

ABSTRAK

PT Hari Mukti Teknik, Bantul, Daerah Istimewa Yogyakarta perlu memperhatikan kinerja perusahaan guna menghadapi perubahan organisasi bisnis dari Usaha Dagang ke Perseroan Terbatas. Hal tersebut memiliki perbedaan manajemen dan kebijakan perusahaan. Perusahaan mempersiapkan pekerja dalam menjalankan tugasnya sesuai visi dan misi perusahaan serta memastikan pekerja sudah memahami perubahan manajemen dan kebijakan perusahaan sehingga perusahaan dapat berjalan dengan baik.

Penelitian ini menggunakan metode *Total Performance Scorecard* (TPS) sebagai solusi dalam perbaikan sistem pengukuran kinerja perusahaan. Metode *Total Performance Scorecard* (TPS) membagi rencana strategis yang didasarkan tolak ukur *Personal Balanced Scorecard Owner*, *Personal Balanced Scorecard* karyawan dan *Organizational Balanced Scorecard* perusahaan. Metode tersebut bertolak ukur *perspective* keuangan, *perspective* pelanggan, *perspective* bisnis internal serta pengetahuan dan pembelajaran sebagai acuan dalam pembentukan *Key Performance Indicator* (KPI) sebagai acuan pembobotan untuk tahap *scoring*.

Hasil dari penelitian pengukuran kinerja menggunakan metode *Total Performance Scorecard* (TPS) ini memperoleh hasil KPI tersusun sebanyak 96 KPI, nilai rata-rata aspek dari keseluruhan mendapatkan nilai 4,32 dinyatakan dalam keadaan baik dengan hasil 4,69 untuk *perspective* keuangan, 4,45 untuk *perspective external*, 4,17 untuk *perspective internal* dan untuk *perspective* pengetahuan dan pembelajaran sebesar 4,05. Strategi perbaikan untuk menginginkan kinerja perusahaan yang perlu diperhatikan adalah perusahaan sebaiknya melihat *track record* bekerja calon karyawan terkait *turnover*, memilih calon karyawan yang terbaik dan bertalenta dibidangnya serta perusahaan memberikan *feedback* positif, *reward* untuk karyawan. Perusahaan diharuskan menciptakan lingkungan kerja yang menyenangkan, menyediakan fasilitas *medical check up* berkala kepada karyawan, melakukan pencegahan terhadap produk cacat dengan melakukan pengecekan disetiap proses, dan karyawan diharuskan meningkatkan minat baca seputar pengetahuan.

Kata Kunci : Pengukuran Kinerja, *Personal Balanced Scorecard* (PBSC), *Organizational Balanced Scorecard* (OBSC), *Total Performance Scorecard* (TPS)

ABSTRACT

PT Hari Mukti Teknik, Bantul, Special Region of Yogyakarta needs to pay attention to company performance in order to deal with changes in business organizations from Trade Business to Limited Liability Companies. This has different management and company policies. The company prepares workers to carry out their duties according to the company's vision and mission and ensures that workers understand the changes in management and company policies so that the company can run well.

This study uses the Total Performance Scorecard (TPS) method as a solution in improving the system. The Total Performance Scorecard (TPS) method divides the strategic plan based on the owner's Personal Balanced Scorecard benchmarks, the company's Personal Balanced Scorecard and the company's Organizational Balanced Scorecard. The method departs from a financial perspective, customer perspective, internal business perspective and learning as a reference in the preparation of Key Performance Indicators (KPI) as a weighting reference for score assessment.

The results of the performance measurement research using the Total Performance Scorecard (TPS) method obtained the results of the KPI composed of 96 KPI, the average aspect value of the overall score of 4.32 stated in good condition with the results of 4.69 for financial perspective, 4.45 for external perspective, 4.17 for internal perspective and for knowledge and learning perspective at 4.05. Improvement strategy to want the company's performance that needs attention is the company should look at the prospective employee's track record of work related to turnover, choose the best and talented prospective employees in their field and the company provides positive feedback, rewards for employees. Companies are required to create a pleasant work environment, provide periodic medical check-up facilities for employees, prevent defective products by checking every process, and employees are required to increase interest in reading about knowledge.

Keywords : Performance Measurement, Personal Balanced Scorecard (PBSC), Organizational Balanced Scorecard (OBSC), Total Performance Scorecard (TPS)