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HUMAN RESOURCE SCORECARD (HRSC) AS PERFORMANCE MEASUREMENT METHOD TO OPTIMIZE ORGANISATION PERFORMANCE Dwi Ermayanti S UNMER Malang Student and Lecturer of STIE PGRI Dewantara Jombang (dwi_ermayanti@yahoo.co.id) And Amirotul Ro'ifah Lecturer of UNHASY Jombang (amir.roifah6@gmail.com) Abstract Human Resources Scorecard (HRSC) is a human resource performance measurement system that links between people, strategy, and performance to produce an excellent company. HRSC describes the vision, mission, and strategy into human resources action that can be measured the contribution.

This human resources performance measurement is looking at business units from four perspectives: financial perspective (F), customer (C), internal business process (I), and learning and growth (L). Each of perspective in HRSC method HRSC weighted by Analytical Hierarchy process method. This measurement concept is important to be developed because the competition between companies is getting tougher.

Therefore, the purpose of this study is to answer the question "how to conduct human resource performance measurement using the HRSC and what is the benefit of using it on KSP Sejahtera East Java?" this research use descriptive quantitative method and use AHP and consistency test. The research resulted perspective measurement that L with score of 0.899 as the first priority. Secondly I with score of 0,893. The third C with score of 0.883.

and the fourth is F with score of 0.492. So that the performance assessment of human resources, about good, bad, quality and so forth, can be measured with this method, for the sake of improving the human resources quality of a company or organization. Keywords: HRSC method, Analytical Hierarchy Process Method.

INTRODUCTION Nowadays, the competition between companies is very strict need of the company's ability to improve the overall performance. Each company is required to improve the overall performance in facing competition and using resources effectively and efficiently and ultimately the vision, mission, and strategy can be achieved.

This KSP Sejahtera East Java is one of saving and loan cooperative that did not has a performance measurement system which is standard and comprehensive, at that day the human resource performance measurement more focus only on the administrative side or the employee working is in accordance with the Job Description. The head of company considers the employee has worked well without any mistakes and in accordance with the procedures applicable to the company.

This may caused the company made no attempt to improve the employee performance and remain in the same condition continuously. Based on that company condition, the problem should be answer is "how does we do human resource performance using Human Resources Scorecard (HRSC) method and what the benefit of using this method on this KSP Sejahtera Jatim?" those, the future actions that must be done is to measure human resource performance, and here the researchers consider that the right performance measurement appropriate is by using the concepts of Human Resources Scorecard concept (HRSC) to improve and enhance the human resources performance in a company.

This measurement concept is essential for cooperatives or companies to effectively grow strategic responsibility to face the future competition, in order to achieve the company vision and mission. Research by this method is very important to be discussed and developed because the use of employee performance measurement by HRSC concept is still rare used and did not developed. In fact, this measurement concept is essential for development so the cooperation or company is growing especially in solving customer complain.

Thus, this concept is not only important to be developed by KSP Sejahtera East Java, but also other cooperatives or companies to be able to achieve the better target. Here, we as researcher take and in this research, take KSP Sejahtera Jatim as the sample to trials HRSC application. This HRSC method also different with balance scorecards or other method that usually used by other organization.

Because not only consider the financial aspect, but also customer, internal business process, learning and growing. This discussion is divided into four main points. The first is introduction, provides the brief overview about some important points and the

conceptual framework. The second is research method, and the third is research finding and discussion. Then the last is conclusion and suggestion.

As described above that in this point includes several important points to be understand first and the conceptual framework. Those are explained as follows: Human Resources In general the definition of Human Resources (HR) can be divided into two, micro HR and macro HR (Koko, 2015). HR in micro meaning are people working in an agency or an organization, while in macro Meaning is the number of productive age population in a country.

And Majid (2008) grouping of HR in two aspects, that are quality and quantity. In quantity regarding the amount of HR (population) is less important the contribution in development, compared to the quality aspect. Here, the quantity of human resources is not accompanied by good quality will be burden the development of a nation.

While in quality regarding the quality of HR, which involves non-physical ability (mental and intelligence). Therefore, if an organization wants to achieve the maximum results, the quality of HR must be increased. To obtain the maximum results, it is necessary to be done human resource management.

According to Dessler (2006:4) human resource management is the process of acquiring, training, valuing ??and providing compensation to employees, pay attention to their labor relations, health and safety, and also the justice problem. The Strategic Human Resource Management The term Human Resources Management (HRM) according to Marwanto (2011) and Mangkunagara (2002:2) is one of the areas of general management that includes aspects of planning, organizing, implementing, and controlling, and this process is contained in the field or the function of production, marketing, finance, or staffing. Brian E.

Becker in his book 'The Human Resotirces Scorecard, Linking People, Strategy, and Performance' proposed four perspectives about evolution of human resources as strategic asset. The evolution of HR as a strategic asset are : a) the personnel perspective, it is the company recruits the best employer and develop them, b)The compensation perspectives, it is the company uses bonuses, incentives payment, and significant differences in payments to give rewards to employees who is excellent and low.

c) The alignment perspectives, is that the senior managers see employees as strategic asset, but they do not invest in improving human resource capability. d) The high performance perspective, it is human resources executives and others regard resources

as a system that is inherent in system that is bigger from the corporate strategy implementation.

Performance According to Moeheriono (2012:95) the definition of performance is the description about the achievement implementation level of activity program or policies in realizing the goals, the objectives, the vision and mission of the organization that stated through an organization strategic planning. According Rivai et al (2009:604) performance is a term generally used for part or all of the actions or activities of an organization in a period with the reference to a number of standards.

And Riadi (2012) stated that performance is the result of the quality and the quantity of work accomplished by an employee in performing its functions in accordance with the responsibilities given to him. It can be concluded that performance is the working result or quality of someone in achieving the objective as target. Employee Performance Indicators To determine the employee performance in a company or organization, needs to be established indicators to measure it.

Performance Indicators according Moeheriono (2012:113) includes an Effective, Efficient, Quality, Timeliness, Productivity and Safety. This indicator measures the overall health of the organization and the working environment of the employees in terms of safety. Meanwhile, according to Robbins (2006) there are five indicator to determine the performance of an employee, they are quality, quantity, timeliness, effectiveness, and independence.

Human Resource Scorecard (HRSC) Method According to Gary Dessler (2006:16) human resource scorecard to measure the effectiveness and efficiency of human resource function in shaping the behavior of employees needed to achieve company strategic objectives. According to Becker et al (2001), the basis of the strategic human resources role consist of three-dimensional value chain that was developed by the architecture of the company human resources, i.e. functions, systems and employee behavior.

Human Resources Scorecard method is very helpful in understanding the differences between Doubles Human Resources (Human Resource performance that does not affect the implementation of corporate strategy) with Human Resources Deliverable (Human Resource performance influence the company strategy implementation). The measuring rod by Rivai et al (2009:612) explain the perspective that must be considered in performance measurement beside financial perspective, at least there are three other perspectives that should also get attention, those are customer, internal business process, and learning and growth.

Conceptual framework The conceptual framework of this research is as below: Picture 1: Conceptual Framework / RESEARCH METHOD The type of this research is quantitative descriptive. This research conducted in three steps: preliminary survey, data collection, and analysis. Table 1: Variable, Indicator, and Organization Performance Measurement Scale Perspective _Indicator _Sub Indicator _Measurement Scale _Instrument _ _Financial _F1.

Improve Employee Productivity _F1a. the revenue each of employee _Ordinal _Questioner _ _ _F2. Improve Efficiency in HR Side _F2a. The percentage decrease of human resource management cost _Ordinal _Questioner _ _Customer _C1. Improve Customer Satisfaction _C1a. The percentage of complaints resolved _Ordinal _Kuesioner _ _ _ _C1b. The number of complaints come in. _Ordinal _Questioner _ _ _C2. Improve Customer Service _C2a.

the percentage On time Service _Ordinal _Questioner _ _Internal Business Process _I1. Employee Satisfaction _I1a. Job satisfaction index _Ordinal _Questioner _ _ _I2. Improve the velocity service for employee _I2a. The average time of the process to obtain permission letter for other official _Ordinal _Questioner _ _ _I3. Providing the exact prosperity _I3a.

the employees percentage follows the retirement preparation _Ordinal _Questioner _ _ _I4. Improve quality relationship _I4a. the average percentage of coordination meeting time between the leadership and unit manager I4b. the average percentage of coordination meeting time between the manager/leader and staff. _Ordinal _Questioner _ _ _I5.

Improve skill and competence of employee _I5a the average number of training in each year. _Ordinal _Questioner _ _ _ _I5b. the employees percentage with excellent performance value _Ordinal _Questioner _ _Learning and Growth _L1. Improve employee productivity _L1a. the percentage of workload resolved _Ordinal _Questioner _ _ _L2. Improve the HR quality and quantity _L2a.

the ratio number of employees attend the training _Ordinal _Questioner _ _ _ _L2b. the number of new employees percentage recruited _Ordinal _Questioner _ _ _L3. Improve the commitment or employee loyalty _L3a. The employee turnover amount _Ordinal _Questioner _ _ _ _L3b the employee percentage is never late _Ordinal _Questioner _ _ _L4.

Improve reward dan career development system _L4a. The employee percentage received performance-based reward _Ordinal _Questioner _ _ _ _L4b. The total

percentage of hiring contracts into permanent employees _Ordinal _Questioner _ _ _L5. Improve the effective and efficient organization _L5a. the work plan percentage has been completed _Ordinal _Questioner _ _ The population used in this study were all employees of KSP Sejahtera East Java by the total 50 employees, which are divided into five positions or parts, manager, accounting, sales, cashier, and the billing part.

Then as a sample, the researchers took the employees of each position. The data collection method in this study is by using interview and questionnaire. And the scoring scale are as follows: Table 2: Scoring Scale Score _Explanation _ _7 _A further but liked more than B _ _6 _A far but liked more than B _ _5 _A little but liked more than B _ _4 _A similar to B _ _3 _A little liked lest than B _ _2 _A far liked lest than B _ _1 _A further but liked lest than B _ _ The data processing in this research includes Editing, Coding, tabulation and scoring.

RESERCH FINDING AND DISCUSSION Test by using Analytical Hierarchy Process (AHP) Method Broadly speaking there are three steps in arranging AHP priorities, those are: Problem decomposition Picture 2: Decomposition Problem Picture Scoring for comparing elements of decomposition result Table 3: Scoring Scale Scoring Result _A Score _B Score _ _A further but liked more than B _1,9 _0,1 _ _A far liked more than B _1,6 _0,4 _ _A little liked more than B _1,3 _0,7 _ _A similar to B _1,0 _1,0 _ _A little liked lest than B _0,7 _1,3 _ _A far liked lest than B _0,4 _1,6 _ _A further liked lest than B _0,1 _1,9 _ _ From the table it can be summarized as follows: CR(i) is scoring result / comparison among criteria C(n) is the total of criteria to (i) C is the total of all Cn score 4.

Weight of criteria to (i) obtained by dividing the score of C (i) with C Table 4: Comparison among criteria Criteria _CR1 _CR2 _CR3 _CR4 _Total _Weight _ _CR1 _- _CR12 _CR13 _CR14 _C1 _bc1= C1/C _ _CR2 _CR21 _- _CR23 _CR24 _C2 _bc1= C2/C _ _CR3 _CR31 _CR32 _- _CR34 _C3 _bc1= C3/C _ _CR4 _CR41 _CR42 _CR43 _- _C4 _bc1= C4/C _ _Total _ _ _ _ _C _ _ _ By using the same procedure, then made a comparison among options (OP) for each criterion.

The following table will illustrate the comparison among options (4 options) for 1st criteria (C1) as follows: O(n) is the result of assessment or comparison between options (i) with k for the criteria to j, O(i) is the total values ??possessed by option to to (i) , O is the total of all score ??and Bo (n) is the option score to (J) for the criteria to j.

Table 5: Comparison among options for criteria to C1 C1 _OP1 _OP2 _OP3 _OP4 _Total _Weight _ _OP1 _- _O12 _O13 _O14 _O1 _BO11= O1/O _ _OP2 _O21 _- _O23 _O24 _O2 _BO21= O2/O _ _OP3 _O31 _O32 _- _O34 _O3 _BO33= O3/O _ _OP4 _O41 _O42 _O43 _- _O4 _BO44= O4/O _ _Total _ _ _ _ _O _ _ _ Scoring Synthesis Synthesis of scoring result is

the last step of AHP. Basically, this synthesis is the total of the weights obtained each option on each criterion after being given a weighting of those criteria.

Generally, the score of an option is as follows: ?????? ??= ??=1 ?? ???? ?? *???? ?? .... (1) Bop i = score /weight for (i) option Table 6: Scoring Synthesis _CR1 _CR2 _CR3 _CR4 _Priority _ _ _bc1 _bc2 _bc3 _bc4 _Bopi _ _OP1 _bo11 _bo12 _bo13 _bo14 _bop1 _ _OP2 _bo21 _bo22 _bo23 _bo24 _bop2 _ _OP3 _bo31 _bo32 _bo33 _bo34 _bop3 _ _OP4 _bo41 _bo42 _bo43 _bo44 _bop4 _ _ Consistency Test The consistency measurement of a matrix itself is based on the maximum Eigen value.

Thomas L Saaty (2005) has proved that the consistency index of n matrix can be obtained by the formula: ????= (???????-n) (n-1) Results Table 7: Validity Test Result No _Variable / item _r calculation _r table _Validity _ _ _Financial (F) _ _ _ _ _1 _1 _0.813 _0,279 _Valid _ _2 _2 _0.786 _0,279 _Valid _ _ _Customer (C) _ _ _ _ _3 _1 _0.828 _0,279 _Valid _ _4 _2 _0.814 _0,279 _Valid _ _5 _3 _0.815 _0,279 _Valid _ _ _Internal Business Process (I) _ _ _ _ _6 _1 _0.367 _0,279 _Valid _ _7 _2 _0.615 _0,279 _Valid _ _8 _3 _0.650 _0,279 _Valid _ _9 _4 _0.664 _0,279 _Valid _ _10 _5 _0.787 _0,279 _Valid _ _11 _6 _0.673 _0,279 _Valid _ _ _Learning and Growth (L) _ _ _ _ _12 _1 _0.308 _0,279 _Valid _ _13 _2 _0.782 _0,279 _Valid _ _14 _3 _0.620 _0,279 _Valid _ _15 _4 _0.675 _0,279 _Valid _ _16 _5 _0.727 _0,279 _Valid _ _17 _6 _0.757 _0,279 _Valid _ _18 _7 _0.587 _0,279 _Valid _ _19 _8 _0.586 _0,279 _Valid _ _ Reliability Test Table 8: Reliability Test Results Variable _Calculation Score Alpha Cronbach _Reliability _ _ _ _ _ _Employee Performance Measurement (X) _0,875 _Reliable _ _Employee Performance Optimization Value (Y) _0,837 _Reliable _ _ Table 9: The result of comparing among criterion Criteria _F _C _I _L _Total _ _F _0 _0,153 _0,713 _0,154 _0,492 _ _C _0,153 _0 _0,69 _0,842 _0,883 _ _I _0,713 _0,69 _0 _0,623 _0,893 _ _L _0,154 _0,842 _0,623 _0 _0,899 _ _Total _1,02 _1,685 _2,026 _1,619 _3,167 _ _ CONCLUSION AND SUGGESTION Based on the analysis and the discussion done in the previous chapter, the human resources performance measurement by using the Human Resources Scorecard it can be concluded as follows: Learning and Growth Perspective (L) with score 0,899, this perspective should be the first priority.

To improve this perspective is done by the following way: increase employee productivity and improve the quality and the quantity of human resources, Improve commitment/ employee loyalty, repair the reward system and the career development, Developing an effective and efficient organization. Internal Business Process Perspective (I) with score 0,893. This priority gets the second position.

The way done to improve those perspective are as follow: improvements the Employee Satisfaction, Improve the speed of service for employees, granting the proper welfare, Improve the quality relationship and the skills and employees. Internal Business Process

(I) perspective with score 0,893. This priority gets the second option.

The way to improve this perspective are: Improve Employee Satisfaction, improve the service speed for employee, the giving prosperity, improve quality relationship and kill the employee competency. Customer Perspective with a score of 0.883 was ranked third . How that is done to optimize through : Improving Customer Satisfaction and Improves Customer Service and Priority. The Financial Perspective with score 0.492.

Ways in which to optimize are : Improve and enhance employee productivity and Improving the Efficiency in side of Human resource. We have done the research in KSP Sejahtera East Java and from the discussion and analysis we can suggest that: Learning and Growth Perspective (L), to improve this perspective is done by these ways : improve employee productivity, HR quality and quantity, the commitment / employee loyalty, the system of rewards and career development, and develop an effective and efficient organization.

Internal Business Process Perspective (I), the way to improve this perspective are: make an improvement on the Employee Satisfaction, Improve the service speed for employees, granting the proper welfare, Improve the quality relationship and Improve skills and employee competencies. Customer Perspective. The way to optimize are: by improving Customer Satisfaction, and Improves Customer Service and Priority The Financial Perspective.

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