

ABSTRACT

Organizations have been executing performance measurement focusing only on financial aspect or also known as traditional performance measurement. However, this method is somehow unable to overcome present and future problems, and cannot reflect the actual performance of an organization. Therefore, to adopt and implement the appropriate management strategy, an organization needs a performance measurement method that can measure its performance on different aspects. To answer this need, a performance measurement system using Balanced Scorecard Method was used, measuring performance of an organization from four perspectives; financial perspective, customer's perspective, internal business process perspective, and growth and learning perspective. Meanwhile, AHP (Analytic Hierarchy Process) Method was used to generate the weights interests from Perspectives, Strategic Objectives and KPI (Key Performance Indicator).

From the Balanced Scorecard Design, 7 Strategic Maps, 63 Strategic Objectives and 75 KPIs were formed from organization and directorate levels. Balanced Scorecard is one of the alternatives of performance measurement that aims to integrate financial and non-financial performance measurements. This measurement is the result of a process done based on the organization's vision, mission and strategy.

Key word: Performance Measurement, SWOT Analysis, Balanced Scorecard,

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ABSTRAK

Pengukuran kinerja yang dilakukan diperusahaan selama ini hanya berfokus pada segi keuangan saja atau lebih dikenal dengan pengukuran kinerja tradisional, dimana sudah tidak mampu lagi menjawab permasalahan perusahaan sekarang dan dimasa datang, serta tidaklah cukup mencerminkan kinerja organisasi sesungguhnya. Perusahaan menyadari jika ingin menerapkan dan menjalankan strategi manajemen yang tepat, perusahaan memerlukan suatu metode pengukuran kinerja yang mampu mengukur kinerja perusahaan dari berbagai aspek yaitu sistem pengukuran kinerja perusahaan dengan metode *Balanced Scorecard* yang mengukur kinerja suatu organisasi dari empat perspektif yaitu perspektif finansial, perspektif customer, perspektif proses bisnis internal, perspektif pertumbuhan dan pembelajaran. Sementara untuk pembobotan menggunakan metode (AHP) *Analytic Hierarchy Process* dapat diperoleh bobot kepentingan dari Perspektif, Sasaran Strategis dan (KPI) *Key Performance Indicator*.

Dari Rancangan *Balanced Scorecard* terbentuk 7 Peta Strategi, 63 Sasaran Strategis dan 75 KPI dari tingkat perusahaan dan direktorat. *Balanced Scorecard* adalah salah satu *alternative* pengukuran kinerja yang bertujuan menggabungkan ukuran kinerja keuangan dan non keuangan. Pengukuran ini merupakan hasil dari suatu proses berdasarkan visi, misi dan strategi dari suatu perusahaan.

Kata kunci: Pengukuran Kinerja, *Balanced Scorecard*, Analisa SWOT, AHP

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