ABSTRACT

INTEGRATED DESIGN OF COMPANY PERFORMANCE MEASUREMENT BASED ON BALANCED SCORECARD METHOD AND MALCOLM BALDRIGE CRITERIA AT PT Semen Indonesia (Persero) Tbk.

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With regard to implementation of performance management system, PT Semen Indonesia (Persero) Tbk. for the time being is still implementing a random approach for partial target only, shown by applying of performance measurement based on Balanced Scorecard and diagnostic of performance excellence with Malcolm Baldrige Criteria partially. This matter indicates that in managing of the company’s performance, considered as less effective and less efficient.

Performance measurement system conducted by PT Semen Indonesia (Persero) Tbk. in this time is still focusing on financial performance only, in which the financial aspect represents the source of all decisions as well as the past management activities and action. Financial report is unable to measure the Company’s performance of intangible assets as well as the intellectual assets of Human Resources (SDM), so that company obliged to conduct measurement of financial and non financial aspects. The Company needs better measuring rod to show the way where the direction of the organization will lead and how sustain it can create long-term of financial value as its target.

In the year 2002-2005, PT Semen Indonesia (Persero) Tbk. ever implemented the performance measurement system called "Promeasys", but after experiencing of evaluation and development, the usage of such performance measurement system was considered not applicable any more for conformity and compatibility reasons.

Therefore, to reach the performance measurement comprehensively as well as to get double impact of the Company’s performance in creating revenue growth in order to improve the company’s quality and to stay a head in business competition, hence required the implementation of integrated performance management system based on Balanced Scorecard Method and Malcolm Baldrige Criteria.

Keywords: Integration, Performance Measurement, Balanced Scorecard Method, Malcolm Baldrige Criteria