ABSTRACT

Performance Measurement Design based on Balanced Scorecard at Kantor Pertanahan Kota Manado

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A previous performance measurement system at Kantor Pertanahan Kota Manado did not have yet a comprehensive, balance, coherent and measurable framework through the measuring of performance and its report (LAKIP). Balanced Scorecard (BSC) as a method in strategic management, has a comprehensive, balance, coherent and measurable framework through four perspectives i.e. Financial, Customer, Internal Business process and Learning and Growth which in public organization had been changed by technically terminology approach became Financial, Stakeholders, Internal Process and Employees and Organization Capacity perspectives. Research goals are (1) to breakdown the organizations strategic components in to BSC Perspectives, (2) to determine its Key Performance Indicators (KPI), targets and strategic initiatives, (3) Measure each Perspectives and Key Performance Indicators contribution to Kantor Pertanahan Kota Manado performance, (4) arrange the strategy map, with causal analysis among these strategic goals (5) to compare and evaluate the previous (SAKIP) system and BSC measurement, (6) formulates recommendation about BSC framework uses. This study used descriptive method (survey approach), data collecting with Focus Group Discussion (FGD) and structure interview with questioner guideline and respondents are chosen by purposive sampling from the stakeholders. Data quantitative analysis using paired comparison method. Kantor Pertanahan Kota Manado through BSC framework yields Stakeholders perspective as the main perspective and then Financial perspective, Internal Process perspective and Employees and Organization capacity perspective. 15 lag indicators (KPI) in this framework and its contribution are increase the number of land rights (land certification); increase the number of PRONA, UMK/PMK and RAN certification; the number of stakeholders satisfaction; LAKIP overall performance index; reaching the DIPA’s budget target calculation; fulfill national income in land administration sector; operational cost efficiency; fulfill regional income in land administration sector; the number of P4T inventorying location; the number of thematic and land potency maps in support P4T activity; fulfill the land administration operational and procedure standard (SPOPP); decrease the number of land dispute, conflict and land lawsuit; increase the number of employee training and formal education; the number of employees satisfaction; the number of stakeholders satisfaction in Land Information system. Result implementation of BSC framework had been formed through the simulation of its performance measurement. In order each KPI’s represent Kantor Pertanahan Kota Manado performance to gain comprehensive performance. The total result of the performance measurement in its simulation is in a Good category.