

Analysis of Employee Performance Evaluated Based on Key Performance Indicators (KPI) and Human Resources Scorecard (HRSC) PT Fastana Logistik Indonesia Divisi Transport

Amelia Khoerun Nisa¹, Enjang Suherman², Flora Patricia Anggela³

Universitas Buana Perjuangan Karawang, Indonesia

mn19.amelianisa@mhs.ubpkarawang.ac.id¹,

enjangsuherman@ubpkarawang.ac.id², Floraanggela@ubpkarawang.ac.id³

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Abstract

PT Fastana Logistik Indonesia (FLI) is a global supplier of transportation and logistics solutions. Performance measurement at PT Fastana Logistik Indonesia (FLI) uses KPI that aim to achieve company targets. PT Fastana Logistik Indonesia needs to evaluate not only with KPI but also with the HRSC method which emphasizes the human resource approach. This study aims to determine employee performance which is reviewed based on the Key Performance Indicator and Human Resources Scorecard. The research design uses a quantitative descriptive approach by collecting primary and secondary data from observations and questionnaires by measuring scores and interval scales. Quantitative data were then analyzed descriptively to draw conclusions. Based on the results of the study, it was shown that the performance of PT Fastana Logistik Indonesia in terms of the assessment of the Key Performance Indicator (KPI) and Human Resources Scorecard (HRSC) aspects obtained results if the Key Performance Indicator (KPI) obtained a score of 85.81% on very good/accomplished criteria, the results The Human Resources Scorecard (HRSC) obtained a score of 218 with percent 82,57% on a very good scale.

Keywords: Performance, Human Resources Scorecard, Key Performance Indicator

INTRODUCTION

Performance describes the achievement of the final results or activities of the company's policies in achieving the goals, objectives, vision and mission of the organization (Warganegara, 2021). Competency-based human resources can increase capacity and build foundations because if people working in an organization have the right competencies in accordance with the demands of their work, then they will be capable both in terms of knowledge, skills and mental and productive character (Hasrun, 2020). The role of the leader must be able to direct the HR mindset to adhere to each task in accordance with the vision and mission, persuasively in plain and easy-to-understand language, and follow applicable norms and rules in order to improve employee performance (Warganegara,

2021). There are 4 aspects in improving employee performance Quality of work, Initiative Capability and Communication (Setiawan, 2019).

Key performance indicator (KPI) is a parameter have function as a tools for measuring a company's performance using a scale range, values, or percentages. The use of key performance indicator (KPI) determines success or failure of the company in achieving the targets (Warganegara, 2021). KPI are measurement tools used by management to determine the success of employees performing various activities to achieve the company's mission and vision at a particular point in time. The final result of a KPI is a numerical value that represents of performance indicator (Performance Index) (Sodikin, 2020).

Performance evaluation for employees which will have an impact on the target company goals to be achieved. In addition to KPI assessment, it is also necessary to design a performance measurement system for the human resource system with the concept of the Human Resources Scorecard for performance measurement to find out what will be achieved in the human resource performance system (Rosyid, 2017). The Human Resource Scorecard is a tool for measuring and managing the strategic contribution of the role of human resources in creating value to achieve corporate strategy (Pratama, 2018).

PT Fastana Logistik Indonesia (FLI) is a global supplier of transportation and logistics solutions. FLI was founded in 2015 in Jakarta. FLI focuses on customer reliability, customer responsiveness, high agility, cost efficiency and effectiveness in managing supply chain assets. FLI provides customers with a full account of the system (using WMS and Optilog for system support). PT Fastana Logistik Indonesia (FLI) is an international standard transportation and logistics service provider company. Logistics plays an important role in a supply chain. With the opening of global markets and trade, it opens opportunities for companies to expand marketing or distribution areas both between regions and between islands. Currently there are many companies that provide logistics services such as warehousing, transportation services, freight services and so on. One of the companies that use logistics provider services is PT Fastana Logistics Indonesia. PT Fastana Logistik Indonesia is a freight forwarder service company subsidiary of PT Fastratabuana, Kapal Api Group (Source : fli.co.id, 2023).

PT Fastana Logistik Indonesia has a utilization target (Operation of the Truck Fleet) to achieve retrieval for each truck fleet. However, this target was not achieved. This problem is caused many truck fleet are not operating due to repairs and waiting for the loading process which is quite long. To overcome these problems PT Fastana Logistik Indonesia requires performance improvements using the Key Performance Indicators (KPI) method. This aims to improve employee performance in achieving the utilization target of achieving rate per truck fleet. A strategy to improve performance is to reward them in the form of annual bonuses. Annual bonuses are paid to employees when key performance indicator (KPI) values are reached.

Based on the results of secondary data on PT Fastana Logistik Indonesia's fleet utilization (operation) data for the period January - December 2022, the active truck fleet achieves an average achievement of truck utilization in 2022 only reaching 50% from 100%. Analysis based on secondary data shows that the gap in truck utilization in 2022 is (-50%) (not active). This should be a concern of

the company considering that utilization affects the percentage of company KPI achievements where utilization realization should be greater than the utilization target. KPI not achieved FLI contract fleet cost optimization only reached 16.67% from 100% with a high gap in FLI contract fleet cost optimization KPI -83.33%. This shows that the percentage of KPI achievements is not achieved which requires the company to provide a performance evaluation because it will affect the potential benefits of the company. With the gap between the achievement and the utilization target of PT Fastana Logistik Indonesia's truck fleet turnover and the gap between the optimization of the FLI contract fleet cost and the target of optimizing the FLI contract fleet cost, the company needs to carry out an evaluation related to employee performance which is carried out for one year, this study aims to analyze the performance PT Fastana Logistik Indonesia transport division in achieving targets set with KPI.

The Human Resources Scorecard (HRSC) is needed to measure the ability of employees to achieve targets, this can be seen from the targets that are too high or employees who are unable to achieve company targets. KPI can determine the success or failure of a company in achieving predetermined targets, while the Human Resources Scorecard is a performance measurement to find out what will be achieved in its human resource (HR) performance system. This study aims to determine employee performance which is reviewed based on the Key Performance Indicator (KPI) and Human Resources Scorecard (HRSC).

LITERATURE REVIEW

Performance Theory

According to the Indonesian Language Dictionary (KKBI) , performance is means to be achieved, to show results, and to be able to work . Performance in management terms, is defined by work results, work performance. Performance is the result of work that an individual or group of people in an organization can perform according to their authority and responsibility in order to achieve the goals of the organization legally, without violating the law, morally and ethically (Afandi, 2018:83). Factors that affect performance include: Effectiveness and efficiency, authority (authority), discipline and initiative (Masram and Mua, 2017:147). There are five aspects that can be used as performance measures. According to (Mangkunegara, 2017:75) suggests that performance dimensions and indicators can be measured by indicators of quality of work, quantity of work, responsibility, cooperation and initiative.

KPI (Key Performance Indicator) Theory

Key Performance Indicator (KPI) is a measuring tool used to determine the degree of success of an organization to achieving goals (Aulia, 2022). KPI can be measured from financial and non-financial aspects that can be used to measure the performance of an organization's strategy. As a company strategy performance measurement tool, KPI identifies organizational activities and development, the success of activities, programs or service delivery to realize organizational targets or goals. To compile indicators in KPI:

1. Specific, clear so there is no possibility of misinterpretation.
2. Can be measured both quantitatively and qualitatively.
3. Relevant, can handle relevant objective aspects.

4. Achievable, important and must be useful for achieving success inputs, outputs, outcomes, benefits, and impacts and processes.
5. Sensitive to change, quite flexible to changes or adjustments to the implementation of an activity.
6. Effectively, data can be collected, processed, and analyzed at the available cost.

HRSC (Human Resources Scorecard) Theory

The Human Resource Scorecard is a tool for measuring and managing the strategic contribution of the role of human resources in creating value to achieve corporate strategy (Pratama, 2018). Human Resource Scorecard is a measurement system that links human resources with organizational strategy and performance that will be able to raise awareness regarding the consequences of human resource investment decisions made in the right direction and in the right amount. HRSC has 4 perspectives including Human Resource Competenc, High Performance Work System, Human Resource Deliverable dan Perspektif Human Resource Efisiensi.

Human resources efficiency has the same value as an accounting-focused form of cost control, but it does not deliver intangible assets unique in the long term. Relating to systems and strategies for human resource development, for example through training and education. Steps to take the Human Resource Scorecard (HRSC) approach According to (Pratama, 2018), explains several steps that must be taken by companies in implementing the HRSC approach, these steps include:

1. Identify Human Resource Competency by identifying skills, knowledge, and personality characteristics that directly influence performance.
2. Measurement of the High Performance Work System which focuses on how the organization works through each HR function starting from the macro level which emphasizes performance orientation for each activity.
3. Measurement of Human Resource Efficiency which represents a significant HR expenditure that does not have a direct contribution to the implementation of the company's strategy.
4. Measurement of Human Resource Deliverable has a function to integrate HR into measuring business performance.

RESEARCH METHODS

This research uses descriptive quantitative, descriptive research method is research that aims to describe the condition or value of one or more variables independently. In this study a quantitative descriptive method was used to describe the performance of the KPI and HRSC quantitative results. The research location was carried out at PT Fastana Logistik Indonesia Transport Division, Karawang. Data collection uses secondary and primary data. Secondary data was obtained from KPI PT Fastana Logistik Indonesia Transport division from January to December 2022. Primary data were determined by a questionnaire with a total of 66 respondents. Data were collected from observations and questionnaires to create weighted attributes for the Human Resources Scorecard (HRSC). Conclusions are then drawn from the results of the data-weighted analysis. The analysis in this study uses descriptive and quantitative analysis by

describing an employee's performance with KPI and HRSC measurement of Human Resources (HR) performance.

RESULT

KPI of PT Fastana Logistics Indonesia Transport Division 2022

Table 1. KPI of PT Fastana Logistics Indonesia Transport Division 2022

No	KPI	Target	Weight	Realization	Final Score	Achievement	Criteria
Financial Perspective				13	13		Achieved
1.	Achievement Benefit Improvement Project		13		13		
	a. IDR Potential benefit at FLI 2022	1,077,696,441	40%	1,120,171,920	40%	100%	Very Good
	b. Realization of benefit from 2021 improvement project	3,754,473,305	60%	5,178,297,650	60%	100%	Very Good
Internal Business Process Perspective				87	72.81		Not achieved
2.	Turnaround time	6 Hours 30 Minutes	10	4 Hours 19 Minutes	10	100%	Very Good
3.	Optimizing cost of the FLI contract fleet	6.50%	10	0.11%	1.67	16.67%	Not good
4.	Shipment picked per hour	230	10	261	8.8	88%	Very Good
5.	Utilisasi Per Shipment (M3)	46	10	47.03	10	100%	Very Good
6.	Improved utilization of FLI trucks		12		10,8		
	a. Timeline suitability with a minimum target of 80%	80%	80%	100%	80%	100%	Very Good
	b. FLI Truck Utilization	25%	20%	23%	10%	50%	Good
7.	Improved Accuracy Stok vs Outbound DC		12		10,8		
	a. Conformity Timeline project accuracy of DC stock	80%	80%	1	80%	100%	Very Good
	b. Stock Accuracy vs Outbound DC	24%	20%	0	10%	50%	Good
8.	POD collection lead time accuracy		8		6		
	a. Collection of POD documents from the time of disassembly to POD received by the POD team (Transport)	POD returned 2x Leadtime + 3 Days	50%	96.98%	48.49%	96.98%	Good
	b. POD collection from the time the POD team (Transport) received POD from the Driver to. hand it over to the FLI Finance team	D+1 from POD received	50%	100%	50%	100%	Good

9.	FLI data support system implementation -TACO implementation		8		6		
	a. Accept DC POD	84.97%	50%	95%	37.5%	75%	Good
	b. Vouchers created	85.54%	50%	95%	37.5%	75%	Good
10.	Lead time Rediness	H+0 (2 hours before the MAT meeting starts)	7	-	6.86	98%	Very Good
Total			100		85.81		Very Good

Source: Secondary data processed, 2023

KPI has the function of measuring the performance of the achievements set by the company. KPI data from secondary company data with weighting that has been determined by PT Fastana Logistik Indonesia Transport Division in 2022 with criteria 10-20% (Very Not good), 20,1%-40% (Not good), 40,1%-60% (Currently), 60,1%-80% (Good) dan 80,1%-100% (Very Good). The results of PT Fastana Logistik Indonesia's KPI data for 2022 in table 2., the transport division has 2 aspects of the achievement perspective category is Financial Perspective dan Internal Business Process Perspective. The results show the achievement of KPI from the Financial Perspective aspect getting results weight is 13 and Internal Business Process weight getting results weight is 72.81 with a total KPI achievement 85.81% of 100%. This shows the performance of PT Fastana Logistik Indonesia in 2022 for employees of the transport division as measured by KPI achievement in the category very good. KPI improvement is needed on the Internal Business Process Perspective aspect the target KPI weight was (87) the KPI achievement realization was (72.81). The company needs improvement on KPI Improved utilization FLI trucks (operation) KPI weight targets have not been achieved with weight results 10,8 from the target weight 12. KPI results Improved Accuracy Stok vs Outbound DC KPI weight targets have not been achieved with weight results 10,8 from the target 12, KPI target FLI data support system implementation-TACO implementation have not been achieved with weight results 6 from the target weight 8, Optimizing cost of the FLI contract fleet have not been achieved with weight results 1.67 from the target weight 10.

The results of PT Fastana Logistik Indonesia Key Performance Indicator (KPI) period 2022, for transport division employees are described as very good but in the Internal Business Process Perspective aspect, there were 4 KPI points that did not reach the target, including Improved utilization FLI trucks (operation), Improved Accuracy Stok vs Outbound DC, FLI data support system implementation-TACO implementation and Optimizing cost of the FLI contract fleet not optimal, the achievement of KPI accumulation obtained a score of 85.81% on the very good criterion of the target of 100% and necessary to improve employee performance so that the Internal Business Process Perspective aspect is in the KPI target Improved utilization FLI trucks (operation), Improved Accuracy Stok vs Outbound DC, FLI data support system implementation -TACO implementation and Optimizing cost FLI contract fleet get the maximum KPI results.

Table 2. Performance Achievements of PT Fastana Logistik Indonesia Transport Division 2022

DEVELOPED INTEGRATED TECHNOLOGY FOR SUPPLY CHAIN BUSSINES					
No	Performance Measure	Target	Realization	Achievement	Criteria
1.	Financial Perspective Target (Achievement of Benefit Improvement Project)	Rp 4,832,169,746	Rp 4,417,027,417	100	Very Good
Achievement Score				100	Very Good
2.	Internal Business Process Perspective Target	87	73,21	84,14	Good
3.	Customer Services Extensification	15	15	100	Very Good
Achievement Score				92,07	Very Good
ICT IMPLEMENTATION					
No	Performance Measure	Target	Realization	Achievement	Criteria
1.	GPS & Sendor Implementation in FLI Trucks	100	100	100	Very Good
2.	Timo Application Implementation	100	100	100	Very Good
3.	Venture Capital Fastlog	100	100	100	Very Good
Achievement Score				100	Very Good
SUPPORTING OPERTATION					
No	Performance Measure	Target	Realization	Achievement	Criteria
1.	Stock Barcode Implementation	0	0	0	Not Good
2.	5S implementation	80	67	67	Good
Achievement Score				67	Good
STOCK OPNAME AND ASSETS MAINTENANCE					
No	Performance Measure	Target	Realization	Achievement	Criteria
1.	Implementation of stock opname assets	60	60	100	Very Good
2.	Asset Maintenance	40	40	100	Very Good
Achievement Score				100	Very Good
MAINTENANCE AND PROBLEM SOLVING					
No	Performance Measure	Target	Realization	Achievement	Criteria
1.	Maintenance MHE (The one handing over with SJA)	100	100	100	Very Good
2.	MHE Repair Completion SLA by vendor	100	100	100	Very Good
3.	Truck Maintenance	100	100	100	Very Good
4.	The process of completing vehicle repairs by insurance since the car entered the car repair	100	83	83	Very Good
Achievement Score				95,75	Very Good
VENDOR EVALUATION					
No	Performance Measure	Target	Realization	Achievement	Criteria
1.	Implementation of Supplier Evaluation 1	100	100	100	Very Good

2.	Implementation of Supplier Evaluation 2	100	100	100	Very Good
3.	Implementation of Supplier Evaluation 3	100	100	100	Very Good
Achievement Score				100	Very Good
ABSENCE					
No	Performance Measure	Target	Realization	Achievement	Criteria
1.	Daily Absence contract employees (DC1 and DC2)	50	34.3	68.6	Good
2.	Monthly absences for contract employees (DC1 and DC2)	50	42.9	85.8	Good
Achievement Score				77,05	Good

Source: PT Fastana Logistik Indonesia Transport Division secondary data, 2023

Performance data from secondary company data for the weighting measure set by PT Fastana Logistik Indonesia Transport Division in 2022 is 10-20% (Very Not good), 20,1%-40% (Not good), 40,1%-60% (Currently), 60,1%-80% (Good) dan 80,1%-100% (Very Good). Based on table 4. the results of the performance achievements of PT Fastana Logistik Indonesia Transport Division for the 2022 period :

1. Performance of PT Fastana Logistik Indonesia Transport Division Is Assessed From The Aspect of Work Quality

The performance results are explained in table 2. The performance achievements of PT Fastana Logistik Indonesia employees in the transport division for the 2022 period based on quality aspects are in the very good category. Description result of the work performance of the transport division employees was obtained based on the achievements of ICT implementation and Supporting Operations between targets and realization which describes the percentage of ICT implementation achievements in the 2022 period is 100% of the target 100%, but still not achieved in the implementation of Supporting operation with an achievement score of 67% of the target 100% because the Barcode Stock Implementation was not carried out by employees. The results of the performance of employees PT Fastana Logistik Indonesia Transport Division assessed from the quality aspect obtained a score 83.5% of the target 100% on the very good criteria.

2. Performance of PT Fastana Logistik Indonesia Transport Division Is Assessed From The Aspect of Work Quantity

The performance results are explained in table 2. The performance achievements of PT Fastana Logistik Indonesia employees in the transport division for the 2022 period based on quantity aspects are in the very good category. Description result of the work performance of the transport division employees was obtained based on the achievements of financial prespective between targets and realization which describes in the 2022 period is 100% of the target 100%, The results of the performance of employees PT Fastana Logistik Indonesia Transport Division assessed from the quantity aspect obtained a score 100% of the target 100% on the very good criteria.

3. Performance of PT Fastana Logistik Indonesia Transport Division Is Assessed From The Aspect of Responsibility

The performance results are explained in table 2. The performance achievements of PT Fastana Logistik Indonesia employees in the transport

division for the 2022 period based on responsibility aspects are in the very good category. Description result of the work performance of the transport division employees was obtained based on the achievements of stock opname and assets maintenance between targets and realization which describes in the 2022 period is 100% of the target 100%. Employee performance seen from the aspect of employee responsibility in absence attendance is still quite good with an absence attendance achievement 77.05% of the target 100%. The performance results of employees PT Fastana Logistik Indonesia Transport Division assessed from the aspect of responsibility obtained a score 88,5% of the target 100% on the very good criteria.

4. Performance of PT Fastana Logistik Indonesia Transport Division Is Assessed From The Cooperation Aspect

The performance results are explained in table 2. The performance achievements of PT Fastana Logistik Indonesia employees in the transport division for the 2022 period based on cooperation aspects are in the very good category. Description result of the work performance of the transport division employees was obtained based on the achievements and cooperation with vendors between targets and realization which describes in the 2022 period is 100% of the target 100%. This shows that the performance of employees PT Fastana Logistik Indonesia Transport Division, assessed from the cooperation aspect obtained a score 100% of the target of 100% on the Very Good category.

5. Performance of PT Fastana Logistik Indonesia Transport Division Is Assessed From The Initiative Aspect

The performance results are explained in table 2. The performance achievements of PT Fastana Logistik Indonesia employees in the transport division for the 2022 period based on initiative aspects are in the very good category. Description result of the work performance of the transport division employees was obtained based on maintenance and problem solving between targets and realization which describes in the 2022 period is 95,75% of the target 100%. This shows that the performance of employees PT Fastana Logistik Indonesia Transport Division, assessed from the initiative aspect obtained a score 95,75% of the target of 100% on the Very Good category.

Table 3. Summary of Performance Achievements of PT Fastana Logistik Indonesia Transport Division 2022

No	Indicator	Evaluation	Score	Total Score	Criteria
1.	Quality	ICT Implementation	100	83,5 %	very good.
		Operating implementation	67		
2.	Quantity	Benefit achievement and financial perspective	100	100 %	very good.
3.	Responsibility	Stock opname and asset maintenance	100	88,5 %	very good.
		Absensi	77,05		

No	Indicator	Evaluation	Score	Total Score	Criteria
4.	Cooperation	Evaluation and cooperation with vendors	100	100 %	very good.
5.	Initiative	Maintenance and problem solving	95,75	95,75 %	very good.
		Mean (Average Score)		93,29 %	very good.

Source: Secondary data, 2023

Based on table 3. recapitulation of PT Fastana Logistik Indonesia's performance achievements in the transport division for the 2022 period, it can be concluded that the performance of PT Fastana Logistik Indonesia employees in the transport division obtained a score of 93.29% of the target of 100%, which means that the performance of PT Fastana Logistik Indonesia's Transport Division is very good.

Employee Performance Reviewed Using The HRSC Method

Table 4. HRSC Scoring Results in 4 Perspectives

No	HRSC Perspective	Target Achievement	Results	Percentage	Criteria
1.	Human Resource Competency	214.5 - 264	222	84,09 %	Very Good
2.	High Performance Work System	214.5 - 264	218.3	82,68 %	Very Good
3.	Human Resource Deliverable	214.5 - 264	216.6	82,04 %	Very Good
4.	Human Resource Efisiensi	214.5 - 264	215.1	81,47 %	Very Good
	Average Score	214.5 - 264	218	82,57 %	Very Good

Source: Primary data of the questionnaire, 2023

Human Resource Scorecard (HRSC) is a human resource measurement system in organizational performance. HRSC assessment by distributing questionnaires to the target sample determined by the results of the questionnaire has been tested for validity and reliability the results of the questionnaire is valid and reliable. The HRSC Criteria score measurement uses a range of scales with criteria scores 66-115.5 (Not good), 115.6 – 165 (Poor), 166-214.5 (Good) and 214.6 – 264 (Very Good). Based on the results of the questionnaire to assess performance with HRSC in table 3. the results obtained in terms of the 4 HRSC aspect indicators are as follows:

1. Human Resource Competency perspective, performance will increase if the HR function is able to help the company to produce effective competencies. The results of the questionnaire that was distributed to 66 employees of PT Fastana Logistik Indonesia Transport Division regarding human resource competency perspective obtained a score of 222 on an interval scale of 214.5 – 264 with a score percentage 84.09% which indicates performance in the very good category in the human resource competency perspective.
2. High Performance Work System perspective, performance will increase if the strategy implementation system is attached to the larger company

implementation system. The results of the questionnaire that was distributed to 66 employees of pt fastana logistik indonesia transport division regarding high performance work system perspective obtained a score of 218.3 on an interval scale of 214.5 – 264 with a score percentage 82,68% which indicates performance in the very good category in the high performance work system perspective.

3. Human Resource Deliverable perspective, performance will increase if the HR contributor as a key to the implementation of corporate strategy in the good category. The results of the questionnaire that was distributed to 66 employees of pt fastana logistik indonesia transport division regarding human resource deliverable perspective obtained a score of 216.6 on an interval scale of 214.5 – 264 with a score percentage 82,04% which indicates performance in the very good category in the human resource deliverable perspective.
4. Human Resource Efisiensi Prespektif , performance will increase human resource development systems and strategies, for example through good training and education.
5. The results of the questionnaire that was distributed to 66 employees of pt fastana logistik indonesia transport division regarding human resource efisiensi prespektif obtained a score of 215.1 on an interval scale of 214.5 – 264 with a score percentage 81,47% which indicates performance in the very good category in the human resource efisiensi prespektif

The results of the primary data that have been collected are explained in table 4. Employee performance was reviewed using the HRSC method on 4 indicators of the HRSC perspective (Human Resource Competency, High Performance Work System, Human Resource Deliverable, and Human Resource Efficiency) obtained a score 218 on a scale of 214.5 – 264 with a total 82.57% of the 100% target. It can be concluded that employee performance is reviewed based on the HRSC method in the very good category.

CONCLUSION

Results analysis KPI achievement based on 2 aspects of the achievement perspective category (Financial Perspective and Internal Business Process Perspective) the results of PT Fastana Logistik Indonesia Key Performance Indicator (KPI) for 2022, transport division employees are described in the very good category with a score 85.81% of the 100% target. There needs to be improvement in the Internal Business Process Perspective aspect which has not been maximized at 4 KPI points not achieving the target (Improved utilization FLI trucks (operation) with the achievement 90% of the target 100%, Improved Accuracy Stok vs Outbound DC with the achievement 90% of the target 100%, FLI data support system implementation-TACO implementation with the achievement 75% of the target 100% and Optimizing cost of the FLI contract fleet only reached 16.7% of the target of 100%), with the achievement of KPI accumulation, a score 85.81% of the target 100% was obtained in the very good category. The company needs to improve the performance of employees PT Fastana Logistik Indonesia in the transport division on the Internal Business Process Perspective aspect on KPI targets (Improved utilization FLI trucks (operation), Improved Accuracy Stok vs Outbound DC, FLI data support system

implementation-TACO implementation and Optimizing cost of the FLI contract fleet), to get maximum KPI results.

Results analysis primary data that have been collected are explained employee performance was reviewed using the HRSC method on 4 indicators of the HRSC perspective (Human Resource Competency, High Performance Work System, Human Resource Deliverable, and Human Resource Efficiency) obtained a score 218 on a scale of 214.5 – 264 with a total 82.57% of the 100% target. It can be concluded that employee performance is reviewed based on the HRSC method in the very good category.

Results analysis performance of PT Fastana Logistik Indonesia employees in the transport division obtained a score of 93.29% of the target of 100%, which means that the performance of PT Fastana Logistik Indonesia's Transport Division is very good.

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