

**PERANCANGAN *KEY PERFORMANCE INDICATOR* PADA DEPARTEMEN
MAINTENANCE DENGAN PENDEKATAN METODE *BALANCE SCORECARD*
DI PT XYZ**

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ABSTRAK

Ukuran kinerja merupakan bagian penting dalam mencapai tujuan perusahaan, sehingga dibutuhkan suatu metode yang bisa menjamin tercapainya strategi perusahaan. Selama ini departemen *maintenance* diperusahaan tersebut telah melakukan penilaian kinerja hanya dengan satu alat ukur *Critical Equipment Availability*. Dalam fenomena di departemen tersebut belum bisa merepresentasikan rancangan kinerja sehingga perlu adanya ukuran lain di departemen *maintenance* untuk dapat memberikan penilaian yang menunjang tercapainya strategi departemen tersebut. Maka perlu dikembangkan sebuah pengukuran kinerja departemen *maintenance* dengan menggunakan metode *Balanced Scorecard* dan ANP. Penelitian ini bertujuan untuk membantu dalam proses perancangan *key performance indicator* dalam departemen *maintenance*. Pada penelitian ini digunakan metode *cut off point* untuk mengeliminasi *key performance indicator* yang sebelumnya ada 50 *key performance indicator* menjadi 27 *key performance indicator* selanjutnya ke tahap *balanced scorecard* yang akan mengelompokkan *key performance indicator* kedalam empat perspektif *balanced scorecard* yaitu *financial*, *customer*, *internal business* dan *learning and growth* tahap terakhir yaitu membobotkan kriteria tersebut dengan metode ANP. Adapun parameter inputnya yaitu perbandingan berpasangan antara *key performance indicator*. Hasil penelitian menunjukkan bahwa metode yang diusulkan dapat membangun sebuah perancangan *key performance indicator* di departemen *maintenance*. Dari penelitian diperoleh nilai bobot kriteria yang dimana perspektif *learning and growth* dengan nilai tertinggi 0,31, disusul oleh perspektif *customer* memiliki hasil pembobotan yaitu dengan nilai 0,28, sedangkan *internal business* dengan nilai 0,24 dan terakhir perspektif *financial* dengan nilai 0,16.

Kata Kunci : *key performance indicator*, ANP, *Cut off Point*, *Balanced Scorecard*.

**KEY PERFORMANCE INDICATOR DESIGN IN MAINTENANCE DEPARTMENT USING
BALANCE SCORECARD METHOD APPROACH AT PT XYZ**

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ABSTRACT

Performance measurement is an important part of achieving company goals, so we need a method that can guarantee the achievement of company strategy. The maintenance department at the company has carried out performance appraisals using only one Critical Equipment Availability measurement tool. In this phenomenon, the department has not been able to represent the performance design so that there needs to be another measure in the maintenance department to be able to provide an assessment that supports the achievement of the department's strategy. Accordingly, it is necessary to develop a maintenance department performance measurement using the Balanced Scorecard and ANP methods. This study aims to assist in the design process of key performance indicators in the maintenance department. In this study, the cut-off point method is used to eliminate key performance indicators, which previously had 50 key performance indicators into 27 key performance indicators, then to the balanced scorecard stage which will classify key performance indicators into four balanced scorecard perspectives, namely financial, customer, internal business and learning. and the last stage of growth is weighting these criteria with the ANP method. The input parameter is the pairwise comparison between the key performance indicators. The results show that the proposed method can build a key performance indicator design in the maintenance department From the research, it was obtained the criteria weight value where the learning and growth perspective had the highest value of 0.31, followed by the customer perspective with a weighting result, namely with a value of 0.28, while internal business with a value of 0.24 and finally the financial perspective with a value of 0.16.

Keywords: *key performance indicator, ANP, Cut off Point, Balanced Scorecard.*