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PERFORMANCE MEASUREMENT OF HUMAN RESOURCES PT PULAU BINTAN JAYA BASED ON THE HUMAN RESOURCE SCORECARD MODEL

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Abstract : *PT Pulau Bintan Jaya is one of the foreign investment companies producing crumb rubber in Riau Islands Province. The company had been in operation since 1969, producing rubber with a few measures which were Standard Indonesian Rubber (SIR) 5, SIR 10, and SIR 20 per customer request. Companies have conducted employee performance measurements but have not specifically measured employee performance by linking it to company strategic functions. Current performance assessments are not yet focused on human resource development efforts. There were still poorly educated employees who served as team leaders and as supervisors. As a result, work-related communication became difficult and led to multiple obstacles under which employment resources became inadequate, and the targets of corporate performance unattainable. There are issues relating to the quality of human resources, and companies have been declining demand and declining production rates for several months. The decline in demand from customers has become one of the issues to evaluate in the company's performance measurement, due to its inadequate strategic resource management. It requires alightnment of the work systems to capture the role of human resources, while in this regard some current case work accident are still faund annually in the production section, even though for the past three consecutive years the accident rate has declined, it needs to be figured out by performing performance measurements. A human resource scorecard measures the performance of human resources by finding solutions to the weaknesses of human managerial resources in PT. Pulau Bintan Jaya, and assist in linking mission vision and strategic objectives. In this study, the design results were obtained as follows: there are 15 strategic goals and 32 Key Performance Indicators, special elements of the human resource system can be driven by 16 performance drivers (called Lagging Indicators), and 16 performance outputs to be achieved (called Leading Indicators), while the results Measurement of employee performance in PT Pulau Bintan Jaya using the Human Resource Scorecard method obtained good results.*

Keywords: *Human Resource Scorecard, Performance, Strategic Human Resource Management.*

INTRODUCTION

An organization is defined as the container of a group of people who work together to achieve a purpose, so "people" is the key ingredient in an organization. Besides a group of people, it also has other input input such as information, production materials, energy, and capital. The organization must be organized and organized in accordance with the policies and policies of the company. An employee as one of the driving wheels of a company's progress must be noticed for its wants and needs. In achieving corporate objectives, where the goal of human resources strategy is whether an organization intends to do present and long-term policies and practices to ensure that they contribute to achieving business goals. One of the keys to achieving an organization's goals is through employee performance. The existence of role conflicts will lead to misunderstandings among members of the organization. As a result, role conflict greatly influence on employee performance. When

individuals experiencing high role conflict, they tend to decline for their performance. However, with the presence of self-efficacy, role conflicts can be minimized. Individuals who have higher self-efficacy will capable to minimize role conflicts in the company, whether that occurs between individuals or even groups. Employees who have higher self-efficacy will capable to fulfilltheir duty on time and professional (Raden Ayu, 2021)

To achieve its business goals, PT. Bintan Jaya Island will not go without striving for and managing human resources as a central factor in the company's achieving goals. Pt timah's net profit in the first half of 2008 rose to rp68.3 trillion from rp67.9 trillion in the same period last year. Current performance assessments are not yet focused on human resource development efforts. There were still poorly educated employees who served as team leaders and as supervisors. As a result, work-related communication becomes difficult and leads to a lot of obstacles and employment becomes maximal and unattainable the target of corporate performance. There are issues relating to the quality of human resources, in which companies have been declining demand and declining production rates for several months. The decline in demand from customers has become one of the things to evaluate in the company's performance measurement because of its inadequate strategic resource management. To capture the role of human resources for the alignment of the work system, work systems can affect employee productivity-case workers, while some current case work accidents are still found each year in the production section, although during the three years following the 2018 fall as many as 13, In 2019, 12 cases and 2020, as many as 8

cases, it is necessary to determine the cause by measuring the performance of employees.

The purpose of this research
  a. To find out and analyze the measuring of the workers' performance that had been done in PT. Pulau Bintan Jaya.
  b. To find out and analyze the measuring of employees' performance in star an jaya island using the method human resource scorecard.
  c. To find and analyze factors-which factors need attention to improve by using the method human resource scorecard in PT. Pulau Bintan Jaya.
  d. To formulate a strategy which needs to be implemented and improve the performance of employees of PT. Bintan Jaya Island.

RESEARCH METHOD
The research will focus on measuring the performance of employees of PT. Bintan Jaya Island by using human resource scorecard methods and subsiding them in the form of exploratory and descriptive methods focusing on the 7 steps behind human resource scorecard methods, the variables used in this study consist of four perspectives: financial perspectives, customer perspectives, internal business process, and learning and growth perspectives. Researchers use questionnaires to score each perspective by using a likert scale technique.
 The number of populations used in this study is that of employees in PT. Bintan Jaya Island, which consists of 278 employees, because of the large population population, made it impossible to analyze the population by census, so the need to determine the number of samples to be examined. The sample on this study uses non-sampling researchers will focus the measuring of workers' performance on 78 permanent state employees but no

performance assessment, as well as the 78   permanent employees comprising:

Table 1. Number of Samples

No	Division	Amount
1.	Production	48
2.	Sorting/ Raw Material	8
3.	Enggineering	6
4.	HR/GA IPAL Operator, Cleaning, Security	6
5.	Warehouse	10
Total		78

The researcher conducted an exploratory study using the Human Resource Scorecard model, where this model had never been carried out by the company at the research site. Human resource scorecard measures carried out to a sample of 78 employees on the likert scale, and researchers also conducted interviews with key pt star jaya island informants. For determining the target of the performance of employees from four perspectives based on the techniques of the focus group discussion (FGD) or of specious group discussion with the consensus decision making group (CDMG), the weight of the measuring of the indicators is defined by the company's strengths and weaknesses (CDMG), a result of a consensus decision making group (CDMG) versus the results of research and research. The results of the survey on the performance of the employee are classified performance assessment categories based on sugiyono (2013) :

1. Very good : 80 – 100%
2. Good : 60 – 80 %
3. Enough : 40 – 60%
4. Not Good : 20 – 40 %
5. Very Bad : 0 – 20%

RESULTS AND ANALYSIS
Here is an explanation of the results and discussions of the research that has been done ;

1. **Defining the vision, mission, purpose, cultural work and strategy of PT. Pulau Bintan Jaya**

Table 2. Description of Vision, Mission and Strategy at PT Pulau Bintan Jaya

Company Vision	Company Mission		Outlined on its strategic strengthening
	Mission	The company's strategic goals	
		Become a highly dedicated company	Increasing employee productivity, working diligently and maximally
		Trusted with a strong commitment to environmental preservation	Maintain and preserve the environment with high concern for the workplace environment.
	Second Mission	Have a management that pays attention to the welfare of employees	Improve employee welfare, motivate employees, pay attention to the supporting infrastructure for employee work
			Increase in share value
			Increase employee capital by developing employee competencies
			Increase productivity
			Increasing employee loyalty, so that the role of human resources in making it happen is increasing employee competence
			Skill upgrade
			Product quality improvement
			Increased employee satisfaction
			Motivate employees
			Maintain good communication

(Source: Company data and analysis is done)

2. The business model for human resources as a model intended for strategic human resource management

Table 3. Quality Strategy at PT Pulau Bintan Jaya

No.	The strategy that has been made by PT. Bintan Jaya Island
1	Producing SIRs in accordance with applicable standards and regulations and meeting and exceeding buyer demands, while making continuous improvements through improvements in the organization.
2	Every employee must implement the requirements of the quality management system and effectively support the improvement of the quality system at all levels/sections in the company which is periodically reviewed to ensure compliance with applicable requirements.
3	This quality policy must be understood, implemented and maintained by all employees within PT. Pulau Bintan Jaya.
4	This quality policy is socialized on bulletin boards and in the production environment as well as monitoring and measurement is carried out every 6 months and evaluated annually in meetings..

(Source: Company data)

The four company quality strategies in Table 3. Still have the company's vision and mission that have not been linked to the company's strategy, including:

a. Increased employee productivity
b. Employee   Competency

Improvement
Environmental preservation, when described in strategic strengthening, is to maintain and preserve the environment

c. Management that pays attention to

3. Creating a Strategy Map.

The formation of a strategy map using the Human Resource Scorecard method and linking it with 4 (four) perspectives so that a strategy map is obtained for the human resources department at PT. Bintan Jaya Island, which was sourced from the results of discussions with competent key informants in the company, can be seen in Figure 4.1 as follows:

a. Financial Perspective: increasing shareholder value, maximizing HR capital, increasing employee productivity.

b. Customers Perspective: Increasing employee welfare,

employee welfare

d. Increase in shareholder value
e. Improved work system Improved employee quality relationship
f. Employee skill improvement
g. Improved employee communication.

increasing employee satisfaction, increasing employee loyalty, increasing employee motivation.

c. Internal Business Process Perspective: Improvement of work system, improvement of quality and competitiveness, environmental preservation and improvement of employee relationship.

d. Learning and Growth Perspective: increasing employee competence, improving employee skills, improving employee communication
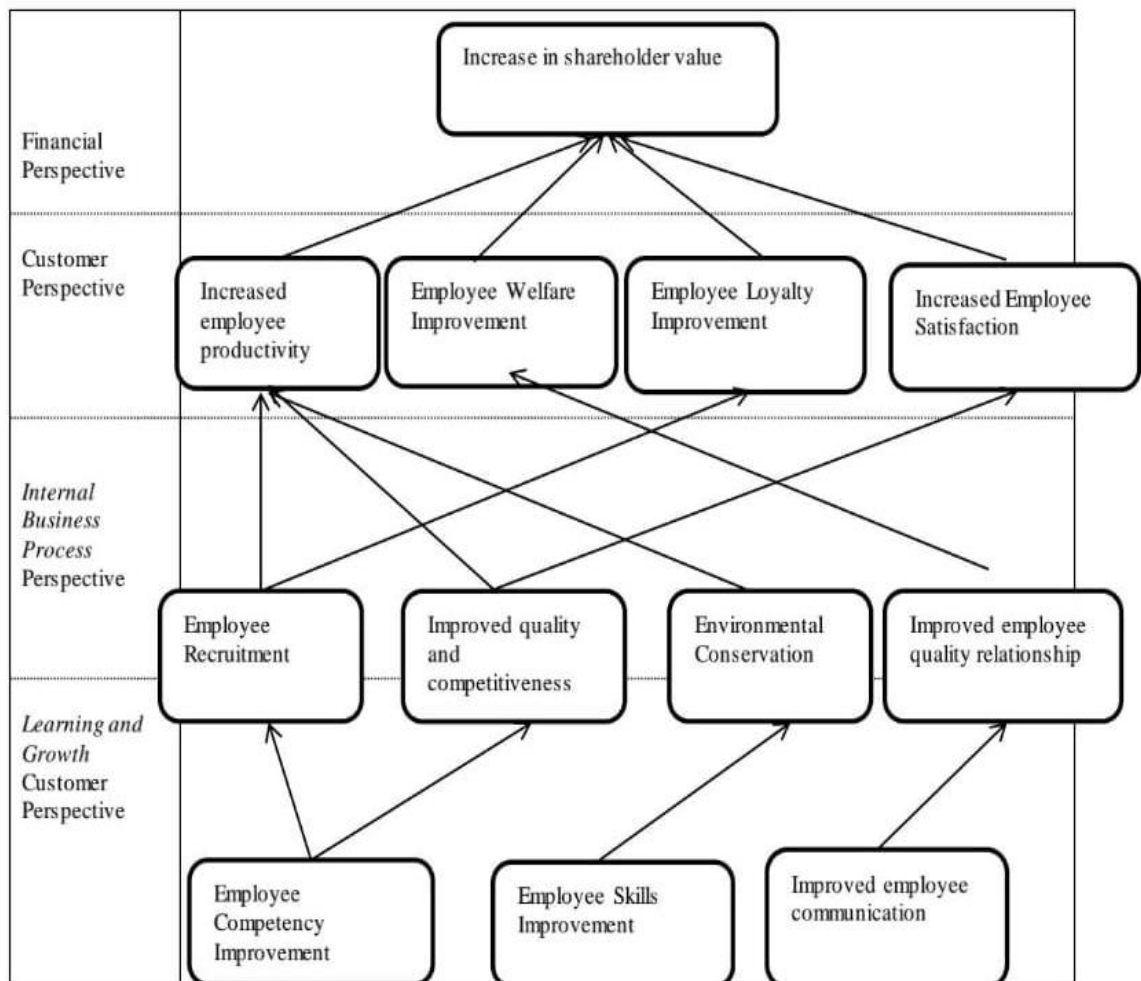
Figure 1. Strategy Map Using Human Resource Scorecard at PT. Pulau Bintan Jaya

4. Identifying Human Resource Deliverables in the Strategy Map.

Human Resource Deliverables or strengthening performance drivers on the strategy map that has been prepared divides the value creation process into perspectives, namely financial perspective, customer perspective, internal business process perspective, and learning and growth perspective as follows:

a. Financial Perspective

The financial perspective is how companies can manage intangible assets that can encourage employee performance and can maximize HR capital, namely increasing value for shareholders, the purpose of PT Pulau Bitan Jaya's financial perspective is to increase shareholder value, maximize HR capital. of the company is to increase employee productivity. The form of activity is to complete tasks on time.

b. Customer Perspective

The customer's perspective in strengthening performance drivers is as a benchmark for employees of intangible assets with the output of the implementation of strategic human resource management. Identification of the level of satisfaction of customers or customers in this perspective is how

employee performance appraisal indicators can affect customer satisfaction in accordance with the company's second mission, namely having management that pays attention to employee welfare, the purpose of the customer perspective of PT. Pulau Bintan Jaya is a business that is carried out in a sustainable manner through improving employee welfare, increasing employee loyalty and increasing employee satisfaction and recognition of employee achievements.

c. Internal Business Process Perspective

The purpose of the Internal Business Process perspective is the employee work system. The form of activity is discipline in using work tools, improving quality and competitiveness in providing quality products and services, utilizing scientific advances and taking into account the challenges of global development, environmental

preservation, being responsible for the environment, and improving employee quality relationships. employee quality relations) the form of activity is being able to work together with co-workers and support each other.

d. Learning and Growth Perspective

The drivers of performance in the Learning and Growth perspective in improving the quality and productivity of employees are not singular but come from processes that encourage human resources to be developed or improved, in accordance with the company's fourth mission, which is committed to improving people's living standards, namely improving employee skills in the form of their activities. is the need to improve knowledge from time to time, improving employee communication the form of activity is to build good communication to superiors.

5. **Aligning Human Resource Architecture with Human Resource Deliverables.**

In aligning the human resource architecture (HR function, HR system and employee behavior), the next step is to develop performance indicators. Lagging and Leading Indicators are prepared based on the elaboration of the HR department's strategy objectives that have been developed in the strategy map. The results of the initial design of the performance indicators are:

a. **Lagging Indicators**
   1. Financial Perspective
      a) Maximizing HR capital
      b) Increase Productivity
      c) Increase shareholder value

   2. Customer Perspective
      a) Increasing the value of employee welfare
      b) Improve employee discipline
      c) Increase employee satisfaction
      d) Increase employee motivation
      e) Improving employee career path

   3. Internal Business Process Perspective
      a) Improving employee work system
      b) Improving quality and competitiveness
      c) Improving environmental preservation

d) Improving employee quality relationship (employee quality relationship)
4. Learning and Growth Perspective
    a) Improving employee competence
    b) Increase employee commitment
    c) Improving employee skills
    d) Improve employee communication

b. Leading Indicators
1. Financial Perspective
    a) Get proper compensation from the company
    b) Completing assignments on time
    c) Able to meet work targets set by the company
2. Customer Perspective
    a) Improved employee welfare
    b) Increased discipline, the level of employee attendance is very good and on time
    c) Available work facilities make it easier to work
    d) Get recognition for work achievements achieved

e) Take advantage of the career path provided by the company
3. Internal Business Process Perspective
    a) Discipline in using work tools
    b) Improve production quality
    c) Maintain and preserve the environment where employees work
    d) Able to work together with co-workers by supporting each other
4. Learning and Growth Perspective
    a) Participate in training that strongly supports performance improvement
    b) Need to improve knowledge from time to time
    c) Employee skills improve after attending training provided by the company
    d) Establish good communication with superiors

6. **Designing a Strategic Human Resource Measurement System.**
   After making the initial design of indicators based on lag indicators and leading indicators or called Human

Resource Deliverables with human resource architecture, strategic measures (key performance indicators) are obtained that will b e used in this research.

Table 4. The design of strategic measures (key performance indicators) at PT. Pulau Bintan Jaya

Perspective	Strategy Objectives	Lagging Indicator	Leading Indicator	Measuring instrument
	Maximizing HR Capital	Maximizing HR capital	Get proper compensation from the company	Likert scale
	Productivity Boost	Increase productivity	Completing assignments on time	Likert scale
	Increase in Shareholder Value	Increase shareholder value	Able to meet work targets set by company standards	Likert scale
	Employee Welfare Improvement	Increase the value of employee welfare	Improved employee welfare	Likert scale
	Increased Employee Satisfaction	Increase employee satisfaction	Available work facilities make it easier to work	Likert scale
	Employee Loyalty Improvement	Improve employee discipline	Increased discipline, the level of employee attendance is very good and on time	Likert scale
		Increase employee motivation	Get recognition for the work achieved	Likert scale
		Improving employee career path	Take advantage of the career path provided by the company	Likert scale
	Work System Improvement	Improve work system	Discipline in using work tools	Likert scale
	Improved Quality and Competitiveness	Improve quality and competitiveness	Improve production quality	Likert scale
	Environmental Conservation	Improve environmental preservation	Maintain and preserve the environment where employees work	Likert scale
	Improved employee quality relationship	Improve employee quality relationship (employee quality relationship)	Able to work together with co-workers by supporting each other	Likert scale
	Employee Competency Improvement	Improving Employee Competence	Participate in training that strongly supports performance improvement	Likert scale
	Increased Employee Commitment	Increase employee commitment	Need to improve knowledge from time to time Employee skills	Likert scale
	Employee Skills Improvement	Improve Employee Skills	Increase after attending the training provided by the company	Likert scale
	Employee Communication Improvement	Improve Employee Communication	Build good communication with superiors	Likert scale

7. Managing Implementation through measurement

a) Determining Performance Indicator Weights

To assess employee performance targets, it is carried out by weighting each Key Performance Indicator (KPI). This weighting is carried out by FGD with competent researchers and key informants at PT. Bintan Jaya Island with the Consensus Decision Making Group (CDMG) decision making. The results of the Key Performance Indicators that have been compiled are as follows:

Table 5. *Key Performance Indicator* results *Consensius Decision Making Group* (CDMG) at

PT Pulau Bintan Jaya

Lagging Indicator	*Leading Indicator*	weight
Financial Perspective		
Maximizing HR capital	Get proper compensation from the company	0.06
Increase productivity	Completing assignments on time	0.06
Increase shareholder value	Able to meet work targets set by company standards	0.08
Total		*20%*
Customer Perspective		
Increase the value of employee welfare	Improved employee welfare	0.06
Increase employee satisfaction	Available work facilities make it easier to work	0.06
Improve employee discipline	Increased discipline, the level of employee attendance is very good and on time	0.06
Increase employee motivation	Get recognition for the work achieved	0.06
Improving employee career path	Take advantage of the career path provided by the company	0.06
Total		*30%*
Internal Business Process Perspective		
Improve work system	Discipline in using work tools	0.07
Improve quality and competitiveness	Improve production quality	0.08
Improve environmental preservation	Maintain and preserve the environment where employees work	0.07
Improve work system	Discipline in using work tools	0.08
Total		*30%*

Learning and Growth Perspective		
Improving Employee Competence	Participate in training that strongly supports performance improvement	0.05
Increase employee commitment	Need to improve knowledge from time to time Employee skills	0.05
Improve Employee Skills	increase after attending the training provided by the company	0.05
Improving Employee Competence	Participate in training that strongly supports performance improvement	0.05
Total		**20%**

b) Assessment results using the Human Resource Scorecard

Table 6. Assessment Results Based on Depth Interviews, Questionnaires and Consensus Decision Making Group (CDMG) Key Performance Indicators on PT Pulau Bintan Jaya

Lagging Indicator	*Leading Indicator*	Agreed weight	Rating result weight	Conclusion
Financial Perspective				
Maximizing HR capital	Get proper compensation from the company	0.06	0.05	Achieved
Increase productivity	Completing assignments on time	0.06	0.05	Achieved
Increase shareholder value	Able to meet work targets set by company standards	0.08	0.07	Achieved
Total		*20%*	*17%*	Achieved
Customer Perspective				
Increase the value of employee welfare	Improved employee welfare	0.06	0.04	Achieved
Increase employee satisfaction	Available work facilities make it easier to work	0.06	0.05	Achieved
Improve employee discipline	Increased discipline, the level of employee attendance is very good and on time	0.06	0.06	Achieved
Increase employee motivation	Get recognition for the work achieved	0.06	0.02	Not achieved
Improving employee career path	Take advantage of the career path provided by the company	0.06	0.02	Not achieved
Total		*30%*	*19%*	Achieved

Internal Business Process Perspective				
Improve work system	Discipline in using work tools	0.07	0.03	Not achieved
Improve quality and competitiveness	Improve production quality	0.08	0.07	Achieved
Improve environmental preservation	Maintain and preserve the environment where employees work	0.07	0.06	Achieved
Improve work system	Discipline in using work tools	0.08	0.08	Achieved
Total		*30%*	*24%*	Achieved
Learning and Growth Perspective				
Improving Employee Competence	Participate in training that strongly supports performance improvement	0.05	0.04	Achieved
Increase employee commitment	Need to improve knowledge from time to time Employee skills	0.05	0.05	Achieved
Improve Employee Skills	Increase after attending the training provided by the company	0.05	0.04	Achieved
Improving Employee Competence	Participate in training that strongly supports performance improvement	0.05	0.05	Achieved
Total		*20%*	*18%*	Achieved

CONCLUSION

Based on the results of research conducted at PT. Bintan Jaya Island, the researchers can conclude the following results:

1. The measurement of employee performance that has been carried out so far at PT Pulau Bintan Jaya is divided into 3 (three) types of measurement, namely for employees who have positions, measurements for staff and for contract employees. While there are still employees who have permanent status, the measurement has not been carried out. Types that are measured are discipline, leadership, neatness in work, the company has not linked performance indicators based on 4 dimensions, namely based on Financial Perspective, Customer Perspective, Internal Business Process Perspective and Learning and Growth Perspective. The absence of performance measurement results for each indicator so that the company does not know how much the overall performance of employees.

2. The results of measuring employee performance at PT Pulau Bintan Jaya using the Human Resource Scorecard method obtained good categories, namely:
   a. Financial Perspective
      Employee performance is seen from a financial perspective in the category of good performance. The results showed that each indicator obtained results achieved.
   b. Customer Perspective
      Employee performance is seen from the perspective of the customer in the category of good performance. The results showed that three indicators were achieved, but there were two indicators that were not achieved from the measurement weights, namely getting recognition for work achievements and taking advantage of the career path provided by the company.
   c. Internal Business Process Perspective
      Employee performance seen from the perspective of the Internal Business Process category of good performance. The results showed that three indicators were achieved, but there was one indicator that was not achieved from the measurement weight, namely discipline in using work tools.
   d. Learning and Growth Perspective.
      Employee performance is seen from the perspective of Learning and Growth in the category of good performance. The results of the study indicate that each indicator has achieved results compared to the measurement weights in the Learning and Growth perspective.

3. By analyzing employee performance measurement using the Human Resource Scorecard method, it is known that the factors causing employee problems are:
   a. The lack of precise placement of position competencies in the customer perspective causes problems in not accurately conveying information to subordinates, this is due to the ineffectiveness of employees in utilizing the career path provided by the company.
   b. The lack of recognition of work performance achieved from the customer's perspective affects the productivity and quality of production produced by

13

employees, namely the lack of employee motivation to work better and productively, so that the company experiences a decrease in production targets.

c. The factor causing the work system that has been determined by the company cannot be implemented properly by employees, this is because there is still a lack of discipline in using work equipment from the perspective of the Internal Business Process. Lack of discipline of employees in using work tools properly in accordance with their functions and benefits causes moderate-

level work accidents in the company.

4. Strategies that need to be carried out by PT. Bintan Jaya Island to improve employee performance are:

a. PT. Bintan Jaya Island can use the performance measurement design of the Human Resource Scorecard method, namely 15 strategic goals and 32 Key Performance Indicators consisting of 16 Lagging Indicators and 16 Leading Indicators.

b. PT. Pulau Bintan Jya can prioritize employee performance first from the Customer Perspective, then the Internal Business Process perspective, followed by the Financial Perspective and finally the Learning and Growth Perspective.

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