

ABSTRACT

Each year there is continuous increases in growth index of information and communication technology development in Indonesia. This makes the competition between companies in the same field become more competitive. Thus, the situation requires the company to pay attention in the performance of the organization. Performance appraisal is important for a company the performance reflects the success rate of a worker during a certain period of time in carrying out the given tasks. In addition, performance appraisal is really important to maintain the viability of an organization in the long term.

One way that can be use to perform performance appraisal is by using the Balanced Scorecard (BSC) method. BSC method is considered as an appropriate performance appraisal method because this method not only considered as the financial performance, but also considered as non-financial performance such as customer perspective, internal business process perspective, and learning and growth perspective. Therefore, this research will examine the design of performance appraisal tool using BSC method and determine the importance weight value of each Key Performance Indicators (KPI) based on BSC perspective using Analytical Hierarchy Process (AHP) method at PT Kopectel Batam Cemerlang.

The results showed that the design of performance appraisal tool using BSC method resulting 11 KPIs. From the results of data processing by using Analitical Hierarchy Process (AHP) obtained that customer perspective get the highest weightage result with weight value equal to 35.38%, whereas highest value of second weight obtained by financial perspective with the value equal to 27.33%, then learning and growth perspective get weighted value of 26.90% in third, then internal business process perspective get weight value of 10.38% in fourth position.

Keywords: *Performance Appraisal, Balanced Scorecard (BSC), Analytical Hierarchy Process (AHP), Key Performance Indicators (KPI)*