

ABSTRAK

CV. Dewi Makmur, Bantul, Yogyakarta perkembangan dunia saat ini menimbulkan banyak pesaing bisnis antar perusahaan. CV. Dewi Makmur mempunyai permasalahan berupa pendapatan yang tidak stabil dikarenakan penurunan produksi. Hal ini terbukti dari data tahun 2019 ke tahun 2020 yang mengalami penurunan pendapatan sebesar 40%, dari rata-rata pendapatan. Kemudian penilaian kinerja karyawan setiap departemen produksi berdasarkan menurunnya jumlah karyawan dan hanya 1 orang pada bagian *quality control* (QC). Dimana kurangan pengawasan dan juga ketelitian pada karyawan, tidak sedikit karyawan yang melakukan kesalahan pada setiap pekerjaannya. Hal ini mengakibatkan karyawan tidak mempunyai target kerja untuk individunya.

Penelitian ini menggunakan metode *Total Performance Scorecard* (TPS) sebagai solusi dalam perbaikan sistem pengukuran kinerja perusahaan. Metode *Total Performance Scorecard* 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 atau *scoring*. Hasil dari penelitian pengukuran kinerja menggunakan metode *Total Performance Scorecard* ini memperoleh hasil KPI tersusun sebanyak 96 KPI, nilai rata-rata aspek dari keseluruhan mendapatkan nilai 3,50 dinyatakan dalam keadaan baik dengan hasil 5 untuk *perspective* keuangan, 2,20 untuk *perspective external*, 4,36 untuk *perspective* internal 4,11 dan untuk *perspective* pengetahuan dan pembelajaran sebesar 4,14. Strategi perbaikan perusahaan sebaiknya bermitra atau bekerja sama dengan CV, melakukan promosi kembali memasarkan ketempat-tempat wisata, melakukan evaluasi dan inovasi secara berkala.

Kata kunci : Pengukuran Kinerja, *Personal Balanced Scorecard*, *Organizational Balanced Scorecard* , *Total Performance Scorecard*.

ABSTRACT

CV. Dewi Makmur, Bantul, Yogyakarta, today's world developments have created many business competitors between companies. CV. Dewi Makmur has a problem in the form of unstable income due to decreased production. This is evident from the data from 2019 to 2020 which experienced a decrease in income by 40%, from the average income. Then the performance appraisal of each production department is based on the decrease in the number of employees and only 1 person in the quality control (QC) section. Where there is a lack of supervision and also thoroughness in employees, not a few employees make mistakes in every job. This results in employees not having work targets for their individuals.

This study uses the Total Performance Scorecard (TPS) method as a solution to improving the company's performance measurement system. The Total Performance Scorecard method divides strategic plans based on the benchmarks of the Personal Balanced Scorecard Owner, Personal Balanced Scorecard of employees, and Company's Organizational Balanced Scorecard. This method is based on measuring the financial perspective, customer perspective, and internal business perspective as well as knowledge and learning as a reference in the formation of Key Performance Indicators (KPI) as a weighting reference or scoring.

The results of the performance measurement research using the Total Performance Scorecard method obtained that the KPI results were arranged as many as 96 KPIs, the average value of the overall aspects got a value of 3.50 which was stated in good condition with 5 results for the financial perspective, 2.20 for the financial perspective. external, 4.36 for the internal perspective of 4.11 and the knowledge and learning perspective of 4.14. The company's improvement strategy should partner or cooperate with CV, re-promise to market to tourist attractions, and evaluate and innovate regularly.

Key word : Performance Measurement, Personal Balanced Scorecard, Organizational Balanced Scorecard , Total Performance Scorecard.