Employee Performance Appraisal Model Using Human Resources Scorecard And Analytical Hierarchy Process (AHP)

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Abstract: Nowadays, there is no doubt that reliable human resources are the key in global university competition, not least with the Department of Engineering of Muhammadiyah University of Jakarta (FT UMJ). The problems that occur is based on preliminary analysis that has been known that Faculty of Engineering Muhammadiyah University of Jakarta (FT UMJ) does not have Employee Performance Appraisal System. This study aims to design an Employee Performance Appraisal System, especially through the development of a Human Resources Scorecard Performance Appraisal System and Profile Matching model. The targets of this study were conducted with the aim of identifying and analyzing the need to implement model models of Employee Based Human Resource Scorecard Performance Appraisal Systems. The strategy of mixed methods in this research is the sequence of qualitative and quantitative analysis. The objective of this strategy is to design the HR Strategy Division map and identify the success indicators of each strategy objective through qualitative data analysis, and further quantitative data analysis to know the process of human resource performance measurement using Human Resources Scorecard based on Analytical Hierarchy Process (AHP). The results of this study recommend the strategy map and key performance indicator (KPI) of each strategy objectives to the Human Resources Division of the Faculty of Engineering, Muhammadiyah University of Jakarta. This study provides an overview of how HR activities can support the achievement of the company's vision, mission, and strategy as defined in the strategy map.

Index Terms: Performance Appraisal Systems, Human Resources Scorecard, Analytical Hierarchy Process, Objectives Matrix

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1 INTRODUCTION

The increasingly high level of competition, both in the service industry and in the manufacturing industry, organizations must be prepared for the challenges of organizational success. The main factor in determining organizational success is human resources (HR). The success of the organization is measured by the organization's ability to achieve the goals expected in both growth and survival for short and long term. The success of the organization is determined by the management that manages the organization, as well as the ability of the staff to support or to assist in running the organization. Human Resources Scorecard is a tool to measure and manage the strategic contribution of the role of human resources in creating values to achieve organizational strategy goals. Human Resources as a strategic asset has characteristics that are difficult to imitate, difficult to move or exchanged, are rare and unique. Human Resources (HR) in universities consists of Lecturers as Educators and Employees / Education Personnel. University human resources play a very big role on the performance of universities. It is therefore necessary to design a new measurement tool that can be used to prove the contribution of human resources to the implementation of organizational strategy and to manage human resources as strategic assets. A paiing important in every organization is human, therefore in a human organization has a very important strategic role in achieving organizational goals. Human resources are "the people who are ready, willing and able to contribute to organizational goals" (Werther and Davis, 1996: 596). Based on this opinion, it can be stated that HR is a person who is ready, willing and able to contribute to the effort of achieving organizational goals Consequently, the organization requires human resources that have the expertise and capabilities in accordance with the vision and mission of the organization. Competence-based human resource development is also applicable in education. This is due to the progress of a nation can only be achieved through the structuring of good education. Efforts to improve the quality of education directed to increase the dignity and human dignity of Indonesia. According Hasibuan (2003: 10) Human Resource

Management can be defined as the science and art of managing relationships and the role of labor to effectively and efficiently help the realization of corporate goals, employees and society. Another opinion, namely Miner and Miner in Hasibuan (2003: 11) Muhammadiyah University of Jakarta (UMJ) in an effort to make continuous internal quality improvement always make an effort to assess the performance of Human Resources. Assessment is done at the end of each semester by requesting to fill out the questionnaire of human resources performance assessment to the students. The assessment process is still done manually so it takes a long time processing data. In addition, the assessment still has a subjective nature and is not relevant to the actual situation, so it is not used as a basis for decision making (Khoiriyah, 2013). The purpose of this research is to assist lecturers and inner worker to see the performance and calculate the value collected to develop application of human resources performance measurement in realtime using method matching profile.

The expected benefits of this research are as follows.
1. Assessment of the performance of lecturers and employees can be done quickly, precisely, and accurately in accordance with the actual conditions and not subjective.
2. Can be used as a decision-making input structured to support the process of quality assurance and career coaching lecturers and employees
3. As input of factors affecting the performance of lecturers and employees then used to find solutions in improving the performance of lecturers and employees in learning.

2 LITERATURE REVIEW

According to Nurman (2008, p I) Human Resources Scorecard is a tool to measure and manage the strategic contribution of the role of human resources in creating value to achieve institutional strategy. The Human Resource Scorecard measures the effectiveness and efficiency of human resource functions in directing employee behavior to achieve institutional strategic goals so as to help demonstrate how

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human resources contribute to financial success and institutional strategies. The difference between the Human Resource Scorecard and the Balanced Scorecard is that the balanced scorecard measures the performance of all institutions in the form of tangible assets while the human resource scorecard measures the performance of institutional human resources in the form of intangible assets. Human Resources Scorecard is a human resource measurement system that links people - performance - driven strategies to produce superior institutions. Human Resources Scorecard describes the mission, vision, strategy into action of human resources that can be measured its contribution. Human Resources Scorecard describes something intangible (leading / cause) to be tangible (lagging / effect). Human Resources Scorecard is a measurement system that links human resources with organizational strategy and performance that will ultimately generate awareness of the consequences of human resource investment decisions, so that investment can be done in precise and precise quantities. In addition, the human resources scorecard can be a tool for human resource managers to ensure that all human resource decisions support or contribute directly to the implementation of business strategy. Human Resources Scorecard is part of the institution. Human resources scorecard is like a building, which is part of what we derive from institutional strategy. The Human Resources Scorecard is a combination of lagging indicators and leading indicators. In the Human Resources Scorecard, there must be a causal relationship. The rationale of HRSC is 'Gets Managed, Gets Done', meaning that what is measured is managed and then it can be implemented and assessed. The Human Resource Scorecard includes 4 dimensions: Human Resource Deliverables, High Performance Work System (HPWS), Human Resource System Alignment and Human Resource Efficiency (HR). AHP is the weighting method introduced by Thomas L. Saaty. According to Saaty (2004), hierarchy is a representation of a complex problem in a multi-level structure, where the first level is the goal, followed by the factor level, criteria, sub criteria, and so on down to the last level of the alternative. The weight obtained is a consistent weight that is qualified if the value of inconsistency ratio is smaller or equal to 10% or 0.1. The first step is to spread the weighted questionnaires to the same resource persons as the previous interviews: academic team representatives and service quality controllers, education and training sub-divisions, human resource relations sub-divisions and human resources planning and development sub-divisions. This weighting is perceptual or opinion, so it must be done by people who understand the vision, mission, strategy and condition of the institution. The second step is to process the data obtained from the weighted questionnaire using Expert Choice 11 software. This software is widely used by previous researchers to do the weighting based on Analytical Hierarchy Process (AHP) method, because using this software more easily understood. Retnoningsih (2011) explains that Expert Choice offers several facilities ranging from input data criteria and some alternative choices up to goal setting.

3 RESULT
Weighted results are shown in the following tables:

Table 1: Human Resources Scorecard Perspektives

Perspektif	Bobot
Financial	0,155
Customer	0,401
Internal Business Process	0,180
Learning and Growth	0,264
Jumlah	1
Inconsistency Ratio	0,02
Kesimpulan	Konsisten

Table 2: Strategy Objectives Prespektives

Kode	Strategy Objectives Financial Perspektive	Point	Inconsistency Ratio
F1	Increasing labor cost efficiency	0,309	0
F2	Improving the effectiveness of training budget usage	0,691	
Kode	Strategy Objectives Customer Perspektive	Point	Inconsistency Ratio
C1	Employee succession planning	0,105	0,01
C2	Employees implement institutional values	0,253	
C3	Improve employee responsibilities	0,266	
C4	Improve employee satisfaction	0,376	
Kode	Strategy Objectives Internal Business Process Perspektive	Point	Inconsistency Ratio
I1	Improve employee motivation	0,336	0,06
I2	Increase the speed of service and payment reimbursement to employees	0,194	
I3	Aligning institutional culture with service quality	0,378	
I4	Fleksibilitas internal	0,092	
Kode	Strategy Objectives Learning and Growth Perspektive	Point	Inconsistency Ratio
L1	Consistently support employee qualifications through training programs	0,296	0,001
L2	Consistently develop leadership skills and strengthen the role of managers as trainers and mentors	0,328	
L3	Consistently improve employee insight into institutional culture and values	0,376	

Table 3: Lagging Indicator

Kode	Financial Perspektive	Point	Inconsistency Ratio
F11a	Sickness rate	0,494	0,03
F12a	Employee turnover Percentage	0,367	
F13a	Percentage of official travel	0,139	
F21a	Return on Training Investment (RoTI)	1	0
Kode	Customer Perspektive	Point	Inconsistency Ratio
C11a	Number of employees promoted	1	0
C21a	Number of employees awarded	1	0
C31a	Percentage of employees who are absent	0,432	0
C32a	Percentage of employees affected by	0,568	

Kode		Point	Inconsistency Ratio
	sanctions		
C41a	employee satisfaction index	1	0
Kode	Internal Business Process Perspektive	Point	Inconsistency Ratio
I11a	Percentage of employee complaints related to compensation and facilities	1	0
I21a	Percentage of services and timely payments	1	0
I31a	Entropy value	1	0
I41a	job rotation	1	0
Kode	Learning and Growth Perspektive	Point	Inconsistency Ratio
L11a	Percentage of training that suits the needs of the institution	1	0
L21a	Number of leadership skills training	1	0
L31a	Entropy value	0,299	0
L32a	Service quality index	0,701	

Tabel 4: Leading Indicator

Kode	Financial Perspektive	Point	Inconsistency Ratio
F11b	Produktivitas institusi	0,620	
F12b	recruiting cost	0,252	0,10
F13b	Official Travelling Cost	0,128	
F21b	Efficiency investment to human capital	1	0
Kode	Customer Perspektive	Point	Inconsistency Ratio
C11b	Number of successors in key positions	1	0
C21b	service quality index	1	0
C31b	The intensity of supervisor supervision to subordinates	1	0
C41b	Number of employee complaints	1	0
Kode	Internal Business Process Perspektive	Point	Inconsistency Ratio
I11b	Employee productivity	1	0
I21b	Percentage of employee complaints regarding payments	1	0
I31b	The intensity of socialization on cultural and institutional values	0,489	0
I32b	Percentage of employee training on institutional culture and values	0,511	
I41b	Service quality index (service quality)	1	0
Kode	Leading Indicator Perspective Learning and Growth	Point	Inconsistency Ratio
L11b	The number of employees who are raising the qualifications required to do their work	1	0
L21b	The number of employees who passed the leadership program and ready to occupy the leadership position	1	0
L31b	Percentage of training on cultural and institutional values	1	0

4 DISCUSSION

The successful achievement of this overall financial perspective performance ultimately leads the institution to a condition where the institution can achieve its predetermined targets. Where the intended target institution is service-oriented customer satisfaction, improve profitability, minimize risk, and become the preferred institution employees. The success of the institution's target achievement is indicated by the total index. The total index value for lagging indicator is 8.757. Based on the Traffic Light System, the value is in the green category. Similarly, the total index value for the leading indicator is in the green category is 8.286. Achievement of performance in the green category indicates that the achievement of performance has reached the target set by the institution, so it must be maintained and even improved so that in subsequent years it can exceed the target institution. Achieving the targets of the overall performance indicators means that the goals of the institution are achieved and it can be concluded that the institution can achieve its vision. Using the Human Resources Scorecard method based on the **AHP** valuation model helps the institution to monitor all aspects of its performance and immediately make improvements to improve the performance of institutions whose achievements are still far below target. If the performance of lagging indicator is much better than the performance of leading indicator this indicates that the achievement of lagging indicator more based on luck factor or coincidence, because the achievement is not accompanied by achievement of performance leading indicator also good. While the institution can not continue to depend on the luck factor, because not every time the luck factor will accompany any business undertaken. Therefore, if these conditions occur then the institution must improve the performance of the process to support the outcomes expected by the institution. If the performance of leading indicator is much better than the performance of lagging indicator this means the process to achieve the expected results of the institution has not been on target, because the achievement of the lagging indicator is bad or far below the target. This condition also harms the institution, because this means that the process undertaken by the institution to achieve the target institution feels useless because the end result expected by the institution can not be achieved. Therefore, if the condition is experienced by the institution then the institution must think about the right process of target to be done so that the final result is achieved.

5 CONCLUSION

It was identified that the strategic goals of Muhammadiyah University of Jakarta as a result of the University's vision and mission are (a) customer-oriented service oriented. The University strives to always provide excellent service to all its customers; (b) increase profitability. In order for the university to survive and continue to grow, the university must have a good profitability; (c) minimize risk. Reducing the uncertainty that could harm the university in line with the university's profit-boosting goals; and (d) becoming the preferred university employee. By giving fair and equitable attention, employees will be satisfied so that they will work with a high commitment to achieve the University's targets. From a learning and growth perspective it was identified that universities have consistency strategy objectives 1) support employee qualifications through training programs; 2) develop leadership skills and strengthen the role of managers as trainers and mentors; and 3) improving employee insight into the culture and values of the university. Strategy objectives on the learning and growth perspective will affect the strategy objectives on the internal business process perspective. Internal business process perspective is identified as having strategy objectives 1) increasing employee motivation; 2) improve service speed and

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reimbursement payments to employees; 3) aligning the university culture with service quality; and 4) internal flexibility. Strategy objectives on the internal business process perspective will affect the strategy objectives in the customer's perspective. The customer perspective is identified as having a strategy objective 1) employee succession planning; 2) the employee implements the values of the university; 3) increasing employee responsibilities; and 4) increase employee satisfaction. Strategy objectives on the customer's perspective will affect the strategy objectives in the financial perspective. The financial perspective is identified as having a strategy objective 1) improving labor cost efficiency; and 2) increasing the effectiveness of the use of training budgets. Successful achievement of strategy objectives in this financial perspective will lead the university to its success in achieving its established strategic objectives. It also shows that learning and growth perspectives, internal business processes, and customers have successfully supported the performance of a financial perspective. The successful achievement of this overall financial perspective performance ultimately leads the University to a condition where the University can achieve its pre-defined strategic goals. Successful achievement of strategic goals is indicated by the total index value of green categorized both leading indicator and lagging indicator.

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