

ABSTRACT

Telkom University continues to improve the quality of service with the main focus on optimizing the performance of Academic Support Staff (TPA) through an effective performance measurement system. The background of this final project is the inconsistency in the TPA performance measurement system, including differences in reference sources in creating Employee Performance Target List (DTKP) indicators, limitations in DTKP indicator assessments that have not been clearly determined, interpretations of various work attitude assessment indicators, and limitations of features on the dashboard in the DTKP assessment. This final project is designed to formulate appropriate performance measurements for TPA Field 2, Faculty of Industrial Engineering (FRI) Telkom University.

The SECI (Socialization, Externalization, Combination, Internalization) method was chosen because of its ability to explore tacit knowledge from sources which are then converted into explicit forms. The socialization stage is obtained by exploring tacit knowledge from sources to share experiences and knowledge in measuring employee performance through the interview process. The externalization stage is the stage to articulate the tacit knowledge that has been obtained into explicit forms into indicators, process descriptions, measuring instruments, and performance targets. The combination stage is to combine various explicit knowledge from all sources to formulate more comprehensive and relevant performance standards. Finally, internalization emphasizes the process of internalizing new knowledge to sources, which continuously increases understanding of performance expectations.

The results of this final project are indicators, measuring instruments, and methods for measuring TPA performance in the form of DTKP and work attitude assessments that have been adjusted based on tacit knowledge and the needs of each source. This performance measurement is expected to increase objectivity, transparency of assessment, and motivate increased TPA performance.

Keywords: Performance Measurement, Academic Support Personnel (TPA), Employee Performance Target List (DTKP), Tacit Knowledge, SECI Method