

ABSTRACT

PT. Telekomunikasi Indonesia, Tbk (TELKOM) as Telecommunications Company in Indonesia, nowadays, is facing a tight competition with other telecommunications companies. This competition demands TELKOM for having qualified Human Resources (HR). This circumstances make TELKOM has to distinguish its HR performance periodically. Recently, HR performance measurement has been done, but this measurement is felt deficient because it focused on individual performance measurement, while needed is a systematic strategic HR management instrument which offering important steps to measure HR Performance, to determine how HR contribute in organizational performance, to manage HR Strategies, and to make a chance for HR to develop its role as a business strategic asset. Based on this empirical issues mentioned above, this research is intended to identify same tools of measurement that are able to represent the HR performance and measuring the HR performance of TELKOM Kandatel Subang, by using HR Scorecard.

One of method of contemporary performance measurement is HR Scorecard which is measurement system that linking People, Strategy, and Performance, through four perspectives, which are financial, customer, internal business process, and also learn and growth. Measurement of company performance conducted after the arrangement of its measurement system is finished. Improvement process through some stage, which are: interview, identify measurement indicator, discussion, and weighting of measurement indicator.

The performance measurement system planning produces 32 successful measurement tools having certain effects to HR performance of the business firm. The standard influencing degree depends on the degree of the standard. Indicator with the biggest weight for each perspective will be chosen as main indicator of perspective measurement build for. This is called as Key Performance Indicator. Those Key Performance Indicators for each perspective are:

Perspective	Perspective Weight	Key Performance Indicator	Indicator Weight
Financial	21,21%	Total Annual Net Income	24,32%
Customer	45,03%	Employee Productivity	26,91%
Internal Business Process	14,93%	Value Increase of Malcolm Baldrige	25,07%
Learn and Growth	18,83%	Comprehension Level of PATRIOT-135	20,75%

Overall HR Performance measurement is accomplished after performance of each perspective measured. Results of performance measurement of each perspective are as follows:

1. Financial perspective has performance grade as 3,000 (good)
2. Customer perspective has performance grade as 2,945 (good)
3. Internal Business Process perspective has performance grade as 2,740 (good)
4. Learn and Growth perspective has performance grade as 2,259 (adequate)

The HR Performance of PT. TELKOM, Tbk - Kandatel Subang totally is 2,797 which come into good category.