

Performance Measurement Using Performance Prism Method

S P D Kristiana*¹, R Magdalena²

^{1,2}Industrial Engineering Study Program, Faculty of Engineering, Atma Jaya Catholic
University of Indonesia, Jakarta, Indonesia

(E-mail: stefani.kristiana90@gmail.com, riana.magdalena@atmajaya.ac.id)

Abstract

SMFT UAJ (Student Senate of Engineering Faculty Atma Jaya Catholic University of Indonesia) is a faculty level organization engaged in non-academic fields. The role of the SMFT UAJ is to become a student organization at the Faculty level that accommodates students to develop themselves in non-academic fields including hardskill and softskill. SMFT UAJ Period 2017/2018 cannot reach specified performance targets. To date, the SMFT UAJ performs performance measurements only by seeing the success of each work program so that other aspects of SMFT performance cannot be known. Based on the existing problems, need a comprehensive performance measurement at SMFT UAJ which is proposed by Performance Prism method. Performance Prism is a method with a very broad viewpoint as it identifies stakeholder needs and contributions from interested parties. Stakeholders involved in SMFT are students, SMFT management, Student Representative Body, and Dean. Performance Prism method determines indicators based on organizational strategy, process, and capability. The aim of this research is to evaluate and improve performance so that SMFT can further increase productivity from all aspects involved. The result of performance measurement in SMFT UAJ is good with actual value equal to 3,81, it is meaning that performance of SMFT during this period have been good overall.

Key Words: Organization, Performance Measurement, Performance Prism, Stakeholder

1. Introduction

Student organization is a form of activity in universities organized with principles from, by and for students [1]. Based on the Decree of the Minister of Education and Culture of the Republic of Indonesia No. 155 year 1998 about general guidance of student organization at college, every college has organization of student of intra college in it either college level, faculty and department. Each university has student organization both faculty level and study program, such as Atma Jaya Catholic University of Indonesia (UAJ) which has 9 undergraduate faculty. One of student organization at the faculty level is the Student Senate of Engineering Faculty (SMFT). SMFT is a student organization at the faculty level that engaged in non-academic fields. SMFT is the only organization engaged in the academic field and serves as the executor in the Faculty of Engineering UAJ. Based on historical data, the achievement of the work program target implemented by SMFT Period 2017/2018 is 67%, while the target set by SMFT is 80%. Based on the current performance appraisal system, the performance of SMFT has not reached the target. SMFT UAJ measures its performance measurement just by seeing the success of each work program so it cannot know the assessment of SMFT from the other side. Therefore, it needs a thorough performance measurement at SMFT UAJ using Performance Prism method that define performance in 5 factors, so it is very complex measurement [2].

2. Methods

The data collection phase is conducted in order to obtain the necessary data in performing performance measurement design with Performance Prism method. Performance Prism is a performance measurement method that describe organizational performance as three dimensions building that has 5 sides, namely satisfaction stakeholders, strategies, processes, capabilities, and stakeholder contributions [3]. Performance Prism will provide a comprehensive measurement and broad perspective, so it provides a realistic picture about determinant of business success [4]. Performance Prism not only measures final result but also measures activities that determinants of the

final result. Therefore, Performance Prism can provide a clear and real picture about actual organizational condition [5].

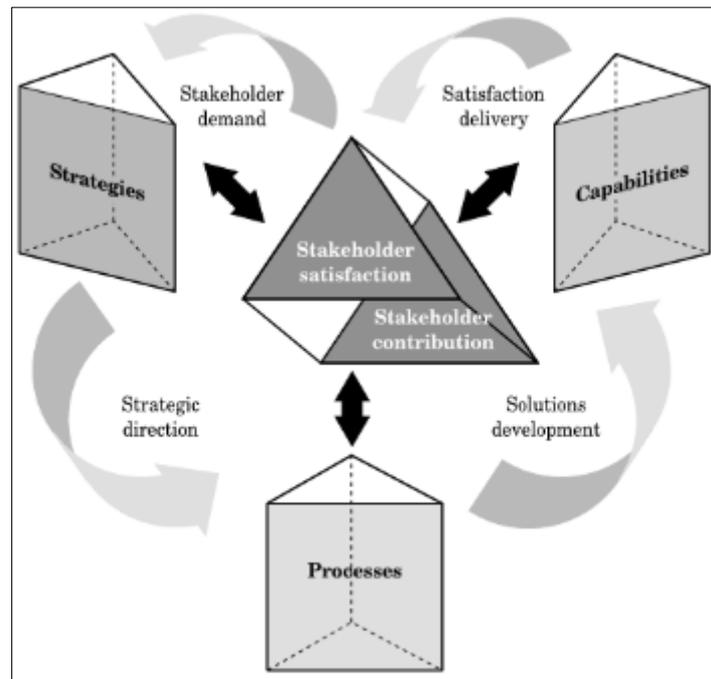


Figure 1. Framework of Performance Prism

Data collection is done by considering what data is needed and where the data can be obtained so that can be used in solving the problem. Data was collected through interviews and research observations. At the stage of data processing, obtained the data needed then will process the data in accordance with the method has been determined.

3. Result and Discussion

3.1 Stakeholder Identification

Stakeholders are groups of people or individual who have an important role in an organization. SMFT Stakeholder are students, SMFT UAJ, Student Representative Board (BPM FT) and Dean. These are interview result for satisfaction and contribution stakeholder identification:

1. Student

Satisfaction: programs based on aspirations, good service, ease to give aspiration, involved in developing soft skill.

Distribution: resource providers, delivering aspirations, and giving feedback.

2. Employee of SMFT

Satisfaction: decent rewards, facilities, the training

Distribution: discipline, commitment and cooperation.

3. BPM FT

Satisfaction: programs based on aspirations, good service, ease to give aspiration, involved in developing soft skill.

Distribution: resource providers, delivering aspirations, and giving feedbacks.

4. Dean

Satisfaction: effective and efficient operation, students facilitated, good relationship.

Distribution: connect with the faculty and providing advice.

3.2 Strategy, Process and Capability Identification

Based on the elaboration of stakeholder needs and contributions, SMFT strives to meet all stakeholder needs for stakeholders to be satisfied. To meet the needs of stakeholders would require strategy, process in running the strategy, and the company's capability in making it happen.

3.3 Key Performance Indicator Identification

The Key Performance Indicator is used in operational activities to assess the current state of performance and determine an action against the situation. Each key performance indicator has the value of the results obtained from certain calculation formulas. Table 1 shows identification of KPIs based on translation of the strategies, processes, capabilities, and indicators that have been made.

Table 1. Key Performance Indicator

Stakeholder	Strategy	Process	Capability	Indicator
Student	Improve student service	Improve service quality based on student needs	The ability of SMFT in serving students who participate in the competition	Level of service competition
			The ability of SMF in responding to student aspiration	Level of service aspiration
			Implement programs in accordance with the aspiration of students	Level of implementation of programs
			Holding socialization and plenary meetings for each program	Level of implementation of socialization meeting and plenary

Table 1. Key Performance Indicator (con't)

Stakeholder	Strategy	Process	Capability	Indicator
BPM	Improve internal control system	Controlling sustainability of SMFT program	Hold regular board meetings	Number of regular meetings
			Time efficiency in proposal and accountability make a report	Timelines of proposal and accountability make a report
			Conducting training	Number of training
Employee of SMFT	Develop SMFT internal	Control and develop human resources optimally	Checking board attendance	Attendance level
Dean	Improve cooperation between partners	Develop collaboration in a work program	Providing facilities required by the board	Level of facility fulfillment
			Implementation of program from dean or faculty	Level of implementation of program from Dean

3.4 Performance Measurement

Performance measures derived from calculation of the formula of each indicator multiplied by the weight of each. Recapitulation table on the value and weight of each indicator is shown in table 2. Each indicator that served as guidelines for measuring the performance of SMFT, where there are 11 indicators have been formulated. This performance measurement is done by calculating the indicator according to the formula that has been set. The formula used will be processed based on actual data required by each indicator. In table 3., there is one indicator that has less value (2), the indicator of the timeliness of proposal and record of accountability which means there are still many programs that have delayed in making the proposal and record of accountability. This delay occurs due to lack of preparedness from the program committee, but for the program “Teknik Bisa”, the delay of making the proposal because the invitation to follow the race is usually obtained just before the day of the game so that SMFT can make a

proposal after the agreement and approval to follow the race. The delay in making is usually caused by the long collection of evidence of expenditure from the committee because the transaction is not just in one person but several people. SMFT itself does not confirm this timeliness issue. In the student stakeholder, there is an indicator that have enough value (3) namely the level of serving aspirations. This shows that SMFT service to the aspirations of students still needs to be improved. The number of successful aspirations is 45%, this is due to the limitations of SMFT in creating the program. In one stewardship, of course SMFT has a maximum number of programs tailored to the human resources capabilities in it. Another indicator that has sufficient value is the success rate of the program. The success rate of the program is calculated from how many success criteria achieved and achieved is 56.8%. Not achieving the success criteria of 43.2% caused by several things. One of them is from the external side of the location of the UAJ Engineering Faculty who moved to Cisauk, this affects the number of external participants in a program so that the success criteria is not achieved. The other thing is because of the lack of interest of students to follow the new program that is not well-publicized. The last indicator that has sufficient value is the amount of training that only done 2 times. The training is done only 2 times due to the limited cost and time.

Table 2. The Value of each KPI

Stakeholder	Indicator	Target	Actual	Score	Name
Student	Level of service rate	100%	100%	5	S1P1K1
	Level of serve aspirations	100%	45%	3	S1P1K2
	Level of implementation of program	100%	77%	4	S1P1K3
BPM	Level of implementation of socialization meeting and plenary	100%	91%	5	S2P1K1
	Number of regular meetings	100%	91%	5	S2P1K2
	Success rate of programs	100%	57%	3	S2P1K3
	Timeliness of proposal and report of accountability	100%	27%	2	S2P1K4

Table 2. The Value of each KPI (con't)

Stakeholder	Indicator	Target	Actual	Score	Name
Employee	Number of training	3	2	3	S3P1K1
	Attendance level	100%	100%	5	S3P1K2
	Level of facility fulfillment	100%	91%	5	S3P1K3
Dean	Level of implementation program from Dean	100%	100%	5	S4P1K1

Table 3. SMFT UAJ Performance Measurement Results Period 2017/2018

Name	Score	Weight	Score	Name	Score	Weight	Score	Name	Score	Weight	Score
S1P1K1	5	0.13	0.66	S1P1	3.71	1.00	3.71	S1	3.71	0.44	1.64
S1P1K2	3	0.42	1.27								
S1P1K3	4	0.44	1.78								
S2P1K1	5	0.15	0.73	S2P1	3.27	1.00	3.27	S2	3.27	0.20	0.66
S2P1K2	5	0.08	0.40								
S2P1K3	3	0.59	1.77								
S2P1K4	2	0.18	0.37								
S3P1K1	3	0.58	1.75	S3P1	3.83	1.00	3.83	S3	3.83	0.23	0.88
S3P1K2	5	0.27	1.33								
S3P1K3	5	0.15	0.76								
S4P1K1	5	1.00	5.00	S4P1	5.00	1.00	5.00	S4	5.00	0.13	0.63
Total Score											3.81

The final value of SMFT performance is 3.81 which means that the performance of SMFT in this period is good.

4. Conclusion

Based on the results of data processing and analysis has been done, then got some conclusions:

1. The result of performance measurement in SMFT performed by Performance Prism method is good with actual value equal to 3,81, it is meaning that performance of SMFT 2017/2018 during this period have been good overall.
2. There are 4 indicators that are considered sufficient and even less so that need to be improved, the level of timeliness of proposal and record of accountability, level of serving aspiration, success rate of program, and number of training.
3. Strategies that can be applied based on indicators that have sufficient and less value is to create a scheduling system for proposal-making and record of accountability of each program, and create a work program with multiple objectives that are sustainable in accordance with student's aspirations.

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