

Evaluasi Cascading dan Alignment Key Performance Indicator Manajemen Pada PT XYZ = Evaluation of Cascading and Alignment of Management Key Performance Indicators PT XYZ

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Abstrak

Penelitian ini bertujuan untuk mengevaluasi proses cascading dan alignment Key Performance Indicators (KPI) di PT XYZ, sebuah perusahaan yang menerapkan konsep Balanced Scorecard (BSC) untuk mendukung pencapaian tujuan strategisnya. Penelitian ini menggunakan pendekatan deskriptif dengan analisis dokumen, wawancara, dan strategy maps untuk mengevaluasi keselarasan KPI di berbagai level organisasi, mulai dari level Korporat, Direksi, hingga unit bisnis, seperti PSO Wilayah Barat, Strategi & Kebijakan SDM, dan Portofolio Bisnis. Hasil penelitian menunjukkan bahwa sebagian besar KPI telah di-cascade dengan baik, mencerminkan hubungan sebab-akibat yang jelas antara sasaran strategis di level korporat dan implementasi operasional di unit bisnis. Beberapa KPI, seperti % Pemenuhan Supply Agreement Pupuk Subsidi dan % Transformasi SDM, berhasil menunjukkan keselarasan penuh (fully cascade) tanpa modifikasi, sedangkan KPI seperti % Alignment Pengelolaan HCM menunjukkan kontribusi signifikan terhadap transformasi strategis SDM di perusahaan. Namun, terdapat beberapa kendala, terutama pada unit Portofolio Bisnis, di mana ditemukan ketidaksesuaian KPI dengan tupoksi unit, yang mencerminkan kurangnya pemahaman terhadap proses cascading. Penelitian ini menyimpulkan bahwa cascading dan alignment KPI di PT XYZ telah mendukung pencapaian tujuan strategis perusahaan secara efektif, meskipun masih diperlukan peningkatan dalam memahami cascading, memperkuat koordinasi antar unit, dan memastikan relevansi KPI dengan tupoksi unit. Penelitian ini merekomendasikan peningkatan monitoring berbasis teknologi dan penguatan kapabilitas tim dalam memahami hubungan antara KPI strategis dan operasional untuk mendukung pencapaian visi jangka panjang perusahaan.

.....This study aims to evaluate the cascading and alignment processes of Key Performance Indicators (KPIs) at PT XYZ, a company implementing the Balanced Scorecard (BSC) concept to support its strategic objectives. Using a descriptive approach, the research incorporates document analysis, interviews, and strategy maps to assess KPI alignment across organizational levels, including Corporate, Board of Directors, and business units such as the Western Region PSO, Human Resource Strategy & Policy, and Business Portfolio. The findings indicate that most KPIs have been effectively cascaded, demonstrating clear cause-and-effect relationships between corporate-level strategic goals and operational implementation in business units. Certain KPIs, such as the percentage of Fulfillment of Subsidized Fertilizer Supply Agreements and HR Transformation Percentage, exhibit full alignment (fully cascaded) without modifications. Meanwhile, KPIs such as the Percentage of HCM Management Alignment significantly contribute to the strategic transformation of HR within the company. However, challenges remain, particularly in the Business Portfolio unit, where KPI misalignment with the unit's core responsibilities reflects a lack of understanding of the cascading process. The study concludes that KPI cascading and alignment at PT XYZ have effectively supported the achievement of the company's strategic goals, though improvements are necessary in understanding cascading, enhancing coordination among units, and ensuring KPI relevance to unit responsibilities. The study recommends the adoption of technology-based monitoring enhancements and

strengthening team capabilities to better comprehend the relationship between strategic and operational KPIs, thereby supporting the company's long-term vision.