summary of the economic consequences of the policies taken, this can also determine whether the implementation, implementation and strategy of the company have contributed to the company or not. Second, customer perspective. It is a foundation or benchmark for implementation assets of the company's strategy based on an internal business process perspective and a learning & growth perspective. This creates an understanding that a company must have a good relationship with its consumers, so that the company will have a good reputation and be widely known. Third, Internal business process perspective (internal business process perspective).

Focus on this perspective to provide satisfaction to consumers and achieve the company's financial goals. This can also identify every process carried out by the company and monitor or control every process carried out in order to maintain its performance. This perspective is also related to innovation, process and service. Fourth, Learning & growth perspective (learning and growth perspective). This perspective is carried out on an ongoing basis in order to be able to improve employee abilities and experience, so that with training and development of human resources, employee performance can be improved to achieve company goals (Mutammiatur, 2022; Zaini & Suryadi, 2020).

RESEARCH METHODS

This research is research that is classified as a qualitative descriptive method. The data used in this research is primary data obtained from the field through the interview process and filling out questionnaires. The Human Resources Scorecard (HRSc) is a tool for measuring and managing the strategic contribution of the role of human resources in creating value to achieve company strategy (Becker et al., 2001). According to Lohana et al., (2021) this method is a tool to improve company performance through an employee approach by looking at 4 perspectives, namely financial perspective, customer perspective, internal business process perspective, and learning & growth perspective (learning and growth perspective). Each of these perspectives determines Key Performance Indicators (KPI) first. KPI functions to determine important indicators in determining employee performance levels, which later functions to carry out performance measurement and evaluation. To determine the weight of each perspective and Key Performance Indicator (KPI) used, the Analytical Hierarchy Process (AHP) method is used. Determining key informants using a purposive method (on purpose) with the consideration that the informants understand the performance of PT PLN Pusmanpro Semarang employees, with a total of seven people because in making decisions the number of decision makers must be odd. When giving an assessment or decision an odd number is prioritized so as not to get balanced results, so that clear decision results can be found (Indrizal, 2014; Yusuf, 2021). The seven key informants were in the administration & general officer division, property asset officer, vehicle and general operations, APKU officer, communications officer, and finance officer.

Determining weights in this research uses the Analytical Hierarchy Process (AHP) method. Analytical Hierarchy Process (AHP) is a decision-making method with assessment to find solutions to complex multi-criteria problems Oelviani, (2015) into parts and arranged in a hierarchical arrangement, so that with a synthesis it can be determined which element has the highest priority (Andika et al., 2022). AHP can also be used to determine priority weights for predetermined criteria or indicators (Diah et al., 2018; Santika et al., 2022; Wantoro, 2020). This research was analyzed using the help of the Superdecision application. The Superdecision application is software used to help make decisions by including dependency and feedback factors, which applies the principles of analytic network process (ANP) and analytic hierarchy process (AHP) (Wisjhnuadji et al., 2022). In this research, the performance measurement of PT employees. PLN (Persero) Pusmanpro Semarang is carried out with the following stages; Determining the indicators from each perspective used, the determination is based on information carried out in direct interviews with key informants used for the Presurvey and literature studies that have been carried out previously, weighted using the AHP method. Key Performance Indicators that have previously been determined are weighted using the Analytical Hierarchy Process method through a questionnaire to collect data and then data processing is carried out to obtain the weight of each key performance indicator. To determine the most important weight, each indicator will be compared with one another and will then be given a comparison value based on its level of importance. The assessment is then input into the Super decision application so that the overall data can be synthesized and conclusions drawn. The highest factor analysis is carried out after data processing has been carried out or after a synthesis of the weight values for each key informant has been carried out. The discussion is carried out by looking at the results of performance measurements, recommendations for the results of weighting calculations. After knowing the highest weight of each perspective and KPI, recommendations are made that can be used by the company based on the KPI that has the highest weight.

RESULTS AND DISCUSSION

In the AHP analysis, it was found that the weight of each KPI used in employee performance at PT PLN Pusmanpro Semarang. The weight value of each KPI was obtained after collecting assessments from key informants in this research, that the weight chosen by the key informant was between 1-9 and was analyzed using the superdecision

application which was then synthesized and the weight results for each KPI were found. The weights contained in the table are generated from data processing using the superdecision application. From the results of determining the weight using AHP, it can be seen what factors PT PLN Pusmanpro Semarang should prioritize in order to be able to improve the performance of its employees. The following is a table of AHP analysis from the main employee performance perspective:

Table 1. AHP Results for HRSC Perspective Priorities

Perspective	Priority Weight
Customer	0.241341
Financial	0.046967
Internal Business Process	0.123624
Learning & Growth	0.088068

Source: Primary Data Analysis, 2023

Based on Table 1, it can be seen that the customer perspective is the perspective that has the highest priority weight value, namely 0.241341. This shows that to improve employee performance to be even better, PT PLN Pusmanpro Semarang must prioritize the customer's perspective. Consumers are people who experience service from PT PLN Pusmanpro Semarang, so the consumer's perspective is prioritized so that consumers feel satisfied with the performance of PT PLN Pusmanpro Semarang employees.

Table 2. AHP Results for Financial Perspective Priorities

Financial Perspective KPIs	Priority Weight
Amount of Reward	0.024351
Increase in VIP Class Insurance Fees	0.005213
Further Study	0.004332
Position Promotion	0.006853
Transportation Allowance	0.006218

Source: Primary Data Analysis, 2023

The results in Table 2 show indicators from a financial perspective that the KPI for reward size has the highest priority weight of 0.024351. The KPI for reward size is an indicator that PT PLN Pusmanpro Semarang must prioritize from a financial perspective. Of course, the level of reward will influence employee performance to be better or not. If the reward given has a high value, the employee's performance will be even better. However, if the amount of the reward is low, employees will not feel motivated and will not have the enthusiasm to improve their performance. PT PLN Pusmanpro Semarang in determining the amount of reward requires appropriate considerations and decisions so that the amount of the reward does not exceed the company budget, but is also able to increase employee morale. Employees who have high enthusiasm for work and high motivation will have better employee performance.

Table 3. AHP Results for Priority Customer Perspective

Customer Perspective KPIs	Priority Weight
Number of Customer Complaints	0.016953
Speed of Service	0.134916
Increasing Employee Responsibility	0.089473

Source: Primary Data Analysis, 2023

Table 3. Shows indicators from a customer perspective that KPI speed of service is the top priority with a priority weight value of 0.134916. To be able to improve the performance of its employees, PT PLN Pusmanpro Semarang must prioritize the speed of service factor, so that consumers feel satisfied. As is known, PT PLN Pusmanpro Semarang as an electricity company has become the main need of the community, and if a problem occurs such as a power outage, then the speed of service of PT PLN Pusmanpro Semarang employees is the main thing needed and seen by the community. If the service speed of PT PLN Pusmanpro Semarang employees is high, then it can be ensured that PT

PLN Pusmanpro Semarang employees have good performance. PT PLN Pusmanpro Semarang can increase the speed of service factor so that the performance of its employees is even better.

Table 4. AHP Results for Internal Business Process Perspective Priorities

KPI Perspective Internal Business Process	Priority Weight
Number of Employees Absent	0.005569
Employee Tardiness Rate	0.005038
Employee Turnover Rate	0.005713
Work Planning Coordination Meeting	0.013573
Good coordination	0.02301
Number of Projects Implemented	0.023622
Number of employees in accordance with their competency	0.016051
There is Innovation	0.018725
Making Reports in Document Form	0.012323

Source: Primary Data Analysis, 2023

In Table 4. Indicators from an internal business process perspective show that the KPI for the number of projects implemented has the highest priority weight value, namely 0.023622. From an internal business process perspective, PT PLN Pusmanpro Semarang must prioritize the KPI for the number of projects implemented. This indicates that the greater the number of projects being implemented, the better the performance of PT PLN Pusmanpro Semarang employees. The completed project shows that employees are able to work well, so that the internal business processes at PT PLN Pusmanpro Semarang run well too.

Table 5. AHP Results for Priority Learning and Growth Perspectives

KPI Perspective Learning and Growth	Priority Weight
Amount and Type of Training	0.012599
Fulfillment of Employee Requests	0.020346
Increasing employee understanding of their job descriptions	0.035857
Number of Employees Who Get Rewards	0.012924
Number of Employees Who Received Punishment	0.006342

Source: Primary Data Analysis, 2023

Based on Table 5, it is known that the KPI for increasing employee understanding of their job descriptions from the Learning & Growth perspective has the highest priority weight of 0.035857. PT PLN Pusmanpro Semarang to be able to improve employee performance requires employee understanding of their job descriptions. If PT PLN Pusmanpro Semarang employees understand their job description, then these employees will have better performance than those who do not have this level of understanding of their job description. Therefore, for a learning & growth perspective, PT PLN Pusmanpro Semarang can provide training or explanations to its employees regarding job descriptions, so as to improve the performance of PT PLN Pusmanpro Semarang employees.

DISCUSSION

Overall, to be able to improve the performance of PT PLN Pusmanpro Semarang employees using the HRSC theoretical approach combined with weighting with AHP, the perspective that is the main priority considered by PT PLN Pusmanpro Semarang is the customer perspective. The cumulative weight of all KPIs shows the first and second priorities which are in the perspective of KPI speed of service (0.134916) and KPI increasing employee responsibility (0.089473). The good performance of PT PLN Pusmanpro Semarang employees can be seen from consumer assessments, so that if consumers feel satisfied then it shows that the performance of PT PLN Pusmanpro Semarang employees is also good. To increase customer satisfaction, PT PLN Pusmanpro Semarang needs to increase service speed and employee responsibility. Employees who are able to provide fast service will have good performance, and also if employees have

high responsibility then they will have good performance too. The main thing that PT PLN Pusmanpro Semarang must consider to improve the performance of its employees is looking from a consumer perspective. The main orientation is customer satisfaction, the ability to satisfy customers with the services provided shows good employee performance as well. The steps that must be taken by PT PLN Pusmanpro Semarang as a whole are also based on other perspectives so that these goals can be achieved.

The main step that must be taken by PT PLN Pusmanpro Semarang is to provide training and development or seen from a learning & growth perspective. The main thing that must be provided in the training and development of PT PLN Pusmanpro Semarang employees is the KPI to increase employee understanding of their job descriptions. These KPIs are the main provision for employees to be able to improve their performance. If there is a high understanding of the performance description, the employee will be able to carry out the internal business processes of PT PLN Pusmanpro Semarang well. The second step that PT PLN Pusmanpro Semarang must take is to review the performance of its employees from an internal business process perspective. The KPI for the number of projects implemented is the main thing that can measure employee performance in the internal business processes of PT PLN Pusmanpro Semarang. Therefore, the provision of employees' understanding of the previous learning & growth perspective is able to enable employees to complete the assigned projects well. These things are interconnected in improving employee performance, the orientation is that employee understanding of the job description increases, so the projects carried out will also increase.

The third step that must be taken by PT PLN Pusmanpro Semarang is to determine the KPI for the amount of reward from a financial perspective. From a financial perspective, this KPI is a top priority for PT PLN Pusmanpro Semarang to consider in order to improve the performance of its employees. This is also related to the previous steps, especially to support PT PLN Pusmanpro Semarang's internal business processes so that they are able to meet consumer satisfaction. The amount of reward from a financial perspective is determined nominally, its implementation can be realized in goods or money. The existence of rewards can improve employee performance by providing motivation and employee morale. If employees have work enthusiasm and motivation, they will be able to encourage internal business processes to be even better, such that the projects implemented will increase and be on time. This also encourages employees to improve service to consumers and makes employees have a high sense of responsibility, so that the amount of reward can improve the performance of PT PLN Pusmanpro Semarang employees to be even better.

CONCLUSION

Based on the research that has been carried out, the conclusion of this research is, in order to improve the performance of PT PLN Pusmanpro Semarang employees, the main perspective that must be considered is the customer perspective which has the highest priority weight. Then for each perspective in the HRSC theoretical approach, the KPIs that PT PLN Pusmanpro Semarang must prioritize are the KPI for the amount of reward from a financial perspective, the KPI for speed of service from a customer perspective, the KPI for the number of projects implemented from an internal business process perspective, and the KPI for increasing understanding. employees in their job descriptions from a learning & growth perspective. By considering the main priorities from each of these perspectives, PT PLN Pusmanpro Semarang can improve the performance of its employees. Suggestions that can be given to PT PLN Pusmanpro Semarang by considering the customer's perspective to develop strategic steps to improve employee performance. The main KPIs in each perspective also need to be considered in making subsequent decisions related to improving employee performance. To develop a strategy to improve employee performance, it is necessary to analyze the employee performance of PT PLN Pusmanpro Semarang in order to be able to determine the right steps. This research has limitations in collecting data which is hampered by company privacy, so that in carrying out the research there are changes made to suit the availability of existing data.

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