**PERANCANGAN MODEL *HUMAN RESOURCE SCORECARD***

**UNTUK MENGOPTIMALKAN KINERJA SDM**

**DALAM ORGANISASI**

**(STUDI KASUS PADA PT ADXXXX – BANDUNG)**

**JURNAL TESIS**

**Untuk Memenuhi Syarat Mengikuti Sidang Tugas Akhir**

**Pada Program Studi Magister Manajemen Konsentrasi**

**Manajemen Sumber Daya Manusia**

Oleh:

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MAGISTER MANAJEMEN BISNIS

PASCA SARJANA UNIVERSITAS PASUNDAN

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**Abstrak**

Keselarasan strategi SDM dengan strategi perusahaan masih terus menjadi pertanyaan besar tentang bagaimana mereka dapat bekerja bersama sebagai mitra bisnis, karena SDM sendiri masih diperlakukan sebagai departemen pendukung. Disisi lain peran SDM dituntut untuk lebih strategis, efisien, efektif dan produktif selaras dengan strategi perusahaan.

HR Scorecard dapat membantu manajer SDM untuk memastikan bahwa semua strategi dan tujuan SDM terukur. Prosesnya dimulai dari pemahaman yang jelas tentang strategi, misi, dan peta strategi perusahaan dan departemen SDM menetapkan misinya dan memilih beberapa sasaran perusahaan yang kritis sebagai bagian dari sasaran SDM untuk memastikan bahwa semua strategi selalu ditujukan pada sasaran akhir perusahaan.

Peneliti menginterpretasikan rencana strategis perusahaan, melakukan pengamatan, melakukan wawancara dan studi literatur untuk dapat memberikan suatu rancangan dalam rangka mengoptimalkan kinerja SDM dalam organisasi. Keluaran dari rancangan tersebut adalah mengembangkan program tentang peningkatan keterampilan dan kompetensi pekerja, persiapan pekerja sesuai dengan kebutuhan perusahaan, mempertahankan tenaga kerja yang ada. Dan dari sisi Pembelajaran dan Pertumbuhan, pengembangan sistem evaluasi kinerja diperlukan untuk memastikan bahwa sistem digunakan secara tepat dan sesuai dengan tujuan perusahaan dalam konteks sumber daya manusia.

Perusahaan harus dapat melihat hubungan antara tujuan departemen SDM dan faktor-faktor kunci yang mendorong kesuksesan perusahaan sebelum mengerahkan sumber daya manusia ke dalam sistem implementasi strateginya. Dengan mengukur peran SDM, perusahaan dapat mengukur dampak strategis keseluruhan sumber daya manusia.

Rancangan model HR Scorecard ini dapat diusulkan sebagai fokus departemen SDM dalam mengelola dan mengukur efektifitasya dan dapat melakukan evaluasi terkait dengan tujuan dan strategi perusahaan dalam peran SDM. HR Scorecard mendorong manajer untuk menyelaraskan strategi SDM dengan keseluruhan tujuan perusahaan, sehingga dapat melakukan perbaikan dan evaluasi kinerja dan dapat digunakan dalam manajemen perubahan dan pembelajaran berkelanjutan.

Kata kunci: ***strategi, kinerja, hr scorecard, key performance indicatorAbstract***

***Abstract***

*The alignment between optimized HR performance with the corporate strategy is still have a big question about how they can be work together as business partner since the HR itself treated as the supporting department. On the otherhand the current competition era had asked the role of the HR have to be more and more strategic in term of the efficiencies, effectivities and productivities of all HR roles in order to make sure that all the company strategies can be achieved trhough the HR roloes and strategic alignment.*

*HR Scorecard as a part of the Balance Scorecard can help the HR manager to make sure that all of the HR strategies and objectives measured in term of the strategic alignment. The process starting from the clear understanding of the corporate strategy, mission, and mapping and the HR department with their mission then choosing the critical fews of the corporate objectives as a part of the HR objectives to make sure that all the corporate strategy always put as the final objectives.*

*The researcher had studied and interpreted the company strategic planning, field observed, interviewed and literature studied to have the HR Scorecard Design to optimized the HR performance in the organization. And the output of the design obtained from the results of the HR department focus are to develop a program on workforce improving skills and competencies, preparation of workers in accordance with the company's needs, maintaining the existing workforce, the percentage of participants BPJS and other insurance. And from the Learning and Growth side, the development of a performance evaluation system is needed to ensure that the system is used appropriately and in accordance with the company's objectives in the context of human resources.*

*Companies should be able to see the connection between the HR department objectives and the key factors that driving the company's success before deploying human resources into its strategy implementation system. By measuring the effects of HR on these drivers, firm can measure the overall strategic impact of human resources.*

*The design of the human resource scorecard model can be used and developed as the focus of the HR department in managing and measuring its performance. The HR department can be measure the initiatives and can be evaluate in relation to the company goals and the strategies especially in HR roles. The HR department role will be more optimized in its performance, as the HR Scorecard encourages managers to understand how to align HR strategies with the overall corporate objectives as a whole, so as to conduct tracking and evaluate the performance of corporate strategy and can be used in change management and continuous learning.*

# Key words: *strategy, performance, hr scorecard, key performance indicator*

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