

## DESIGN PERFORMANCE MANAGEMENT SYSTEM (PMS) OF PERUM JASA TIRTA II (PJT II) USING BALANCE SCORECARD

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### Abstract

BUMN manages the water resources of West Java through Perum Jasa Tirta II (PJT II). PJT II manages the dam and hydroelectric power plant (PLTA) Ir. H Djuanda Jatiluhur, Purwakarta, which supplies Citarum watershed industries with raw water and generates electricity. The company's performance and income depend on weather and precipitation. Other business units encountered problems with revenue is difficult to acquire. Thus, it did not meet the company's Work Plan and Budget (RKAP). Also, financial ratios in terms of profitability and liquidity have declined over the past five years. The purpose of this paper is to design a performance management system (PMS) for PJT II and assist the company in developing a company long-term plan (RJPP) for the next five years by using Balanced Scorecard (BSC), which has comprehensive and measurable benefits. The method used is qualitative and consists of face-to-face interviews with the head of the division, managers and staffs. The company information used to support this paper was retrieved from the company's annual report. In addition, an analysis of the indicators was conducted. Also, business issue exploration using SWOT & TOWS Matrix. The PMS framework with the BSC approach is the conclusion of this research case study. There are four perspectives on performance indicators: financial, customer, internal process, and learning & growth. From these four perspectives, twelve key performance indicators are derived, which are useful for enhancing the quality and productivity of performance to realise the organisation's vision and mission and achieve company objectives.

**Keywords:** Perum Jasa Tirta II, Key Performance Indicator (KPI), Performance Management System (PMS), Balance Scorecard (BSC), SWOT & TOWS Matrix.

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