EMPLOYEE PERFORMANCE MEASUREMENT OF FREIGHT DELIVERY SERVICES USING HUMAN RESOURCE SCORECARD (HRSC) AND ANALYTICAL HIERARCHY PROCESS (AHP)

TUGAS AKHIR

Diajukan Sebagai Salah Satu Syarat untuk Memperoleh Gelar Sarjana Teknik Pada Program Studi Teknik Industri Fakultas Sains dan Teknologi Universitas Islam Negri Sultan Syarif Kasim Riau

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PEKANBARU
2024

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LEMBAR PERSEMBAHAN

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Sesungguhnya, sesudah kesulitan itu ada kemudahan
(QS. Al-Insyirah ayat 6)

"Manusai hanya bisa berencana Tuhan menentukan"
Sesungguhnya Allah tidak akan mengubah keadaan suatu kaum, sebelum kaum itu sendiri mengubah apa yang ada pada diri mereka
(QS. Ar-Ra'd ayat 11)

"Barang siapa bertakwa kepada Allah maka Dia akan menjadikan jalan keluar baginya, dan memberinya rezeki dari jalan yang tidak ia sangka, dan barang siapa yang bertawakal kepada Allah maka cukuplah Allah baginya, Sesungguhnya Allah melaksanakan kehendak- Nya, Sungguh Allah telah mengadakan ketentuan bagi setiap sesuatu".
(QS. Ath -Thalaq: 2-3)

Maka nikmat Tuhan kamu yang manakah yang kamu dustakan?
(QS. Ar-Rahman ayat 55)

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Pekanbaru, Juli 2024

Abielda Sandika

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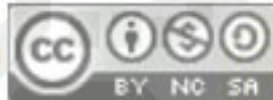
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ARTICLE INFORMATION

ABSTRACT

The intense business competition forces companies to enhance their performance, primarily through effective human resources. This study analyzes the performance of courier employees at SiCepat Ekspress Pekanbaru, Tampan branch, which has experienced a decline in productivity due to non-compliance with operational standards, weak communication, and lack of motivation. The Human Resource Scorecard (HRSC) and Analytical Hierarchy Process (AHP) methods were used to measure and evaluate employee performance. HRSC assesses effectiveness based on financial, customer, internal process, and learning perspectives. AHP aids in decision-making by setting priorities and logic. The study results indicate that employee performance assessment yielded 14 performance indicators, including attendance, discipline, welfare, loyalty, and skill enhancement. The highest priority weight from the financial perspective is optimizing the delivery process (0.720), while from the customer perspective, it is responsibility for delivery security (0.616). For the internal business process perspective, the highest weight is the leadership style of supervisors (0.278), and for learning and growth, it is employee skill enhancement (0.713).

Keyword: Analytical Hierarchy Process (AHP), Human Resource Scorecard (HRSC), Performance Measurement, Productivity.

INTRODUCTION

In the increasingly advanced era of globalization, business competition is becoming tighter, necessitating companies to continuously enhance their performance to survive and succeed. Human resources play a pivotal role as valuable assets that influence the company's vision and mission. To confront this competition, companies must maintain and improve the quality of human resource performance by implementing established goals and strategies

To achieve this goal, the company needs a structured performance measurement strategy to determine whether human resources are operating effectively and efficiently as planned (Kosim & Rahman, 2021). Performance measurement is crucial to ensure that human resources contribute maximally to the company's success. In a competitive business environment, these measurements are key to the company achieving its goals.

Employees are a company's human resources who control the organization and serve as a source of training and skill development. Employee performance is achieved based on specific criteria influenced by the interaction between skills and motivation (Febriansyah et al., 2024).

Performance is the outcome of the work carried out by individuals or groups based on the functions and objectives set by the company or organization. Additionally, performance encompasses the work outcomes produced by an individual or a group of people by comparing them to the standards set by the organization. This is done in accordance with respective regulations and responsibilities, aiming to achieve organizational goals lawfully and relevantly without violating laws and adhering to good morals and ethics (Rompas et al., 2020).

Based on interviews and initial observations at SiCepat Ekspress Tampan, several issues affecting the company's operations have been identified. Courier employees often fail to perform their duties according to company standards, including non-compliance with specified work hours for personal reasons. Many employees do not adhere to the company's SOP, showing negligence in their tasks due to a lack of teamwork. Weak communication among employees leads to misunderstandings, decreased motivation, and work commitment. The decline in employee performance is also evident from the high resignation rate, which poses a significant obstacle to improving company performance and requires a thorough evaluation.

An employee resigned from working at SiCepat due to high work pressure, which lowered the performance and productivity of couriers. As a result, there were delays in delivering goods to customers, causing the company to fail to achieve timely delivery targets. This situation damaged the company's reputation regarding service quality, affected productivity target achievements, and forced the company to open new job vacancies.

The previously described situation has led to a decrease in the effectiveness of courier employees' performance. Its impact is evident in delayed deliveries and a decrease in achieving the set delivery targets.

From January to December 2023, Sicepat Express experienced a decline in performance marked by the failure to achieve overall shipment targets. Over these 12 months, only two months successfully met the delivery targets, namely April and May, with an overload occurring in April. Furthermore, on-time delivery only occurred in January and June. This resulted in losses for the company, attributed to the decreased performance of the Sicepat Express Tampan couriers. Therefore, the company needs to address this issue to improve employee performance levels and move in a better direction.

This research analyzed performance assessment indicators of courier employees at SiCepat Express. It aims to address performance measurement issues that impact delivery productivity. The methods used are the Human Resource Scorecard (HRSC) and the Analytical Hierarchy Process (AHP) to identify indicators that need

enhancement or improvement. This evaluation is expected to yield effective actions to improve employee performance.

The Human Resource Scorecard is a tool used to measure human resource performance and assess the performance of the human resources department in alignment with the company's strategy. This concept aims to determine whether investments in human resources have met the company's goals (Rompas et al., 2020). HRSC also elucidates something from the unseen (leading/causal) to the tangible (lagging/consequential) (Rahim, 2023).

According to (Panudju et al., 2017), as cited by (Asriati & Syamsuri, 2022), the Human Resources Scorecard (HRSC) method emphasizes an approach that portrays human resources through the measurement of effectiveness and efficiency of human resources, specifically employees, based on four perspectives: financial, customer, internal business process, and learning and growth.

The Analytic Hierarchy Process (AHP) is a method used to solve complex and unstructured problems (Andalia & Pratiwi, 2018). This method serves as a weighting tool for criteria and sub-criteria and helps structure issues based on two main principles, namely priority and logic (Noviani et al., 2022). Thomas L. Saaty created it in the early 1970s. This method involves assigning numerical scores to assess various alternatives in each decision-making process, thus optimizing the decision-making (Sandika & Patradhiani, 2019).

As for the expectations to be achieved by the company through the implementation of performance measurement using the Human Resource Scorecard (HRSC) method and Analytical Hierarchy Process (AHP) to make the company excel in competition or referred to as Competitive Advantage, Sicepat Express courier employees have characteristics of creativity, loyalty, and possess higher performance compared to similar companies in the context of human resource characteristics and quality.

LITERATURE REVIEW

Performance measurement
Performance measurement is a set of metrics used to gauge the effectiveness and efficiency of a series of tasks. It can also be understood as periodic evaluation of specific parts of an organization and its personnel based on established standards and criteria. Performance measurement can also be seen as an effort to assess the quality of work activities (Kosim & Rahman, 2021).

Human Resource Scorecard (HRSC)
The Human Resource Scorecard is a measurement system that connects human resources with strategy and organizational performance, thereby potentially increasing awareness of the consequences of investing in human resources in the right direction and in the right amount concerning the benefits of human resource investment (Anggraeni et al., 2023).

Strategy is the concept of how to achieve a company's goals. In the conventional approach, companies steer their course through financial information obtained from past periods. However, researchers have now identified a more accurate approach for long-term and precise assessment through strategy. By implementing the Balanced Scorecard, companies guide their performance on a strategic basis, where financial and non-financial measures are derived from the company's strategic plans, vision, and mission. The Human Resources Scorecard, similar to the Balanced Scorecard, details

performance scores from the human resources perspective based on organizational strategy. Companies use this scorecard to manage performance and make strategy the core of process control and management systems (Maradita, 2020).

In the process of implementing the HRSC method, there are five steps as follows: (Dewi et al., 2020) Defining business strategy clearly, Building a business case for HR as an asset, Creating a strategic map, Identifying HR deliverables in the strategic map, and designing a human resource measurement system.

Key Performance Indicator (KPI)
Key Performance Indicators (KPIs) are an integral element of Performance Management Systems implemented within an organization or company. By implementing this Performance Management System, organizations strive to ensure that their direction aligns with their desired outcomes. Additionally, organizations need to establish relevant KPIs so that performance can be accurately measured by the goals outlined in the strategic plan (Angelia et al., 2021).

Analytical Hierarchy Process (AHP)
The Analytic Hierarchy Process (AHP) is a method used to solve complex and unstructured problems (Andalia & Pratiwi, 2018). This method serves as a weighting tool for criteria and sub-criteria and helps structure issues based on two main principles, namely priority and logic (Noviani et al., 2022). Thomas L. Saaty created it in the early 1970s. This method involves assigning numerical scores to assess various alternatives in each decision-making process, thus optimizing the decision-making.
According to Saaty (1993) cited by, there are three principles in solving problems with AHP, namely:
1. The principle of compiling a hierarchy (Decomposition),
2. The principle of determining priorities (Comparative Judgement)
3. The principle of logical consistency (Logical Consistency).

The steps of the Analytic Hierarchy Process (AHP) weighting method are as follows (Balqis et al., 2023) : Conducting pairwise comparison matrix weighting among all informants, Calculating the average measure or geometric mean, Calculating matrix consistency, Calculating consistency index (CI) and consistency ratio (CR), Scoring system using the traffic light system.

RESEARCH METHOD

This research methodology starts from:
1. Type of Research
   This research was conducted using a quantitative approach to measure the performance of Sicepat Ekspress Tampan based on the Human Resource Scorecard (HRSC) and Analytical Hierarchy Process (AHP) methods.
2. Data Collection
   The data collection methods are divided based on the type of data, namely primary data and secondary data. Primary data is obtained through direct observation at the research site, interviews, and the distribution of questionnaires to all courier staff at SiCepat Ekspress Tampan. Secondary data includes the company's profile, vision and mission, and organizational structure.

   The sampling technique used is non-probability sampling in the form of a saturated sample or census sample. Therefore, the research questionnaires were distributed to all courier staff at SiCepat Ekspress Tampan.

3. Research Procedure
    The procedure for this research is as follows:
    a. Validity Test
        The significance level used is (α) = 0.05. This test compares the calculated r_{value} with r_{tabel}. If the computed $r_{value} \geq r_{tabe}$ then the obtained data is considered valid (Utami, 2023). If the received data is invalid, the questionnaire questions must be revised (Boy et al., 2021).
    b. Reliability Test
        An instrument is considered reliable if its confidence factor is at least 0.60. A construct or variable is deemed reliable if it provides a Cronbach's alpha value > 0,60 (Ono, 2020). Conversely, an instrument is only considered reliable if the alpha < 0,60 (Lubis et al., 2020).
    c. Human Resource Scorecard (HRSC)
        In the process of implementing the HRSC method, there are five steps as follows: (Dewi et al., 2020) Defining business strategy clearly, Building a business case for HR as an asset, Creating a strategic map, Identifying HR deliverables in the strategic map, and designing a human resource measurement system
    d. Analytical Hierarchy Process (AHP)
        The steps of the Analytic Hierarchy Process (AHP) weighting method are as follows (Balqis et al., 2023) : Conducting pairwise comparison matrix weighting among all informants, Calculating the average measure or geometric mean, Calculating matrix consistency, Calculating consistency index (CI) and consistency ratio (CR), Scoring system using the traffic light system

RESULTS

1. Validity Test
    The following are the results of the general questionnaire validity test recapitulation.

Table 1. Questionnaire Validity Test Results

r_{value}	r_{table}	Description
0,854	0,514	Valid
0,808	0,514	Valid
0,733	0,514	Valid
0,760	0,514	Valid
0,683	0,514	Valid
0,608	0,514	Valid
0,733	0,514	Valid
0,689	0,514	Valid
0,682	0,514	Valid
0,781	0,514	Valid
0,670	0,514	Valid
0,704	0,514	Valid
0,663	0,514	Valid
0,733	0,514	Valid

2. Reliability Test
    The following are the results of the Alpha value obtained based on the reliability test

Table 2. Reliability Test

Cronbach Alpha	N of Items
0,927	14

Based on the reliability test conducted, it is known that 14 instruments on the questionnaire are reliable.

3. Human Resource Scorecard (HRSC)
a. Define business strategy clearly
   This step explains the strategic objectives from each perspective. It is necessary to identify which strategic goals can be improved or have not yet been achieved by the company

Table 3. PT. SiCepat's Business Strategy

Perspective	Strategy
Financial	Meeting Attendance and Work Discipline
	Improving Employee Welfare and Facilities
	Optimizing the Delivery Process
Costumer	Job Satisfaction
	A sense of loyalty to the job
	Ensuring the Security of Goods Delivery
Proses Bisnis Internal	Communication between employees
	Improving Workplace Relationships
	Leadership Style of Supervisors
	Improving the standard recruitment process
	Providing work motivation
Growth and Learning	Providing knowledge about occupational health and safety (OHS)
	Enhancing employee skills
	Providing opportunities for career advancement

b. Building a business case for Human Resources as an asset
   This aims to ensure alignment between the company and human resources in achieving the company's shared goals

Table 4. Peran SDM dalam Sasaran Strategis

Strategy	The Role of Human Resources
Meet Attendance and Work Discipline	Attend on time, and if unable to attend, inform the supervisor with a clear reason. Perform work in accordance with regulations and standard operating procedures (SOP).
Improving Employee Welfare and Facilities	Utilize and maintain the facilities provided by the company as best as possible
Optimizing the Delivery Process	Work diligently, meticulously, and follow the company's established rules to ensure timely delivery and meet targets

Strategy	The Role of Human Resources
Job Satisfaction	Build good, polite, and friendly communication with customers.
Loyalty to Work	Have a sense of responsibility and commitment in performing duties
Ensuring the Security of Goods Delivery	Handle goods carefully and safely by packing them properly and avoiding rough handling
Employee Inter-Environment Communication	Attend monthly meetings organized by the company, and provide opinions and feedback during the meetings.
Improving Workplace Relationships	Participate in company gatherings, foster good relationships, and care for fellow employees
Leadership Styles of Superiors	Respect and honor supervisors.
Enhancing Standard Recruitment Processes	Meet and enhance the recruitment qualification standards required by the company
Providing Work Motivation	Accept feedback and criticism to improve work quality and boost work enthusiasm
Offering Occupational Health and Safety (OHS) Knowledge	Attend OHS (Occupational Health and Safety) training.
Enhancing Employee Skills	Attend and apply the training provided by the company in your work.
Providing Opportunities for Career Advancement	Deliver good performance to achieve career advancement within the company

c. Creating a strategic map
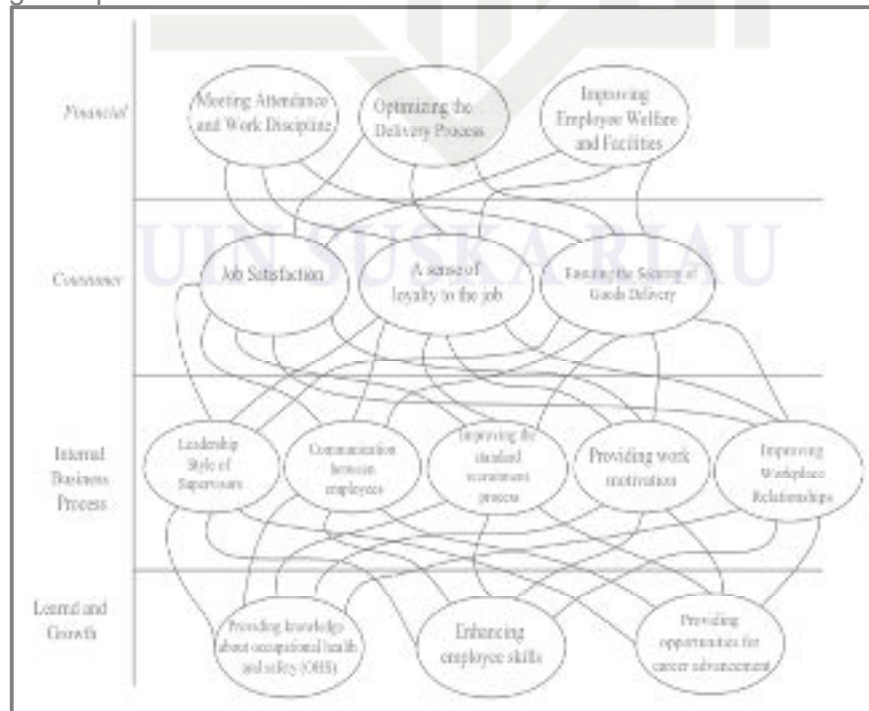   Fourteen strategic targets from four perspectives are elaborated in detail in the strategic map

Figure 1. SiCepat Ekspress strategic map

d. Identify HR deliverables in the strategy map

To align human resources with the business performance measurement system, companies need to identify the intersections between human resources and corporate strategy implementation plans

Table 5. HR deliverables in the Strategic Map

HR Performance Driver	HR Enablers
Financial Perspective	
Meet attendance and discipline requirements	Providing sanctions for employees with low attendance percentages. Providing constructive solutions to improve attendance. Arriving on time and leaving at the designated time.
Improved employee welfare and facilities	Provide services in the form of insurance, adequate work facilities, and transportation compensation
Optimizing the delivery process	Supervise and monitor employee work progress
Customer Perspective	
Satisfaction in working	Provide comfort at work, respond to complaints, and provide salaries commensurate with the workload
Sense of loyalty towards the job	Being open to granting employee rights; incentive bonuses for job performance
Responsibility and ensuring the safety of deliveries	Taking full responsibility for the security of goods and creating good packing SOPs (Standard Operating Procedures)
Internal Business Perspective	
Communication among employees	Providing input and opportunities for opinion from employees
Enhancing good relationships in the workplace	Organizing gethering events, establishing friendship with all employees and assistance for bereaved employees.
Supervisor's leadership style	Leaders conduct active supervision that nurtures and accepts input from employees.
Improve standardized recruitment process	Conducting standardized employee recruitment according to the needs and provisions formed
Providing work motivation	Encouraging each other to employees and giving monthly awards.
Growth and Learning Perspective	
Provide knowledge about OHS	Provide training and supervise the importance of OHS application at work
Enhancing employee skills	Provide training and skills development
Provide opportunities for career advancement	Provide clear and directed career path planning for employees who excel and have potential.

e. Design a human resource measurement system

In this stage, Key Performance Indicators (KPI) are identified for each strategic objective to enhance the company's performance. Key Performance Indicators (KPI) are performance indicators that provide information on how much a company has succeeded (Nissa et al., 2022). The process of selecting KPI and accurately determining appropriate objectives can help direct the organization in identifying potential improvements or performance enhancements that may occur (Agustin Simatupang et al., 2022)

Table 6. Identifikasi Key Performance Indicators

Strategic Goal	Outcome Measure (Lag Indicator)	Performance Trigger Measure (Lead Indicator)
Financial Perspective		
F1: Meet attendance and work discipline requirements	F11: Responsibility and discipline	F111: Percentage of employee attendance
F2: Improved employee welfare and facilities	F21: Improving welfare and providing facilities	F211: Number of employees receiving welfare and facilities
F3: Optimizing the delivery process	F31: Goods arrive on time and on target	F311: Number of goods delivered on target and on time
Customer Perspective		
C4: Satisfaction at work	C41: Employee satisfaction assessment index	C411: Satisfaction with job, salary, promotion, supervision of superiors and coworkers
C5: Increased sense of loyalty	C51: Employee turnover rate	C511: Number of remaining employees; number of employees (resign)
C6: Responsible and Secure delivery	C61: Rate at which goods arrive safely	C611: Percentage of goods delivered safely to their destination
Internal Business Perspective		
BI1: Communication between employees	BI11: Number of meetings held	BI111: Percentage of meetings realized
BI2: Improving good relations in the work environment	BI21: Number of gathering events held	BI211: Percentage of gathering events realized
BI3: Supervisor's leadership style	BI31: Superior leadership index	B1311: Supervisor's leadership in terms of instruction, consultation, participation, and delegation
BI4: Improving the standard recruitment process	BI41: recruitment of employees in accordance with needs and provisions	BI411: Number of employees who meet needs; cell phone specifications; vehicle ownership
BI5: Provide work motivation	BI51: work quality improvement	BI511: Employees are rewarded for improving work

Strategic Goal	Outcome Measure (Lag Indicator)	Performance Trigger Measure (Lead Indicator)
		quality

Growth and Learning Perspective		
PP1: Provide knowledge about OHS	PP11: Work accident rate	PP111: Number of accidents that occurred
PP2: Provide employee skill enhancement	PP21: Application of skills acquired according to jobdesk	PP211: Understanding of jobdesk and application of skills acquired
PP3: Provide opportunities for employee career advancement	PP31: Expected performance improvement of employee performance	PP311: Number of employees who get promotion opportunities

4. Analytical Hierarchy Process (AHP)
   a. Weighting the pairwise comparison matrix to all informants
      Table 7 serves as a guide to the use of pairwise comparison scales (Akseptori et al., 2022)

Table 7. Pairwise Comparison Weight

Absolute Scale	Definition	Explanation
1	Both elements are of equal importance.	Two elements with equal influence in decision-making.
3	One element is slightly more important than the other (weak importance of one over another).	Experience and judgment suggest that one element plays a slightly greater role than the other.
5	One element is more important than the other (essential or strong importance).	Experience and judgment suggest that one element plays a greater role than the other.
7	One element is clearly more important than the other (demonstrated importance).	One element is highly influential and dominant in practice.
9	One element is absolutely more important than the other (extreme importance).	Evidence supporting one element is highest
2,4,6,8	Values between two adjacent consideration values. This value is given when there are two compromises between two options.	
Turn around	If activity i gets one number compared to activity j, then j has the opposite value compared to i.	
Ratio	Ratio derived directly from measurement	

b. Calculating the geometric mean
Determination of criteria that are used as key (reference) to the main criteria (Ci):
C1   =   Responsibility and Discipline
C2   =   Improve Welfare and Provide Facilities
C3   =   Goods that arrive on time and on target
C4   =   Satisfaction Assessment Index at work
C5   =   Employee turnover rate

C6   =   Rate of Goods Arrived Safely
C7   =   Number of Meetings Held
C8   =   Number of Gathering Events Held
C9   =   Number of Employee Turnover
C10 =   Employee Recruitment in accordance with Needs and Determinations
C11 =   Work Quality Improvement
C12 =   Knowledge of OHS Standards
C13 =   Application of Skills Acquired According to Jobdesk
C14 =   Performance Improvement Expected Employee Performance

The geometric mean (GM) formula is as follows (Arif & Sulaiman, 2023) :

$$GM = \sqrt[n]{a_1 \times a_2 \times \ldots \times a_n}$$

Table 8. Geometric Mean Value

Ci	C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	C12	C13	C14
C1	1,000	4,472	0,354	3,464	0,354	0,258	3,000	6,481	2,449	0,354	0,258	0,500	0,333	0,258
C2	0,224	1,000	0,258	0,224	0,258	0,289	1,414	2,000	0,289	0,333	0,258	0,333	0,333	0,224
C3	2,828	3,873	1,000	2,449	2,449	1,000	2,449	4,472	3,000	1,414	1,000	2,449	2,449	2,000
C4	0,289	4,472	0,408	1,000	0,333	0,258	3,464	3,464	3,000	0,333	0,333	0,500	0,333	0,258
C5	2,828	3,873	0,408	3,000	1,000	0,500	2,449	2,449	2,449	0,707	0,289	0,500	0,333	0,500
C6	3,873	3,464	1,000	3,873	2,000	1,000	3,000	3,873	2,449	0,408	0,408	0,333	0,500	0,333
C7	0,333	0,707	0,408	0,289	0,408	0,333	1,000	1,000	0,707	0,408	0,224	0,200	0,333	0,169
C8	0,154	0,500	0,224	0,289	0,408	0,258	1,000	1,000	0,408	0,224	0,258	0,250	0,258	0,236
C9	0,408	3,464	0,333	0,333	0,408	0,408	1,414	2,449	1,000	0,289	0,408	0,500	0,333	0,354
C10	2,828	3,000	0,707	3,000	1,414	2,449	2,449	4,472	3,464	1,000	0,500	0,333	0,500	0,289
C11	3,873	3,873	1,000	3,000	3,464	2,449	4,472	3,873	2,449	2,000	1,000	2,449	0,500	0,408
C12	2,000	3,000	0,408	2,000	2,000	3,000	5,000	4,000	2,000	3,000	0,408	1,000	0,500	0,500
C13	3,000	3,000	0,408	3,000	3,000	2,000	3,000	3,873	3,000	2,000	2,000	2,000	1,000	0,408
C14	3,873	4,472	0,500	3,873	2,000	3,000	5,916	4,243	2,828	3,464	2,449	2,000	2,449	1,000

c.   Calculating Matrix Consistency

Figure 1. Matrix Consistency

d. Calculating consistency index (CI) and consistency ratio (CR)
    Random index can be seen in table 9 (Akseptori et al., 2022).

Table 9. Random Index Value

n	IR
1,2	0,00
3	0,58
4	0,90
5	1,12
6	1,24
7	1,32
8	1,41
9	1,45
10	1,49
11	1,51
12	1,48
13	1,56
14	1,57

The manual calculation to measure the consistency ratio (CR) is:

$$CR = \frac{0{,}147}{1{,}57}$$

CR = 0,094

Based on the calculation of the ratio consistency value, the ratio consistency value is 0.094 <0.1, so the matrix can be said to be consistent.

Table 10. Calculation Recapitulation

Matrix Consistency	Eigen Value (λ maks)	CI	CR	Conclusion
0,866				
0,351				
1,960				
0,694				
0,973				
1,245				
0,353	15,912	0,147	0,094	Matrix Consistency
0,294				
0,534				
1,258				
1,836				
1,437				
1,742				
2,369				

The following is a recapitulation of the results of measuring employee performance at PT SiCepat Ekspress using the HRSC and AHP Methods.

Table 11. Employee Performance Measurement Recapitulation

Perspective	Strategic Objective	Performance Trigger Measure	Partial Weight Alternative	Target	Real Year 2023	% Target Achievement	Assessment
Financial	Meet attendance and work discipline requirements	Responsibility and Discipline	0,036	313 Days	282 Days	90,1%	Performance has not yet reached the target
	Improved Employee Welfare and Facilities	Improve Welfare and Provide Facilities	0,008	22 people	22 people	100%	Performance reached target
	Optimizing the delivery process	Goods Arrived on Time and on Target	0,103	45,000 items	32,208 items	74%	Performance has not reached the target
Costumer	Satisfaction in work	Employee satisfaction at work index	0,010	≥4	4,399	87,9%	Performance has not reached the target
	A sense of loyalty to the job	Employee turnover index	0,103	0%	32%	32%	Performance has not reached the target
	Responsible and safe delivery	Rate of Goods Arrived Safely	0,141	50.0000 items	49.950 items	99,9%	Performance has not reached the target
Internal Business	Communication between employee environments	Number of Meetings Held	0,012	60 Minutes	75 Minutes	125%	Performance reached target
	Improve good relations in the work environment	Number of Gathering Events Held	0,006	2 Times	1 Time	25%	Performance has not reached the target
	Leadership style of superiors	Number of Employee Turnover	0,015	≥ 4	4,772	95,4%	Performance has not reached the target
	Improve the standard recruitment process	Employee Recruitment in accordance with Needs and Determinations	0,103	22 People	22 People	100%	Performance reached target
	Provide work motivation	Work Quality Improvement	0,141	15 People	7 People	46,67%	Performance reached target
Lessons and Growth	Providing knowledge about OHS	Knowledge of OHS Standards	0,073	5 cases	1 Case	20%	Performance reached target
	Provide Employee Skill Improvement	Application of Skills Acquired According to Jobdesk	0,109	3 people	1 Person	33,33%	Performance reached target
	Provide Opportunities for Employee Career Improvement	Expected Employee Performance Improvement	0,141	1 person	2 People	200%	Performance reached target

e.   Scoring system using traffict light system

The following is the classification of strategic goals based on the assessment of employee performance indicators using the Traffic Light System

Table 12. Classification of Performance Indicator Ratings Green Category

Code	Performance Indicators
F2	Improved Employee Welfare and Facilities
BI1	Communication between employee environments
BI4	Improving the standard recruitment process
BI5	Providing work motivation
PP1	Providing knowledge about OHS
PP2	Provide Employee Skill Improvement
PP3	Provide opportunities for employee career advancement

Table 12. Classification of Performance Indicator Ratings Yellow Category

Code	Performance Indicators
F1	Meet attendance and work discipline requirements
F3	Optimizing the delivery process
C4	Satisfaction with work
C5	Loyalty in work
C6	Responsible and safe delivery
BI2	Improving good relations in the work environment
BI3	Supervisor's leadership style

DISCUSSION

From a financial perspective, the priority weight obtained is optimizing the delivery process, with a weight of 0.103. This means that the optimization of the delivery process must be prioritized by the company to improve productivity and achieve the company's goals in efforts to enhance HR performance from a financial perspective. Strategies that can be implemented for improvement include increasing the efficiency of order processing time and delivery accuracy.

From the customer's perspective, the highest priority is given to being responsible and ensuring the security of deliveries, with a weight of 0.141. This means that this aspect should be prioritized by the company to improve HR performance from the customer's perspective. A strategy that can be implemented for improvement is enhancing the quality of packaging and handling with stricter standards to reduce the risk of damage or loss.

From the perspective of internal business processes, the main priority is to provide work motivation with a weight of 0.141. The company should focus on improving employee performance through fair and transparent performance-based incentive programs. Additionally, creating a conducive work environment with good internal communication, recognition of employee achievements, and acknowledgment of individual contributions will enhance work enthusiasm.

From the learning and growth perspective, the main priority is to enhance employee skills, which weighs 0.141. This indicates the importance of the company focusing on

improving human resources performance. Strategies that can be implemented include developing comprehensive and continuous training programs tailored to departmental needs, mentorship and coaching programs, and regular evaluations of skill requirements based on the latest industry trends. With these strategies, PT. Sicepat can ensure the continuous professional development of its employees, thereby boosting productivity and overall company performance.

The grouping of KPI indicators using the Traffic Light System facilitates the interpretation of data results. Each performance is divided into two categories: green indicates maximum performance, and yellow indicates sufficient performance. This assessment is based on the achievement of company targets in each criterion. The evaluation of green category indicators includes 7 criteria, as assesses yellow category indicators, which also consist of 7 criteria.

CONCLUSION

Based on the research conducted, it is shown that the performance assessment indicators for human resources using the Human Resources Scorecard (HRSC) and Analytical Hierarchy Process methods at PT. SiCepat Ekspres has been established with a total of 14 indicators. The priority weights from various perspectives show different focuses, from optimizing delivery processes to enhancing employee skills. Strategies for performance improvement from various perspectives include process efficiency, quality improvement, development of performance-based incentives, and enhancement of communication and recognition in the workplace. Training and mentorship programs are important to improve employees' skills and knowledge. By implementing these strategies, it is expected that PT. SiCepat Ekspres can ensure the professional growth of its employees, leading to increased productivity and overall company performance.

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ID 314: EMPLOYEE PERFORMANCE MEASUREMENT OF FREIGHT DELIVERY SERVICES USING HUMAN RESOURCE SCORECARD (HRSC) AND ANALYTICAL HIERARCHY PROCESS (AHP)

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Dear Authors:

On behalf of Editors, we are delighted to inform you that your article has been accepted, to be publishing through the periodical International Journal of Engineering Business and International Management (IJEBIM) Volume 11 Number 1.

Thank you for submitted and registration.

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