

## ABSTRAK

### USULAN PERBAIKAN KINERJA KARYAWAN PT. BANYUMAS RAYA TRANSPORTASI MENGGUNAKAN INTEGRASI *HUMAN RESOURCES SCORECARD (HRSC)* DAN *ANALYTIC NETWORK PROCESS (ANP)*

Adistia Pramesti Azzahara

H1E022013

Penelitian ini bertujuan untuk mengukur kinerja sumber daya manusia serta merumuskan usulan perbaikan kinerja karyawan pada PT. XYZ yang bergerak di bidang transportasi di Jawa Tengah. Permasalahan utama yang dihadapi perusahaan adalah tingginya pelanggaran Standar Pelayanan Minimal (SPM) yang mencapai 975 km selama tahun 2025, yang mengindikasikan bahwa kinerja karyawan belum optimal. Metode yang digunakan adalah *Human Resources Scorecard (HRSC)* untuk mengukur kinerja berdasarkan empat perspektif, yaitu *personnel*, *compensation*, *alignment*, dan *high performance*, serta *Analytic Network Process (ANP)* untuk menentukan bobot prioritas setiap indikator dengan mempertimbangkan keterkaitan antar elemen. Data diperoleh melalui wawancara, kuesioner perbandingan berpasangan, dan data historis perusahaan. Hasil penelitian menunjukkan bahwa tingkat kinerja karyawan berada pada kategori cukup dengan nilai sebesar 2,922, dengan perspektif *personnel* sebagai perspektif yang memiliki bobot tertinggi. Indikator prioritas yang memerlukan perbaikan meliputi tingginya keterlambatan karyawan, kecelakaan kerja, dan pelanggaran SPM. Usulan perbaikan meliputi optimalisasi GPS real-time, peningkatan keselamatan kerja, penguatan SPM, serta perbaikan sistem melalui jalur prioritas, *off-board payment*, dan halte tertutup, berdasarkan *benchmarking* dengan perusahaan serupa.

**Kata kunci:** kinerja karyawan, *Human Resources Scorecard*, *Analytic Network Process*, transportasi, perbaikan kinerja.

## **ABSTRACT**

### ***PROPOSED IMPROVEMENTS TO EMPLOYEE PERFORMANCE AT PT. BANYUMAS RAYA TRANSPORTASI USING THE INTEGRATION OF HUMAN RESOURCES SCORECARD (HRSC) AND ANALYTIC NETWORK PROCESS (ANP) METHODS***

**Adistia Pramesti Azzahara**

**H1E022013**

*This study aims to measure human resource performance and propose improvement strategies for employee performance at PT. XYZ, a transportation company operating in Central Java. The main issue faced by the company is the high level of violations of Minimum Service Standards (SPM), reaching 975 km in 2025, indicating that employee performance has not yet been optimal. The methods used in this study are the Human Resources Scorecard (HRSC) to measure performance based on four perspectives, namely personnel, compensation, alignment, and high performance, and the Analytic Network Process (ANP) to determine the priority weights of each indicator by considering interdependencies among elements. Data were collected through interviews, pairwise comparison questionnaires, and company historical data. The results indicate that employee performance falls into the “moderate” category with a score of 2,922, with the personnel perspective having the highest weight. The priority indicators requiring improvement include high employee lateness, workplace accidents, and SPM violations. The proposed improvements include optimizing real-time GPS utilization, enhancing occupational safety through training and monitoring, strengthening the internalization of minimum service standards (SPM), and improving operational systems through dedicated bus lanes, off-board payment, and enclosed bus stops, based on benchmarking with similar transportation systems.*

**Keywords:** *employee performance, Human Resources Scorecard, Analytic Network Process, transportation, performance improvement.*