



TUGAS AKHIR – TI 141501

***PERANCANGAN PENGUKURAN KINERJA BERDASARKAN
EFQM EXCELLENCE MODEL DI DPPKA SIDOARJO***

ARIEVIANA AYU LAKSMI

2511 100 083

Dosen Pembimbing :

Naning Aranti Wessiani, S.T., M.M.

Jurusan Teknik Industri

Fakultas Teknologi Industri

Institut Teknologi Sepuluh Nopember

Surabaya 2015



FINAL PROJECT – TI 141501

**DESIGNING PERFORMANCE MEASUREMENT BASED ON
EFQM EXCELLENCE MODEL IN DPPKA SIDOARJO**

ARIEVIANA AYU LAKSMI

2511 100 083

Supervisor :

Naning Aranti Wessiani, S.T., M.M.

Departement of Industrial Engineering
Faculty of Industrial Technology
Sepuluh Nopember Institute of Technology
Surabaya 2015

APPROVAL SHEET

**DESIGNING PERFORMANCE MEASUREMENT BASED ON EFQM
EXCELLENCE MODEL IN DPPKA SIDOARJO**

Compiled By : Arieviana Ayu Laksmi

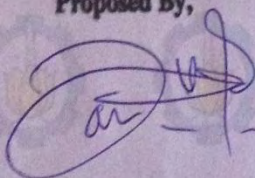
NRP : 2511 100 083

FINAL PROJECT REPORT

Proposed to Fulfill the Requirement to Obtain
The Bachelor Degree of Engineering in
Bachelor Program of Industrial Engineering Department
Faculty of Industrial Technology
Sepuluh Nopember Institute of Technology

Surabaya, 1 July 2015

Proposed By,



Arieviana Ayu Laksmi

NRP. 2511 100 083

Supervisor



Naning Aranti Wessiani S.T., M.M.

NIP. 197802072003122001

**PERANCANGAN PENGUKURAN KINERJA BERDASARKAN EFQM
EXCELLENCE MODEL DI DPPKA SIDOARJO**

Nama : Arieviana Ayu Laksmi
NRP : 2511100083
Dosen Pembimbing : Naning Aranti Wessiani S.T., M.M.

ABSTRAK

Good Corporate Governance (GCG) merupakan kebutuhan sebuah organisasi untuk mencapai excellence organisation. Dinas Pendapatan, Pengelolaan Keuangan dan Aset (DPPKA) Sidoarjo ingin mencapai GCG melalui excellence organisation. Excellence organisation dapat diukur menggunakan EFQM Excellence Model Framework. Pengukuran kinerja eksisting di DPPKA Sidoarjo menggunakan aspek keuangan sebagai ukuran pencapaian. Pengukuran kinerja eksisting tersebut tidak merepresentasikan excellence organisation. Oleh karena itu, EFQM Excellence Model Framework diaplikasikan untuk merepresentasikan excellence organisation. Penelitian ini bertujuan untuk merancang indikator kinerja menggunakan EFQM Excellence Model dan memberikan Key Performance Indicators (KPIs) untuk mencapai excellence organisation.

Kata Kunci: *EFQM Excellence Model*, Indikator Kinerja, Pengukuran Kinerja.

**DESIGNING PERFORMANCE MEASUREMENT BASED ON EFQM
EXCELLENCE MODEL IN DPPKA SIDOARJO**

Name : Arieviana Ayu Laksmi
NRP : 2511100083
Supervisor : Naning Aranti Wessiani S.T., M.M.

ABSTRACT

Good Corporate Governance (GCG) is a requirement for organisation to achieve excellence organisation. *Dinas Pendapatan, Pengelolaan Keuangan dan Aset* (DPPKA) Sidoarjo wants to achieve GCG through excellence organisation. Excellence organisation can be measured using EFQM Excellence Model Framework. Existing performance measurement in DPPKA Sidoarjo uses financial aspect as achievement's size. It doesn't represent the excellence organisation. Therefore, EFQM Excellence Model Framework is applied to represent excellence organisation. This research has purpose to design performance measurement using EFQM Excellence Model and provide the Key Performance Indicators (KPIs) for achieving excellence organisation.

Keyword: EFQM Excellence Model, Performance Indicators, Performance Measurement.

PREFACE

Praise to the Mighty Lord, Allah SWT, for the blessing, guidance, and empowerment in helping the author finished this final project report by the time, Author would like to thank to those who have supported and helped in finishing this report with joyous heart. They are as the following below:

1. Beloved family: Mama, Ayah, Abraham, and all big family. Thank you for the prayer, trust, hopes, affection, and support for author to finish this final project report by the time.
2. Mrs. Naning Aranti Wesiani, S.T, M.M as the supervisor. Thank you maam for the knowledge, patience, and generous affection so this final project report went on the right path.
3. All lecturers of Industrial Engineering Department. Mr. Prof. Budi Santosa, Ph.d as the Head of Industrial Engineering Department, Mr. Yudha Andrian Saputra, S.T, M.BA as the Final Project Coordinator of Industrial Engineering Department, Mr. Ir. I Ketut Gunarta, S.T as Head of Management and Industrial System Development Laboratory, and all of the lecturers for their knowledge and support during these courses.
4. Mrs. Sumainah from the observed organisation for assistance and supporting data for this final project report.
5. Babies (Khalida „*Bocil*’ Putri - Elvi „*Epi*” Armadani - Dinda „*Dindut*’ Tiara) as *kos*-mate and sometimes roommate who always remind author to finish this report for a „better future”. Thank you for those four years we were spent together and hope we could make the „better future” as we planned. Cil, Pi, Din, thank you for cheering each other although we don’t know what ending we faced.
6. Fadhila „*Bedil*’ Khairunnisa as partner in culinary and author’s shelter place to confide any secret. Thank you for always accompany me whenever and wherever I stressed out. I know you can rock next semester as mine!
Hana Budi as author’s shelter place and complain ear through that hard time. Thank you for always be more mature than me, because of you sometimes I can be more childish.

Nita Andriyati as author's bestfriend and classmate from 1st year who cheers other Babies and accompanies them to sleep over while author isn't available although your final project bothering too.

Friska Hanna as author's bestfriend and classmate from 1st year who gives support although your work's stuffs more bothered.

7. Mami's Kids (Anies Puspa, Satria Oktaufanus, Sandy Febrian, Farid Kurniawan, Deririnda Anresnani) who always support each other from the beginning this report started with Mrs. Naning as supervisor.

8. PSMI's Crews 2011: Anies "Mbak Nyes" Puspa, Satria Oktaufanus, Reza "Eja" Suerman, Gede "Dean" Ardi, Sandy Febrian, Yolanda "Yolancoy" Suciati, Burhanuddin Rabbani, Farid Kurniawan, Galih "Ayih" Mahendra, and Qisthy "Qibi" Nabilah. Thank you for accompanying in laboratory through the hard time and becoming other family for the past two years.

PSMI's Crews 2012: Niela, Ipeh, Dea, Gegek, Icha, Delina, Haga, Alex, Ghina, Dina, and Kiki. Thank you for the love and support sist and bro.

PSMI's Crews 2013: Icha, Jeremy, Famy, Yvana, Titan, Diandra, Bella. Thank you for the snacks although you joined as Crews still in a short time.

9. Anies Puspa, Satria Oktaufanus, Firza Amelia, and Sandy Febrian who support and teach author to learn Macro Excel together to finish final project report with Dashboard requirement by the time.

Christmas Evans and Joshua Rydley who share knowledge about how to define KPI Properties for this final project report.

10. Geng Konde (Epi, Hana, Ovita „Nyak“, AR, Alim, Shiro, and Dajen) as the family in other countries for study exchange and travelling. Thank you for the support and struggling in semester 5-7 which help author passed subjects to support this final project report.

11. Yusfia Anggreini, Nydia N. Cindrakasih, Naila Rahmatillah, R. Bhima Daniswara, Kharisma N. Fadilah, and Adelia APS as author's bestfriends since Junior High School who always support this report processing and willing to accept author's emotion.

12. All of Industrial Planning 1 Assistants: Willy, Ivana, Anies, Sasa, Satria, Agni, Furqon, Feny, Denisa, Kelvin, Reza, Aulia, Aan, Ines, Tyas, Dean,

Gane, Putek, Resa, Fais, Taqy, Dhara, Lola, Mike. Thank you for the cooperation this semester to assist the responder of 2012 in Module 1-5 and attend the random meeting while doing our final project report.

13. Telkom IDeC Internship Member: Putri, Fitri, Sasa, Agni, Piala, Kuntoro, Rizky as author's family in Bandung and Mrs. Henrina as supervisor. Alhamdulillah the tasks given and ppts done bring some knowledge while doing this final project.
14. Also for IE Fair Division of HMTI ITS 2012/2013 for experiences shared: Mbak Ratri, Mas Gusti, Mas Imam, Mbak Puhenk, Nindya, Muti, Utom, Dean, Satrio, Chriman, Gio, and Edo.
15. Wieka "Icha" Galih who help author to check the sentences, grammar, and vocabulary in this final project report.
16. Choirul Huda Al-Hakim who help author solved the problem with Macro Excel to provide Dashboard for this final project report through phone calls, text messages, and emails.
17. For all members in VERESIS 2011 who always make LINE's group chat never silent. Thank you for allowing author as VERESIS member from 1st year we were spent difficult time. I Love You, VERESIS!
18. The last, thank you for all people unmention for helping author finish this final project report by the time and be willing to accept author's complaint.

Overall, without any help from them, there would be no inspiration for today. Because of them, the author could learn something; those who inspired were great mentors of life. The only thing author could say was thank you for how they shaped author the way author is today. With ther final project report, author hopes it could help the society and develop the knowledge of mankind.

Surabaya, June 2015

Author

TABLE OF CONTENTS

ABSTRACT	vii
<i>ABSTRAK</i>	ix
PREFACE	xi
TABLE OF CONTENTS	xv
LIST OF TABLES	xix
LIST OF FIGURES	xxi
CHAPTER 1 INTRODUCTION	1
1.1 Research Background	1
1.2 Problem Identification	5
1.3 Research Objectives	5
1.4 Research Contributions	5
1.5 Research Scopes	5
1.5.1 Limitations	5
1.5.2 Assumptions	6
1.6 Writing Systematic	6
CHAPTER 2 LITERATURE REVIEW	9
2.1 Government Performance	9
2.1.1 Performance Definitions	9
2.1.2 Government Performance Measurement	10
2.2 Quality	11
2.3 ISO 9001:2008 and ISO 9004:2009	12
2.4 European Foundation for Quality Management (EFQM) Excellence Model	13
2.5 Key Performance Indicator (KPI)	17
2.6 Analytical Hierarchy Process (AHP)	19
2.7 Related Researches	20
CHAPTER 3 RESEARCH METHODOLOGY	25
3.1 Initial Identification Stage	25
3.2 Data Collecting Stage	25
3.3 Data Processing Stage	25

3.4	Data Analysis Stage.....	26
3.5	Concluding Stage	26
CHAPTER 4 DATA COLLECTION AND PROCESSING		29
4.1	Data Collection	29
4.1.1	Organisation Overview.....	29
4.1.2	Identification of Business Processes in DPPKA Sidoarjo.....	33
4.2	Data Processing.....	39
4.2.1	Identification of Attributes	39
4.2.2	Identification of Performance Indicators.....	56
4.2.3	Weighting and Consolidating the Criterias, Attributes, and Performance Indicators	60
4.2.4	KPI Properties for DPPKA Sidoarjo.....	66
4.2.5	Performance Measurement Dashboard for DPPKA Sidoarjo.....	72
CHAPTER 5 DATA ANALYSIS AND INTERPRETATION		75
5.1	Analysis of Business Processes.....	75
5.2	Analysis of Attributes.....	78
5.3	Analysis of Performance Indicators	80
5.4	Analysis of Weighting and Consolidating the Criterias, Attributes, and Performance Indicators.....	81
5.5	Analysis of KPI Properties	85
5.6	Analysis of Performance Measurement Dashboard.....	87
CHAPTER 6 CONCLUSION AND RECOMMENDATION		89
6.1	Conclusion	89
6.2	Suggestions	90
REFERENCES		91
APPENDIX		93
Appendix 1. Expert Questionnaire of Pairwise Comparison Toward Criterias, Attributes, and Performance Indicators.....		95
Appendix 2. Captured Weight of Criterias, Attributes, and Performance Indicators using Analytical Hierarchy Process Method with Expert Choice Software.....		110
Appendix 3. Performance Indicators Properties of DPPKA Sidoarjo		117

Appendix 4. Performance Indicators Dashboard of DPPKA Sidoarjo and The Macro Excel Code.....	123
BIOGRAPHY.....	133

LIST OF TABLES

Table 2.1 Performance Definitions	9
Table 2.2 Pairwise Comparison Scale	19
Table 2.3 Related Researches	21
Table 2.4 Similar Researches	23
Table 4.1 Criteria, Criteria Definition, and Attributes" Classification by EFQM .	40
Table 4.2 Attributes" Classification of EFQM, Innovation Agencies, and IRANA	43
Table 4.3 Attributes" Classification of DPPKA Sidoarjo	54
Table 4.4 Performance Indicators" Classification of DPPKA Sidoarjo	56
Table 4.5 Weight of Main Criterias, Sub Criterias, Attributes, and Performance Indicators	61
Table 4.6 Performance Indicators Properties for DPPKA Sidoarjo	67
Table 5.1 Priority of Performance Indicators Based On Their Weight	83

LIST OF FIGURES

Figure 1.1 Overview of Main Performance Management Models	1
Figure 1.2 Different Stages in Operations Function Aspiration.....	2
Figure 2.1 European Foundation for Quality Management (EFQM) Excellence Model	13
Figure 2.2 Different Stages on the Journey to Excellence	16
Figure 2.3 RADAR Logic of EFQM Excellence Model	17
Figure 2.4 Performance Measurement Types.....	18
Figure 3.1 Research Flowchart.....	27
Figure 4.1 Organisation Structure in DPPKA Sidoarjo	31
Figure 4.2 CIMOSA (Computer Integrated Manufacturing Open System Architecture) Business Process	33
Figure 4.3 Business Process in DPPKA Sidoarjo Based on CIMOSA	34
Figure 4.4 Set Direction Process	35
Figure 4.5 Set Strategy Process	35
Figure 4.6 Direct Business Process.....	36
Figure 4.7 Get Order Process	36
Figure 4.8 Develop Product/Business Process	36
Figure 4.9 Fulfill Order Process	37
Figure 4.10 Human Resource Management Process	37
Figure 4.11 Financial and Accounting Process	38
Figure 4.12 Information Technology Process	38
Figure 4.13 Maintenance Management Process.....	38
Figure 4.14 Flowchart of Performance Measurement Dashboard.....	73
Figure 5.1 Manage Process of CIMOSA Business Process	76
Figure 5.2 Core Business Process of CIMOSA Business Process	76
Figure 5.3 Support Process of CIMOSA Business Process	76

CHAPTER 1

INTRODUCTION

This chapter explains the research background, problem identifications, research objectives, research contributions, research scopes, and writing systemic of this research.

1.1 Research Background

A good understanding of Integrated Performance Management's scope and its implications for an organisation must be understood from different dimensions of performance. Different dimensions which contribute to performance have been developed, such as: corporate level, business unit level, and functional level. Functional level has attention to the performance of products, services, and processes (Neely and Adams, 2000 in Verweire and Van den Berghe, 2003).

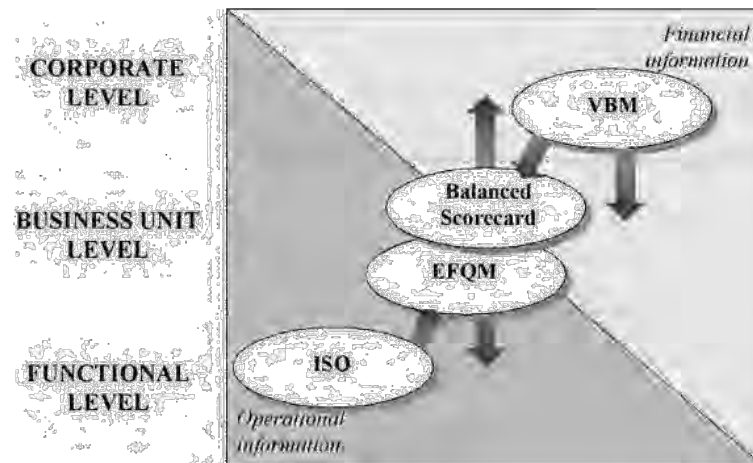


Figure 1.1 Overview of Main Performance Management Models

Source: Verweire and Van den Berghe, 2003

Figure 1.1 above shows main performance management models. Functional level is a strategic level which concerned with detailed deployment of resources at operational level and containing policies towards Research and Development (R&D), Human Resource Management (HRM), Marketing, Operational, and Finance Issues. ISO is the appropriate standard to obtain operational information at operations level. The next level at business unit level can be achieved by

developing EFQM as a Performance Measurement tool after achieving ISO in functional level (Verweire and Van den Berghe, 2003).

Performance can be measured from functional level, beside from corporate and business unit level perspectives. Measuring performance at functional level requires a separator to define the different of manufacturing process, service delivery, and information given in the organisation. The operations function is not an isolated part of an organisation, but must be linked to business strategy.

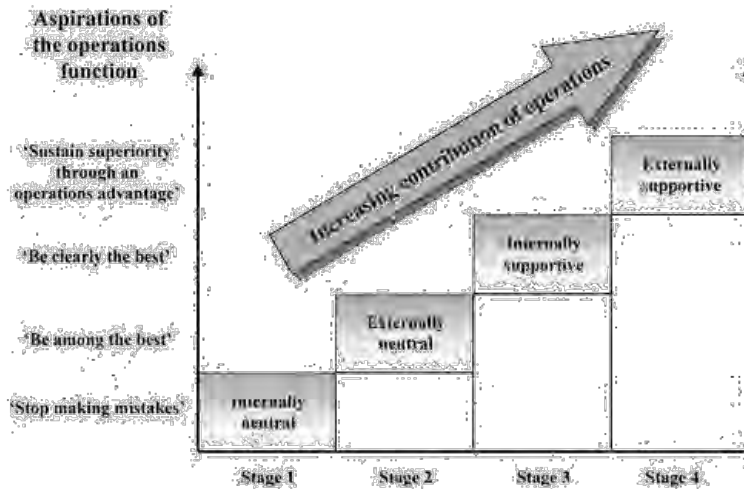


Figure 1.2 Different Stages in Operations Function Aspiration

Source: Hayes and Wheelwright, 1984 in Verweire and Van den Berghe, 2003

Figure 1.2 above shows four stages of operations function aspiration. At first stage, the operations’ contribution is considered as a necessary thing to avoid making bigger mistakes. At second stage, the operations function is looking other organisations and trying to adopt best practices from its competitors. At third stage, the operations function is aiming to be one of the best in the society and further trying integrated itself with the strategy of the organisation. At last stage, the operations function is providing the foundation for future competitive success and formulating an operations strategy as total pattern of decisions and actions which set the role, objectives, and activities of the operations (Hayes and Wheelwright, 1984 in Verweire and Van den Berghe, 2003).

Reeves and Bednar (1994) through Verweire and Van den Berghe (2003) defined quality in four categories, they are: quality is excellence, quality is value,

quality is conformance to specification, and quality is meeting and exceeding customers' expectations. Quality excellence definition is related with EFQM Excellence Model as a framework for business excellence. Being excellence is about awareness of competition, surviving in the long term through changing and improving, satisfying customers, sharing knowledge and experiences, developing leadership and, awareness that people are the greatest asset. Walburg (1997) through Verweire and Van den Berghe (2003) stated that the next era of quality is about assurance where customers come into and quality is expanded from the production function to all different functional areas in an organisation. Deming, Crosby, Juran, and Feigenbaum stated the last stage of quality is Total Quality Management (TQM) where quality is a matter for everyone involved within organisation and completely integrated in the operational and strategic management. Quality is a central concept for achieving Total Quality and Performance Excellence in organisation by using European Foundation for Quality Management (EFQM) Excellence Model and the ISO Quality Systems.

The main aim of European Foundation for Quality Management was applying principle of Total Quality Management in European business to make it more competitive (Jackson, 1999 in Verweire and Van den Berghe, 2003). EFQM Excellence Model aims at defining organisation's actual performance, organisation's performance against its own targets, and the performance compared to other organisations and being "best in class" between others (Potter and Tanner, 1996 in Verweire and Van den Berghe, 2003). An excellence organisation has earned up 1000 points which distributed among nine categories of EFQM Excellence Model (EFQM, 1999 in Verweire and Van den Berghe, 2003). EFQM Excellence Model focuses on encouraging the adoption of good practice across all management activities of organisation (Lamotte and Carter, 2000 in Verweire and Van den Berghe, 2003).

Government is one of organisations which used ISO standards to achieve title "Good Corporate Governance" (GCG) through the society. ISO standards draw on international expertise and experienced, therefore it becomes a vital resource for government when developing public policy. Government can use ISO

standards to support public policy and integrating it into their regulation (International Organisation of Standardization, 2015).

Good Corporate Governance must have a strategic planning in order to achieve the objectives of organisation. Government strategic planning needs integration between human resources skills and other resources to be able answering the demands of national and global environment. Therefore, local government needs to implement some steps to achieve good governance (Amins, 2012). Parekh (2007) through Amin (2012) questioned about relationship between good governance and government performance, according to him a good corporate governance cannot be dictated or created but has to evolve from within organisation with top management setting as an example. ISO standards support the government to achieve performance excellence in their organisation through the used of EFQM Excellence Model.

Dinas Pendapatan, Pengelolaan Keuangan dan Aset (DPPKA) of Sidoarjo in one of local government who wants to be a Good Corporate Governance. A Good Corporate Governance should have an obvious performance measurement to achieve excellence organisation, one of the excellence performance measurements is using EFQM Excellence Model Framework. Existing performance measurement in DPPKA Sidoarjo is financial aspect from budgeting planning as the achievement's size. Therefore, the existing performance measurement cannot be a requirement to achieve the excellence organisation. EFQM Excellence Model Framework must be used to measure the performance measurement in order to achieve the excellence organisation for DPPKA Sidoarjo as reference from Sidoarjo Regent Regulation No. 45 of 2011 for duties and functions of organisation.

From the described issues, the purpose of this research is to design government performance measurement based on EFQM Excellence Model and provide Key Performance Indicator (KPI) for measuring the performance of DPPKA Sidoarjo. EFQM Excellence Model is used as a tool of Performance Measurement System (PMS) which applied in DPPKA Sidoarjo based on organisation's business processes and organisation's operational level. EFQM Excellence Model is developing because of ISO 9001:2008 achievements in

DPPKA Sidoarjo. The output of this research is a performance measurement which translated into a dashboard of EFQM Excellence Model with the KPIs.

1.2 Problem Identification

The problem of this research is how to design performance measurement based on EFQM Excellence Model in DPPKA Sidoarjo.

1.3 Research Objectives

The research objectives of this research are:

1. To design performance measurement of government organisation based on European Foundation for Quality Management (EFQM) Excellence Model.
2. To provide Key Performance Indicator (KPI) for measuring the performance in DPPKA Sidoarjo.

1.4 Research Contributions

The research objectives of this research are:

1. Designing Performance Measurement based on European Foundation for Quality Management (EFQM) Excellence Model.
2. Provide Key Performance Indicator (KPI) for measuring the performance in DPPKA Sidoarjo.

1.5 Research Scopes

The research scopes of this research divided into two sections, the limitations and assumptions.

1.5.1 Limitations

The limitations of this research are:

1. This research is conducted in organisation level in DPPKA Sidoarjo.
2. This research is using Strategic Planning Document year 2011-2015 as reference performance measurement.

3. This research is using Government Performance Report year 2014 as existing performance measurement with financial aspect from budgeting as achievement's size.
4. The expertise chosen is Secretary Department based on their duties and fuction in DPPKA Sidoarjo.

1.5.2 Assumptions

The assumptions of this research are:

1. There is no change in business processes, people activities and job description, policies and strategies, and partnership and resources of the organisation during this research.
2. There is no change in Strategic Planning Document year 2011-2015 and Government Performance Report year 2014.
3. The attributes and KPIs from EFQM Excellence Model's criterias are independent attributes and KPIs.
4. If target of PI is 0%, then the written is n+1 for target itself and realization in the Dashboard.
5. Based on expertise, the maximum score for measurement system is 1.5 and the minimum score for measurement system is 0.5. Therefore, the red traffic light will show for score less than 0.5 and the green traffic light will show for score 1.0-1.5, the rest score is yellow traffic light.

1.6 Writing Systematic

This sub-chapter gives the whole writing systematic process of the research. The writing systematic that is used by the researcher consists of:

CHAPTER 1 INTRODUCTION

This chapter explains the research background, problem identifications, research objectives, research contributions, research scopes, and writing systemic of this research.

CHAPTER 2 LITERATURE REVIEW

This chapter contains theoretical and conceptual literatures which are used as the thinking framework for this research.

CHAPTER 3 RESEARCH METHODOLOGY

This chapter contains an overview and description of the structured framework or plot and systematic way of doing this research.

CHAPTER 4 DATA COLLECTING AND PROCESSING

This chapter explains how data will be collected and how it will be processed with some approaches which are already determined before. The result of the data processing data will be analyzed later in the next chapter.

CHAPTER 5 DATA ANALYSIS AND INTERPRETATION

This chapter contains the analysis and interpretation of the results of data collecting and processing which is done in the previous chapter.

CHAPTER 6 CONCLUSION AND RECOMMENDATION

This chapter contains the results obtained from implementation of the conclusions of this study. The conclusion itself contains information that the research goals have been set previously. In addition, this chapter also contains suggestions for improvement regarding the company and for the development of further research.

(This page is intentionally left blank)

CHAPTER 2

LITERATURE REVIEW

This chapter contains theoretical and conceptual literatures which are used as the thinking framework for this research.

2.1 Government Performance

Generally, there are two types of system organisation. First is private organisation with profit and non-profit orientation. Private organisation with profit orientation is operating to obtain material and financial advantages, for example the companies. Private organisation with non-profit orientation is operating for social and humanitarian purposes without calculating financial gain or material, for example social agencies. Second is public organisation which managed by government for the benefit of the public service, for example local government (Amins, 2012). There are some deployments will be explained in this sub chapter, such as: performance definition, performance indicators, and government performance measurement.

2.1.1 Performance Definitions

Performance definitions from some sources will be explained inside tabel 2.1 below.

Table 2.1 Performance Definitions

Name	Year	Definition
Ahuya	1996	Performance is about how an individual or group from an organisation completes a job or task.
Bastian	2006	Performance is an overview of achievement's level of activities, programs, and policies implementation in realizing the goals, objectives, mission, and vision where stated in organisation strategic planing.

Name	Year	Definition
Robbins	1986	Performance is the result of work's evaluation that has been done compared to the criteria established jointly.

Source: Research Observation

From the performance definition in table 2.1 above, performance means an overview of achievement level of activities, programs, and policies implementation at a certain time in realizing the goals, objectives, mission, and vision of the organisation as stated in the strategic plan. Local government performance is an evaluation of the results achieved at local government employees in a certain time period in order to achieve the objectives of local government.

2.1.2 Government Performance Measurement

Government performance measurement divides into the objectives and contributions.

1. Government Performance Measurement Objectives

Mahmudi (2005) through Nur Ridho, I., T. Domai, et al stated the objectives of government performance measurement as:

- a. To know the achievement level of organisational goals.
- b. To provide learning facilities for employees.
- c. To improve the performance of the next period.
- d. To provide systematic consideration in the decision-making of reward and punishment.
- e. To motivate the employees.
- f. To create a public accountability.
- g. To propose the internal budgeting and support the strategic planning.

2. Government Performance Measurement Contributions

Mardiasmo (2004) through Nur Ridho, I., T. Domai, et al stated the contributions of government performance measurement as:

- a. Providing an understanding of the measures used to assess the performance of local government.
- b. Providing direction to achieve the performance targets that have been set.
- c. Monitoring and evaluating the achievement of performance and compare it with the target performance, then take corrective action to improve the performance.
- d. Basis for reward and punishment achievement which objectively measured in accordance with the system.
- e. Communication tools between subordinates and leaders in order to improve organisational performance.
- f. Identifying whether customer satisfaction is fulfilled.
- g. Understanding the activities and process of government.
- h. Ensuring that the decisions are made objectively.

2.2 Quality

Quality is deployed into its definitions in service sector in this sub chapter. Reeves and Bednar (1994) through Verweire, K. and L. Van den Berghe (2003) defined quality in four categories, they are:

1. Quality is excellence

An organisation must excel in everything without knowing the limits, although seeking for excellence is a good attitude but gives limited guidance to managers on how to reach quality.

2. Quality is value

Value is defined in the Service Profit Chain as a comparison between the result customers receive and the total costs. Value is often a perception-based measure: customers and stakeholders perceive value.

3. Quality is conformance to specification

There are two steps of conformance to specification, translate the customer wants into physical characteristics of manufactured product and set up ways to obtain a product which will differ from the fluctuated set standards.

4. Quality is meeting and exceeding customers' expectations

Customers assess service quality by comparing what they want and what they get. Quality has something to do with expectations and performance as actually perceived by the customer, therefore a gap appears between expectations and performance.

2.3 ISO 9001:2008 and ISO 9004:2009

ISO 9000 is a set of standards which organize the quality program documentation. An organisation is being certified by an external examiner qualified to prove that they meet all the requirements. Once an organisation is certified, the organisation is listed in the directory so that potential customers can see which organisation has been certified and at what level. ISO 9000 is not talking about the actual quality of products or services, but gives an indication to the customer that the organisation may provide documentation to support if there is a claim about quality. There are five documents of ISO 9000, they are ISO 9000, ISO 9001, ISO 9002, ISO 9003, and ISO 9004.

ISO 9001 is a standard that focuses on 20 aspects of an organisation's quality program which designs, produces, assembles, and serves products or services. These aspects include management responsibility, quality system documentation, purchasing, design products or services, inspection, training, and corrective action (Wibowo, 2014). ISO 9001:2008 specifies requirements for a Quality Management System (QMS) where an organisation needs to demonstrate its ability to consistently provide product or service that meets customer and applicable statutory and regulatory requirements. ISO 9001:2008 also aims to enhance customer satisfaction through the effective application of the system, including processes for system continual improvement and the assurance of conformity to customer and applicable statutory and regulatory requirements. All requirements of ISO 9001:2008 are generic and intended to be applicable to all organisations, regardless of type, size, and product or service provided (International Organisation of Standardization, 2008 in International Organisation of Standardization, 2015).

ISO 9004:2009 provides guidance to organisations to support the achievement of sustained success by a quality management approach. It is applicable to any organisation, regardless of size, type, and activity. ISO 9004:2009 is not intended for certification, regulatory or contractual use (International Organisation of Standardization, 2009 in International Organisation of Standardization, 2015).

2.4 European Foundation for Quality Management (EFQM) Excellence Model

The EFQM Excellence Model is a non-prescriptive framework used by over 30.000 organisations in Europe. The Model allows leaders to understand the cause and effect relationships between what their organisation does and the results it achieves. With the support of RADAR logic it is possible to make robust assessment of the degree of excellence of any organisation (EFQM, 2012).

The Model is based on nine criterias. Five of these criterias are 'Enablers' and four are 'Results'. The 'Enablers' criteria cover what an organisation does and how it does it. The 'Results' criteria cover what an organisation achieves. 'Results' are caused by 'Enablers' and 'Enablers' are improved using feedback from 'Results'. Figure 2.1 below defines the EFQM Excellence Model's criterias.

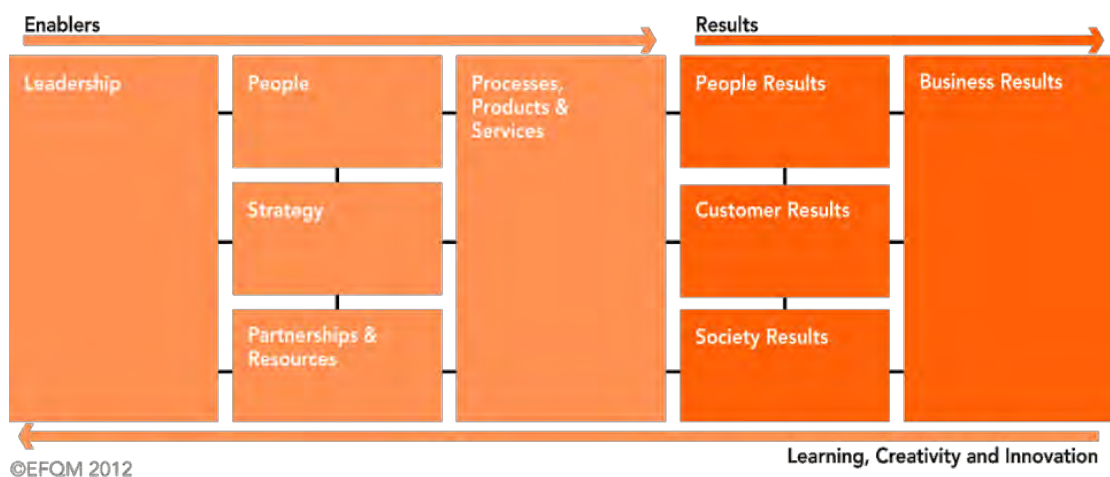


Figure 2.1 European Foundation for Quality Management (EFQM) Excellence Model

Source: EFQM, 2012

There are nine criterias in EFQM Excellence Model, they are:

1. Leadership

Excellent organisations have leaders who shape the future and make it happens, acting as role models for its values and ethics and inspiring trust at all times. They are flexible, enabling the organisation to anticipate and reach in a timely manner to ensure the on-going success of the organisation.

2. Strategy

Excellent organisations implement their Mission and Vision by developing a stakeholder focused strategy. Policies, plans, objectives and processes are developed and deployed to deliver the strategy.

3. People

Excellent organisations value their people and create a culture that allows the mutually beneficial achievement of organisational and personal goals. They develop the capabilities of their people and promote fairness and equality. They care for, communicate, reward and recognise, in a way that motivates people, builds commitment and enables them to use their skills and knowledge for the benefit of the organisation.

4. Partnerships & Resources

Excellent organisations plan and manage external partnerships, suppliers and internal resources in order to support their strategy, policies and the effective operation of processes. They ensure that they effectively manage their environmental and societal impact.

5. Processes, Products & Services

Excellent organisations design, manage and improve processes, products and services to generate increasing value for customers and other stakeholders.

6. Customer Results

Excellent organisations achieve and sustain outstanding results that meet or exceed the need and expectations of their customers.

7. People Results

Excellent organisations achieve and sustain outstanding results that meet or exceed the need and expectations of their people.

8. Society Results

Excellent organisations achieve and sustain outstanding results that meet or exceed the need and expectations of relevant stakeholders within society.

9. Business Results

Excellent organisations achieve and sustain outstanding results that meet or exceed the need and expectations of their business stakeholders.

EFQM Excellence Model aims at defining organisation's actual performance, organisation's performance against its own targets, and the performance compared to competitors and „best in class“ organisations (Potter and Tanner, 1996 in Verweire, K. and L. Van den Berghe, 2003). An excellence organisation has earned up 1000 points which distributed among nine categories of EFQM Excellence Model (EFQM, 1999 in Verweire, K. and L. Van den Berghe, 2003). EFQM Excellence Model focuses on encouraging the adoption of good practice across all management activities of organisation (Lamotte and Carter, 2000 in Verweire, K. and L. Van den Berghe, 2003). EFQM defined self-assessment as a comprehensive, systematic, and regular review of organisation's activities and results. The self-assessment process allows organisation to see clearly its strengths, improvement areas, and improvement actions for monitoring the progress (EFQM, 1994 in Verweire, K. and L. Van den Berghe, 2003).

While self-assessment of EFQM looks at TQM, ISO looks more for a Quality Assurance assessment or audit which confirms how requirements in the standard are being met. The standard is a quality system standard that guides an organisation's performance of specified requirements in areas of design, development, production, installation, and service (Evans and Lindsay, 1999 in Verweire, K. and L. Van den Berghe, 2003). EFQM Excellence Model introduces more opportunities for creativity, its whole approach makes more complex and used for self assessments and longterm orientation, while ISO procedures can be deployed without the complexity of the whole approach and enable the better

management of production processes (EFQM, 2001 in Verweire, K. and L. Van den Berghe, 2003).

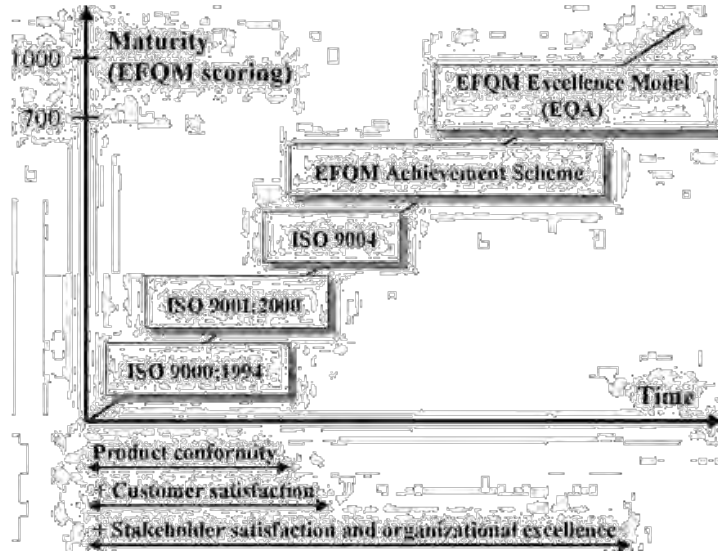


Figure 2.2 Different Stages on the Journey to Excellence

Source: European Foundation for Quality Management, 2001 in Verweire, K. and L. Van den Berghe, 2003

Figure 2.2 shows three phases of journey to excellence. At first phase, organisations prefer to focus on product conformity to obtain basic ISO certification. At second phase, organisations start paying attention to customer satisfaction. At third phase, organisations become mature enough to be interested in EFQM methodology with focus on customer and stakeholder satisfaction (EFQM, 2001 in Verweire, K. and L. Van den Berghe, 2003).

The RADAR logic is a dynamic assessment framework and a powerful management tool that provides a structured approach to questioning the performance of an organisation (EFQM, 2012). The process of RADAR logic defines in figure 2.3. At the highest level, RADAR logic states that an organisation needs to:

1. Determine the Results it is aiming to achieve as part of its strategy.
2. Plan and develop an integrated set of sound Approaches to deliver the required results both now and in the future.
3. Deploy the approaches in a systematic way to ensure implementation.

4. Assess and Refine the deployed approaches based on monitoring and analysis of the results achieved and ongoing learning activities.



Figure 2.3 RADAR Logic of EFQM Excellence Model

Source: EFQM, 2012

2.5 Key Performance Indicator (KPI)

Parmenter (2010: 1) through Wibowo, S.E., M.Phil., Prof. Dr. (2014) states that there are four types of performance measures which basically is the hierarchy of performance measures, namely: Key Result Indicators (KRI), Performance Indicators (PI), Result Indicators (RI), and Key Performance Indicators (KPI).

Performance Indicators help align themselves with the organisation's strategy and show what your organisation does, but not the main factor in the business process. Key Performance Indicator is an indicator to measure achievement's level of strategic objectives that have been determined (Louis, 2007 in Wibowo, S.E., M.Phil., Prof. Dr., 2014). KPI shows what needs to be done to improve the performance. KPI is a set of measurement that focuses on performance aspects to the success of current and future's organisation.

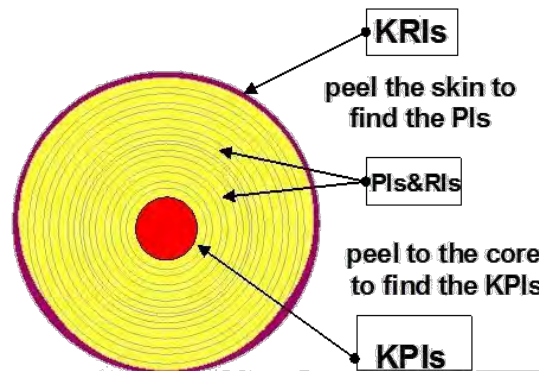


Figure 2.4 Performance Measurement Types

Source: Parmenter, 2010:2 in Wibowo, S.E., M.Phil., Prof. Dr., 2014

Parmenter (2007) through Wibowo, S.E., M.Phil., Prof. Dr. (2014) defined seven characteristics of effective KPIs:

1. Non-financial measurement (not expressed in \$, ¥, £, €, and others)
2. Measured frequently
3. Acted upon by the CEO and senior management team
4. All employees understand the measurement and what corrective action is required
5. Responsibility can be assigned to a team who work together
6. Have significant impact
7. Encourage appropriate action.

KPIs should follow SMART criteria. The measurement should have a Specific purpose for the business, Measurable to get a value, the defined norms have to be Achievable, KPIs' improvement has to be Relevant to the organisation's success, and finally must be Time phased. KPIs are linked to target values of an organisation which can meet expectations or not in order to be evaluated. KPIs are deployed from attributes which are deployed from their criterias in EFQM Excellence Model Framework in this research.

2.6 Analytical Hierarchy Process (AHP)

Analytical Hierarchy Process (AHP) is a decision support model which developed by Thomas L. Saaty. AHP describes the problem of multi factors or a complex multi criterias into a hierarchy which is defined as a representation of a complex problem in a multi-level structure where the first level is the goal and followed by the level of factors, criterias, sub criterias, and down to the last level of the alternatives. AHP is used to solve complex problems which the data and statistical information on the problems are encountered very few or more qualitative based on the perception, experience, and intuition (Saaty, 1980).

AHP provides a scale of measurement and methods to get priority. AHP considers logical consistency in the assessment to determine the priority which has general inconsistency is not more than 10%. AHP considers the relative priority of the factors in the system, so people can choose the best alternative based on their destination. The main input in the form is an expert perception so the experts' subjectivity involves in the case, but it becomes meaningless if the experts give an incorrect assessment. Expert Choice Software is used to help weighted each criterias and attributes then weighted the deployed KPIs in EFQM Excellence Model Framework. The measurement of pairwise comparison scale defines in table 2.2 below.

Table 2.2 Pairwise Comparison Scale

Importance Level	Definition
1	Both elements are important
3	One element is a little more important than other element.
5	One element is actually more important than other element.
7	One element is obviously more important than other element.
9	One element is absolutely more important than other element.
2, 4, 6, 8	The midpoint is between two adjacent assessments.

Source: Saaty, 1980

2.7 Related Researches

There are many researches regarding the application of EFQM Excellence Model. Researches which related with this research are:

1. Eygelaar, U. (2004)

The title of the research is “The Application of The Excellence Model to Enhance Health Service Delivery and Performance Excellence in A State Department”. EFQM Excellence Model in this research is used in service sector of public organisation to identify critical areas for enhancing service delivery and performance excellence associated and to develop a strategy for a health service organisation.

2. Lien, N. T. H. (2010)

The title of the research is “The Usefulness of A Self-Assessment Approach Based on A Business Excellence Model: Case Studies of Textile And Garment Enterprises in Vietnam”. EFQM Excellence Model in this research is used in manufacturing sector of private organisation to evaluate whether the used of an appropriate self assessment method leads to benefits which may improve the effectiveness in the Vietnamese Textile and Garment industry.

3. Araújo, M. and P. Sampaio (2013)

The title of the research is “The Path to Excellence of The Portuguese Organisations Recognised by The EFQM Model”. EFQM Excellence Model in this research is used in service sector of public and private organisation to identify the main motivations in order to understand their commitment to quality and their answers helped to distinguish the maturity of the organisations.

4. Davies, J. (2014)

The title of the research is “The Implementation of The European Foundation for Quality Management's (EFQM) Excellence Model in Academic Units of United Kingdom Universities”. EFQM Excellence Model in this research is used in service sector of public organisation to construct a guidance framework for EFQM Excellence Model implementation in UK University academic units.

EFQM Excellence Model in this research is used in service sector of public organisation (government) to measure the performance in organisation level and to improve the organisation's business processes which supported the ISO 9001:2008 achievement. The related researches are classifying into table 2.3.

Table 2.3 Related Researches

Name	Research Title	Research Object			
		Public Org.		Private Org.	
		Service Sector	Mfg. Sector	Service Sector	Mfg. Sector
Eygelaar, U. (2004)	The Application of The Excellence Model to Enhance Health Service Delivery and Performance Excellence in A State Department	√			
Lien, N. T. H. (2010)	The Usefulness of A Self-Assessment Approach Based on A Business Excellence Model: Case Studies of Textile And Garment Enterprises in Vietnam				√
Araújo, M. and P. Sampaio (2013)	The Path to Excellence of The Portuguese Organisations Recognised by The EFQM Model	√		√	
Davies, J. (2014)	The Implementation of The European Foundation for Quality Management's (EFQM) Excellence Model	√			

Name	Research Title	Research Object			
		Public Org.		Private Org.	
		Service Sector	Mfg. Sector	Service Sector	Mfg. Sector
	in Academic Units of United Kingdom Universities				
Laksmi, A. A. (2015)	Designing Government Performance Measurement Based On EFQM Excellence Model: Case Study of DPPKA Sidoarjo	√			

Source: Research Observation

There are also researches which measure the performance of government organisation that similar to this research. They are:

1. Kloot, L. and J. Martin (2000)

The title of the research is “Strategic Performance Management: A Balanced Approach to Performance Management Issues in Local Government”. Balance Scorecard (BSC) in this research is used to develop and intergrate balanced Performance Management System (PMS) within local government organisation for managerial and accounting purpose.

2. Kanji, G. K. (2008)

The title of the research is “Architecture of Business Excellence in The Public Sector: Portugal Local Government”. General Excellence Measurement System (GEMS) in this research is used to integrate the views of the key stakeholders of a government and calculate an overall Performance Excellence Index.

EFQM Excellence Model in this research is used in service sector of public organisation (government) to measure the performance in organisation level and to improve the organisation's business processes which supported the ISO 9001:2008 achievement. The similar researches are classifying into table 2.4 below.

Table 2.4 Similar Researches

Name	Research Title	Research Method		
		GEMS	Balance Scorecard	EFQM Excellence
Kloot, L. and J. Martin (2000)	Strategic Performance Management: A Balanced Approach to Performance Management Issues in Local Government		√	
Kanji, G. K. (2008)	Architecture of Business Excellence in The Public Sector: Portugal Local Government	√		
Laksmi, A. A. (2015)	Designing Performance Measurement Based On EFQM Excellence Model: Case Study of DPPKA Sidoarjo			√

Source: Research Observation

(This page is intentionally left blank)

CHAPTER 3

RESEARCH METHODOLOGY

This chapter contains an overview and description of the structured framework or plot and systematic way of doing this research.

3.1 Initial Identification Stage

There are four substages in this stage. The first two stages are done simultaneously, so other two stages are sequentially.

The first two steps in this research is doing literature and field study. The literature study consists of gathering all literature review related to the concept which used in this research; they are Government Performance Measurement, EFQM Excellence Model, Performance Indicators (PI), and Analytical Hierarchy process (AHP) while the field study is in DPPKA Sidoarjo.

The third step is the problem identification and definition. In this stage, problem of this research is determined. The problem is how to design government performance measurement based on European Foundation for Quality Management (EFQM) Excellence Model in DPPKA Sidoarjo.

The fourth step is setting objectives and contributions of the research based on the problem which is already defined previously.

3.2 Data Collecting Stage

This stage is done by identifying the business processes in DPPKA Sidoarjo through direct observation and interview some employees.

3.3 Data Processing Stage

Data that has been gathered in the previous stage will be processed in this stage. The next step is identification attributes of Enablers and Results" criterias after business processes of organisation are identified. Identification attributes is conducted to determine which attributes for each criterias are important to improve the business processes of organisation.

The next step is identification the KPIs for each attributes in each criterias after attributes for each criterias are collected. Identification KPIs is conducted to determine which KPIs for each attributes are important to improve the business processes of organisation.

The next step is verification after KPIs for each attributes are collected. Verification is conducted by expert judgement to verify and selecte which attributes and KPIs are important for each criterias to improve the business processes of organisation.

The next step is weighting after verification. Weighting process need the criterias, attributes, and KPIs to weight in each level to obtain the weight of each criterias, each attributes, and each KPIs. Then, consolidating process is following the weighting process to obtain the final weight of each KPIs.

The last step in this stage is composing a dashboard of EFQM Excellence Model with the KPIs from previous steps to improve the business processes of organisation.

3.4 Data Analysis Stage

All data that processed in the previous stage is analyzed in this stage. The analysis includes analysis regarding the data processing and composed KPIs which are obtained through expert examination and weighting process.

3.5 Concluding Stage

This stage is the last stage of this research. Conclusion that answers the objectives of the research is made here. Moreover, the suggestion for the Performance Measurement System (PMS) in organisation level of DPPKA Sidoarjo and for the next research is given here.

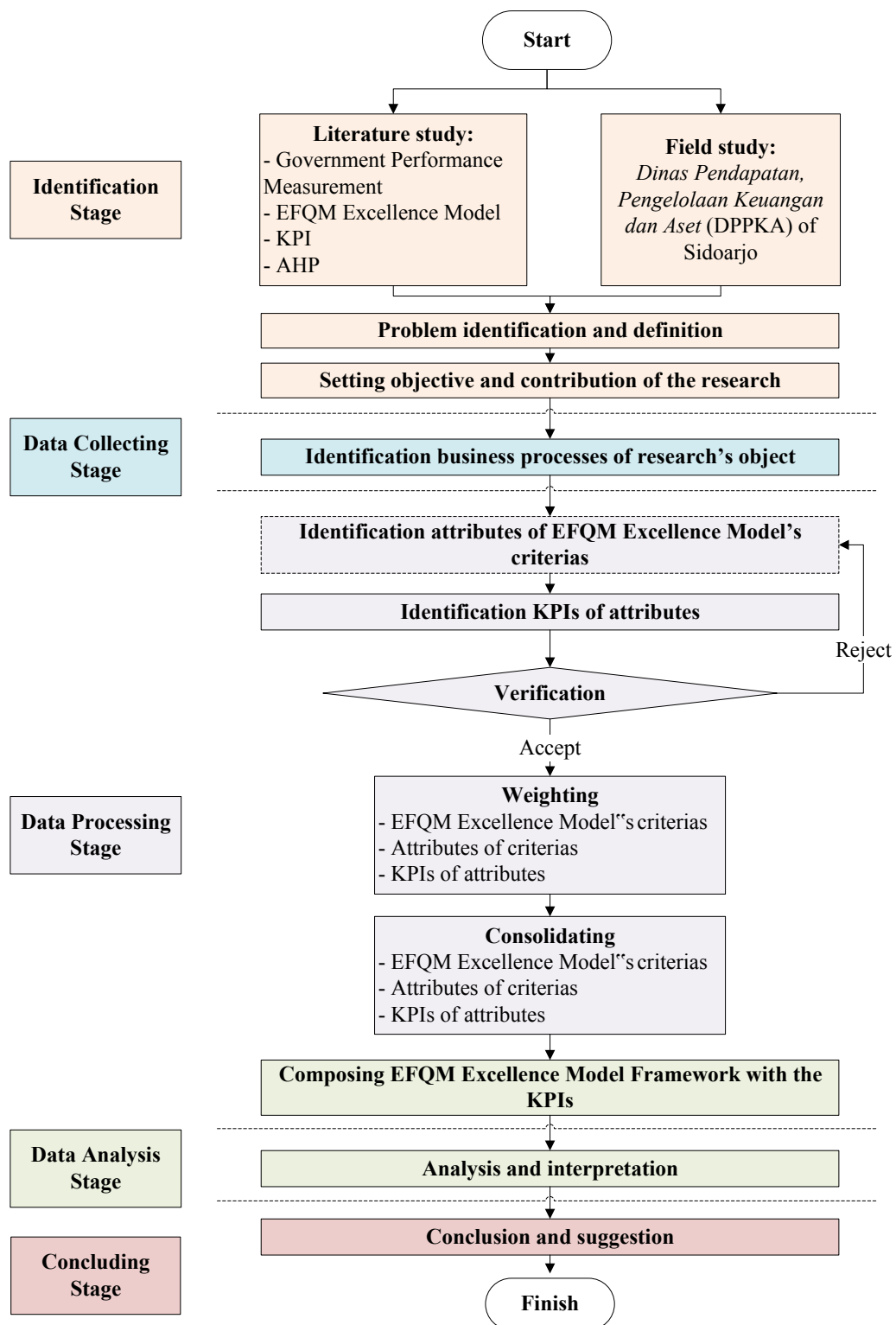


Figure 3.1 Research Flowchart

Source: Research Observation

(This page is intentionally left blank)

CHAPTER 4

DATA COLLECTION AND PROCESSING

This chapter explains how data will be collected and how it will be processed with some approaches which are already determined before. The result of the data processing data will be analyzed later in the next chapter.

4.1 Data Collection

This process is conducted by collecting the business processes in the whole organisational level. The business processes contain of information about what organisation does, it also contains the existing condition in the organisation as well. Besides, some discussions with the management were performed in order to get any essential information regarding the research.

4.1.1 Organisation Overview

DPPKA as local governments in Sidoarjo based on Regulation No. 21 Year 2008 about local government organisation, where the implementation guidance contained in Sidoarjo Regent Regulation No. 45 Year 2011 on the Amendment of Sidoarjo Regent Regulation No. 53 Year 2008 about details of tasks, functions, and works procedures of Sidoarjo Local Government of Revenue, Finance and Asset Management.

DPPKA has two important tasks when carrying duties and fuctions out, internal and external tasks. Internal function is organized various activities which set out in the Strategic Plan in Budgeting Year 2011-2015 (with assumption that the determination of the optimal target should be achieved). External function is strived the DPPKA Sidoarjo in Structural as local government to support the achievement of Sidoarjo Region's vision "**Sidoarjo Goes to Prosperous, Independent, and Fairness**" which is proportionately determined in Sidoarjo Region's Expenditure and Revenue Budgeting for each budget year.

DPPKA Sidoarjo's Vision: "**Optimizing Revenue, Finance Management, and Asset to Achieve Independence Regional Funding**". DPPKA Sidoarjo's Mission:

1. Improving human resources quality in serving taxpayers society.
2. Improving the professional region finance administration and asset which fit Minimum Service Standards (MSS).
3. Improving the intensification and extensification of Local Revenue which is measured and qualified.

DPPKA Sidoarjo is serving the Local Tax Service's types, include:

1. Tax on Acquisition of Land and Building
2. Tax on Groundwater
3. Tax on Hotel
4. Tax on Restaurant
5. Advertising Tax
6. Parking Tax
7. Entertainment Tax
8. Tax of Street Lighting
9. Tax on Land and Building of Rural and Urban.

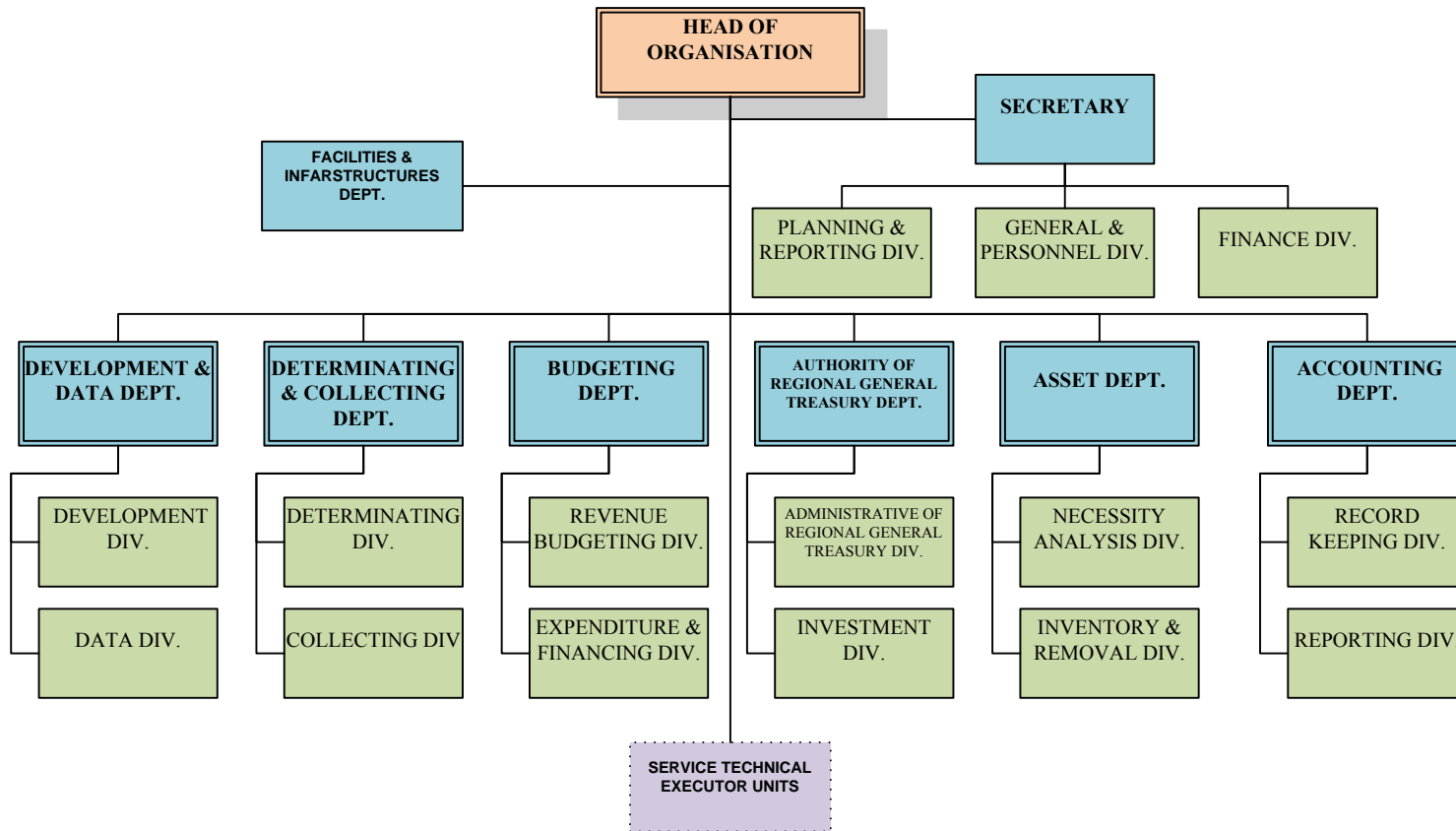


Figure 4.1 Organisation Structure in DPPKA Sidoarjo

Source: DPPKA Sidoarjo, 2014

Figure 4.1 contains the organisation structure of DPPKA Sidoarjo. There is a head of organisation who supervise two direct departments and four main departments. The explanation for each departments are explained below.

1. Head of organisation

Head of organisation has tasks of leading, coordinating, monitoring, supervising, evaluating, and implementing the activities of revenue, finance and asset management.

2. Secretary Department

Secretary Department has tasks of planning, reporting, general affair, personnel management, and financing.

3. Facilities and Infrastructure Department

Facilities and Infrastructure Department has tasks of planning, reporting, and managing the facilities and infrastructure necessary.

4. Development and Data Department

Development and Data Department has carry out some tasks of DPPKA in development and data processes.

5. Determinating and Collecting Department

Determinating and Collecting Department has carry out some tasks of DPPKA in determinating and collecting processes.

6. Budgeting Department

Budgeting Department has carry out some tasks of DPPKA in budgeting processes

7. Authority of Regional General Treasury Department

Authority of Regional General Treasury Department has carry out some tasks of DPPKA in authority of regional general treasury.

8. Asset Department

Asset Department has carry out some tasks of DPPKA in asset management.

9. Accounting Department

Accounting Department has carry out some tasks of DPPKA in accounting processes.

4.1.2 Identification of Business Processes in DPPKA Sidoarjo

The next step to do is mapping the business process to obtain attributes of the organisation. The method used is by using CIMOSA (Computer Integrated Manufacturing for Open System Architecture). CIMOSA for business process analysis in this research only limited to the level 1. Framework CIMOSA in Figure 4.2 is used as a framework to identify the business process of organisation at level 1 by interview and direct observation.

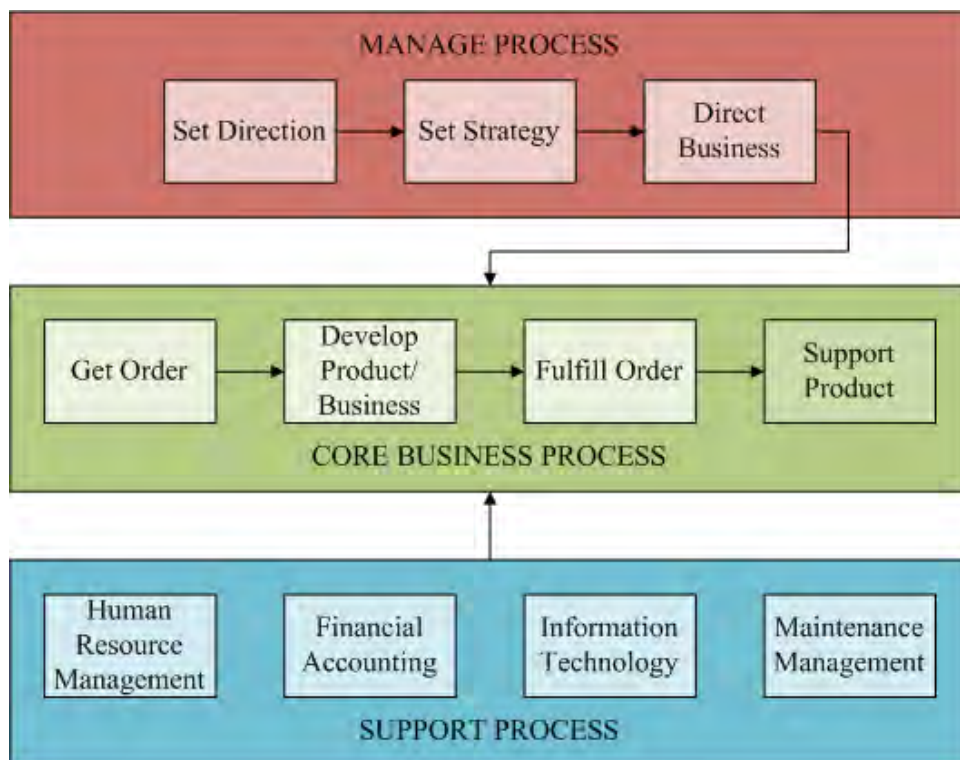


Figure 4.2 CIMOSA (Computer Integrated Manufacturing Open System Architecture) Business Process

Source: Introduction of Industrial System and Engineering Powerpoint, 2011

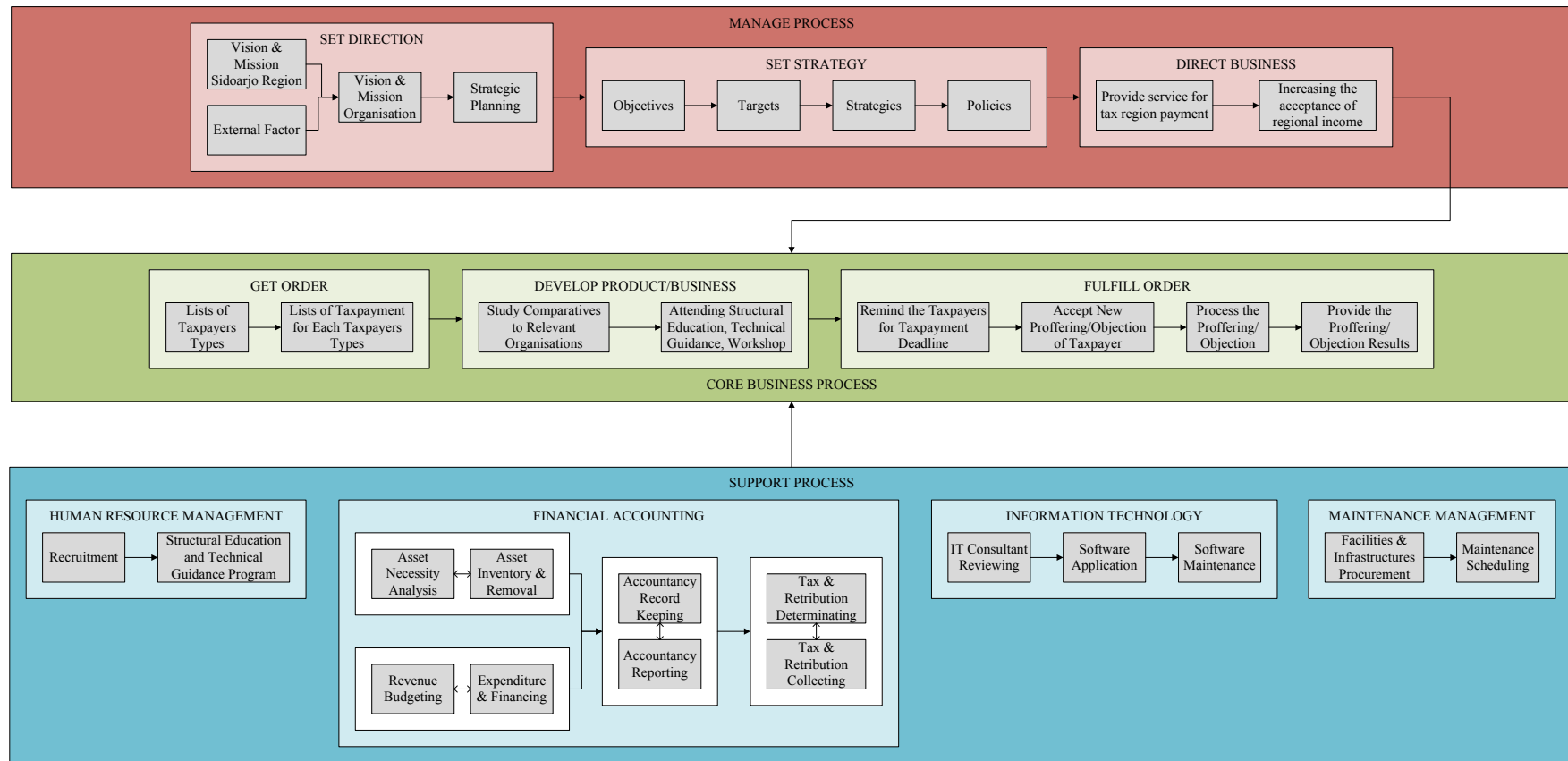


Figure 4.3 Business Process in DPPKA Sidoarjo Based on CIMOSA

Source: Research Observation

Figure 4.3 contains the business process in DPPKA Sidoarjo. There are three main processes they are: manage process, core business process, and support process. The explanation of each process will be explained below.

1. Manage Process: Set Direction, Set Strategy, and Direct Business

a. Set Direction

DPPKA Sidoarjo determined their vision and mission based on vision and mission of Sidoarjo Region and some external factor. The organisation vision mission will lead the organisation to have strategic planning in order to set their direction.

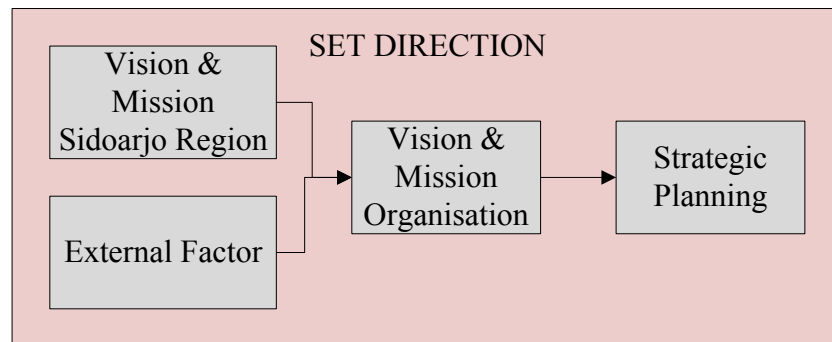


Figure 4.4 Set Direction Process

b. Set Strategy

DPPKA Sidoarjo determined their strategies based on the objectives and targets for each mission. The determined strategies will lead the organisation to have policies in order to achieve their vision and mission.

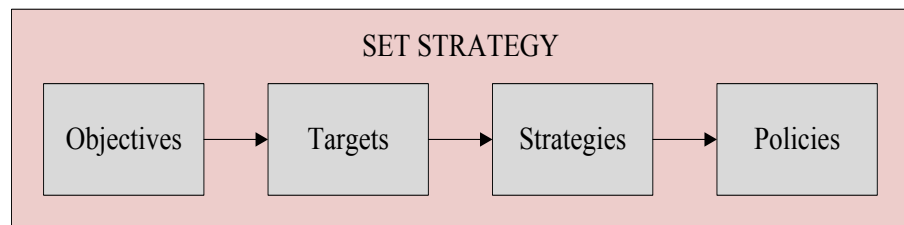


Figure 4.5 Set Strategy Process

c. Direct Business

DPPKA Sidoarjo has main direct business to provide the service for tax region payment in order to increase the acceptance of regional income.

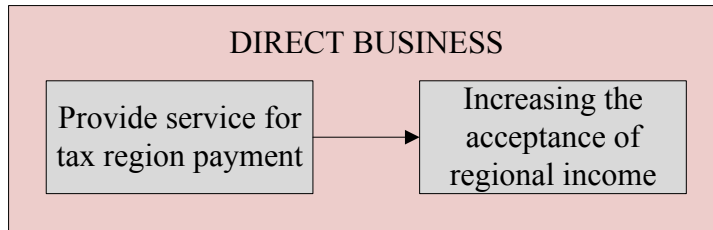


Figure 4.6 Direct Business Process

2. Core Business Process: Get Order, Develop Product/Business, and Fulfill Order

a. Get Order

DPPKA Sidoarjo needs the lists of taxpayers types in order to obtain the lists of taxpayment for each taxpayers types.

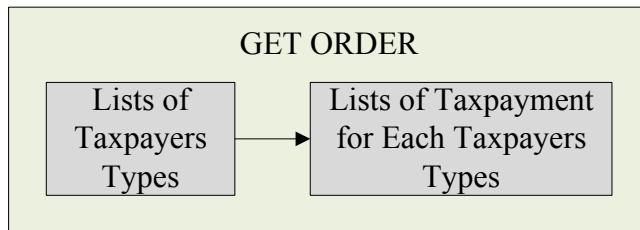


Figure 4.7 Get Order Process

b. Develop Product/Business

DPPKA Sidoarjo does the comparative studys to others DPPKA and also always attend Structural Education, Technical Guidance, and Workshop in order to obtain new performance aspects, new ideas, and new ways of thinking which will be implemented in the organisation.

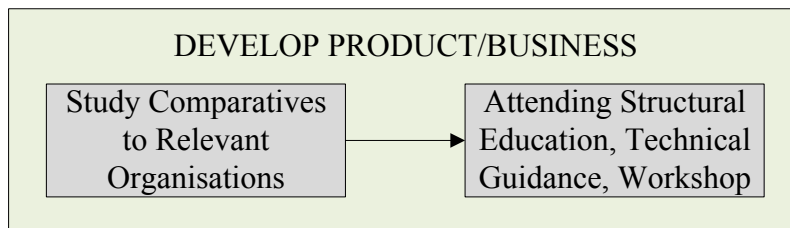


Figure 4.8 Develop Product/Business Process

c. Fulfill Order

DPPKA Sidoarjo always reminds the taxpayers for taxpayment deadline. That process also supports the new proffering/objection of taxpayers which will process and provide the results to the taxpayers.

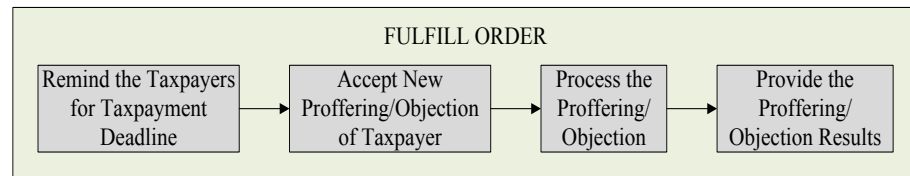


Figure 4.9 Fulfill Order Process

3. Support Process: Human Resource Management, Financial and Accounting, Information Technology, and Maintenance Management

a. Human Resource Management

DPPKA Sidoarjo needs the recruitment results in order to maintain the employees' placement and give Structural Education and Technical Guidance for each placement of the employees.

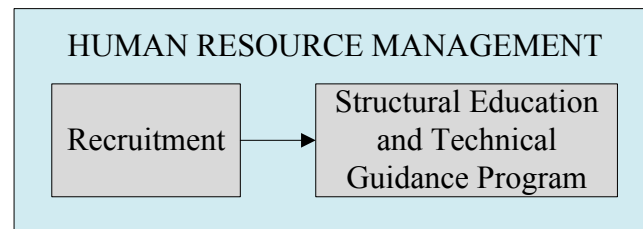


Figure 4.10 Human Resource Management Process

b. Financial and Accounting

DPPKA Sidoarjo has complex processes of financial accounting. Asset necessity analysis and asset inventory and removal will be recorded and reported in order to determine and collect the tax and retribution necessity. Revenue budgeting and expenditure and financing will be recorded and reported in order to determine and collect the tax and retribution necessity.

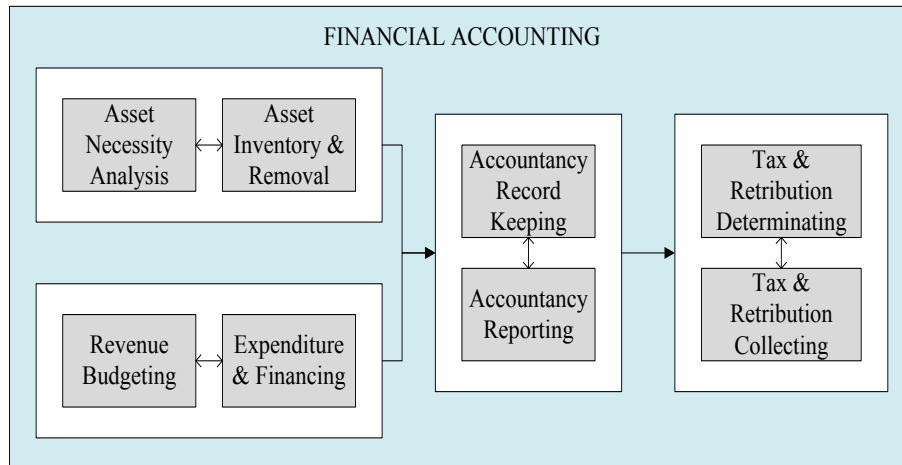


Figure 4.11 Financial and Accounting Process

c. Information Technology

DPPKA Sidoarjo has IT consultant to review and upgrade the software application and maintenance.

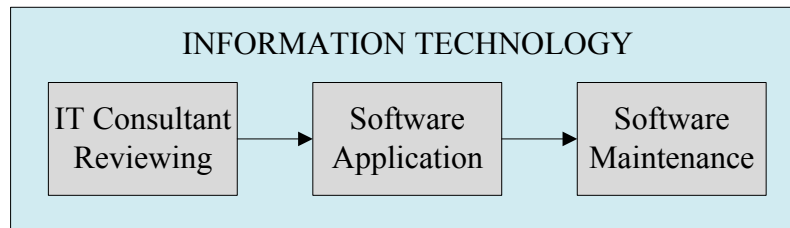


Figure 4.12 Information Technology Process

d. Maintenance Management

DPPKA Sidoarjo always provides the lists of facilities and infrastructure necessity to proceed in the procurement through partnership bidding. The provided facilities and infrastructures are also maintained through daily maintenance scheduling.

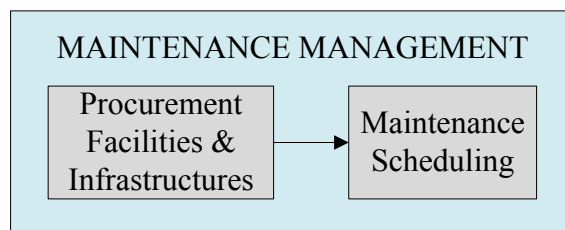


Figure 4.13 Maintenance Management Process

4.2 Data Processing

Data that has been collected in previous stage is being processed. The business processes will be deployed into attributes which considered the EFQM Model's criterias then the attributes will be deployed into KPIs. The attributes and KPIs will be verified by the management of DPPKA Sidoarjo then the weighting process will be conducted and continued with the consolidating process.

4.2.1 Identification of Attributes

The next step to do is identifying the attributes. Attributes will be identified from the source of EFQM and compare the attributes from two organisation (Innovation Agencies and IRANA Organisation) which shown in Table 4.1. The comparison data in Table 4.2, identification of business processes in Figure 4.3, and secondary data (Government Performance Report and Strategic Planning Document) are needed to deploy into attributes for DPPKA Sidoarjo which shown in Table 4.3.

The defined attributes will be verified by expertise in the organisation, which knew the whole documents and processes related to the EFQM's criterias, who is the organisation's secretary. Expertise should have minimum classification level of II/C and minimum work experience of 10 years. Secretary is chosen as expertise based on the duties and functions for planning, reporting, general affair, personnel management, and financing. Beside that, secretary is chosen to avoid the subjectivity for measuring the performance in each criterias.

Table 4.1 Criteria, Criteria Definition, and Attributes' Classification by EFQM

CRITERIA	DEFINITION	SUB CRITERIA	DEFINITION	ATTRIBUTES
Enablers	What an organisation does and how it does it. Improved using feedback from 'Results'.	Leadership	Excellent organisations have leaders who shape the future and make it happens, acting as role models for its values and ethics and inspiring trust at all times. They are flexible, enabling the organisation to anticipate and reach in a timely manner to ensure the on-going success of the organisation.	Leaders develop the mission, vision, values and ethics and act as role models
				Leaders define, monitor, review and drive the improvement of the organisation's management system and performance
				Leaders engage with external stakeholders
				Leaders reinforce a culture of excellence with the organisation's people
				Leaders ensure that the organisation is flexible and manages change effectively
		Strategy	Excellent organisations implement their Mission and Vision by developing a stakeholder focused strategy. Policies, plans, objectives and processes are developed and deployed to deliver the strategy.	Strategy is based on understanding the needs and expectations of both stakeholders and the external environment
				Strategy is based on understanding internal performance and capabilities
				Strategy and supporting policies are developed, reviewed and updated
				Strategy and supporting policies are communicated, implemented and monitored

CRITERIA	DEFINITION	SUB CRITERIA	DEFINITION	ATTRIBUTES
		People	Excellent organisations value their people and create a culture that allows the mutually beneficial achievement of organisational and personal goals. They develop the capabilities of their people and promote fairness and equality. They care for, communicate, reward and recognise, in a way that motivates people, builds commitment and enables them to use their skills and knowledge for the benefit of the organisation.	People plans support the organisation’s strategy
				People’s knowledge and capabilities are developed
				People are aligned, involved and empowered
				People communicate effectively throughout the organisation
				People are rewarded, recognised and cared for
		Partnerships & Resources	Excellent organisations plan and manage external partnerships, suppliers and internal resources in order to support their strategy, policies and the effective operation of processes. They ensure that they effectively manage their environmental and societal impact.	Partners and suppliers are managed for sustainable benefit
				Finances are managed to secure sustained success
				Buildings, equipment, materials and natural resources are managed in a sustainable way
				Technology is managed to support the delivery of strategy
				Information and knowledge are managed to support effective decision making and to build the organisation’s capability
		Processes, Products &	Excellent organisations design, manage and improve processes, products and services to generate increasing	Processes are designed and managed to optimise stakeholder value

CRITERIA	DEFINITION	SUB CRITERIA	DEFINITION	ATTRIBUTES
		Services	value for customers and other stakeholders.	Services are developed to create optimum value for customers
				Products and services are effectively promoted and marketed
				Services are produced, delivered and managed
				Customer relationships are managed and enhanced
Results	What an organisation achieves. Caused by 'Enablers' .	Customer Results	Excellent organisations achieve and sustain outstanding results that meet or exceed the need and expectations of their customers.	Perceptions
				Performance Indicators
		People Results	Excellent organisations achieve and sustain outstanding results that meet or exceed the need and expectations of their people.	Perceptions
				Performance Indicators
		Society Results	Excellent organisations achieve and sustain outstanding results that meet or exceed the need and expectations of relevant stakeholders within society.	Perceptions
				Performance Indicators
		Business Results	Excellent organisations achieve and sustain outstanding results that meet or exceed the need and expectations of their business stakeholders.	Business Outcomes
				Performance Indicators

Source: EFQM, 2012

Table 4.2 Attributes' Classification of EFQM, Innovation Agencies, and IRANA

CRITERIA	SUB CRITERIA	ATTRIBUTES		
		By European Foundation for Quality Management	EFQM Framework of Innovation Agencies	EFQM Model for IRANA
Enablers	Leadership	Leaders develop the mission, vision, values and ethics and act as role models	Define and use a balanced set of results to review progress, provide a view of long and short term priorities and manage the expectations of the key stakeholders	Determining the leadership style and encouraging the employees for more participation
		Leaders define, monitor, review and drive the improvement of the organisation's management system and performance	Understand and develop the underlying capabilities of the organisation	Ensuring the creativity, development, and execution of the management system and making sure that the facilitators of the processes have been properly developed
		Leaders engage with external stakeholders	Inspire people and create a culture of involvement, ownership, empowerment, improvement and accountability through their actions, behaviours and experience	Providing access to the managers, listening to the employees, encouraging and unifying them, and providing equal opportunities for them
		Leaders reinforce a culture of excellence with the organisation's people	Promote a culture which supports the generation of new ideas and new ways of thinking to encourage innovation and organisational development	Designing partnership processes with nominees and loyal nominees appreciation
		Leaders ensure that the organisation is	Involve and seek support and	Recognizing the internal and external

CRITERIA	SUB CRITERIA	ATTRIBUTES		
		By European Foundation for Quality Management	EFQM Framework of Innovation Agencies	EFQM Model for IRANA
	Strategy	flexible and manages change effectively	contributions from all relevant stakeholders for changes necessary to ensure the sustainable success of the organisation	environment factors in the organisation in order to change the management style and to analyze the organisational risk shift
		Strategy is based on understanding the needs and expectations of both stakeholders and the external environment	Gather stakeholder needs and expectations for input to the development and review of their strategy and supporting policies, remaining alert to any changes	Developing marketing process and determining the limitations of the present and future organisational activities; developing the cognition methods, diagnosing and predicting the current and future needs and expectations of the nominees
		Strategy is based on understanding internal performance and capabilities	Compare their performance with relevant benchmarks to understand their relative strengths and areas for improvement	Analyzing the results achieved by measuring the key internal performance indicators, as well as the performance of the competitors and superior organisations
		Strategy and supporting policies are developed, reviewed and updated	Create and maintain a clear strategy and supporting policies to achieve the Mission and Vision of the organisation	Compiling strategies consistent with the objectives, mission, and superior concepts and the possibility of related revisions; predicting the current and future

CRITERIA	SUB CRITERIA	ATTRIBUTES		
		By European Foundation for Quality Management	EFQM Framework of Innovation Agencies	EFQM Model for IRANA
				competitive advantages of the organisation
		Strategy and supporting policies are communicated, implemented and monitored	Identify and understand the key results required to achieve their Mission and evaluate progress towards the Vision and strategic goals	Recognizing the framework of the key processes for complying with Policies and Strategies, prioritizing the goals and plans; ratifying, executing and conducting required persuasions
			Translate their strategies into aligned processes, projects and organisational structures	
	People	People plans support the organisation's strategy	Define the skills, competencies and people performance levels required to achieve Mission, Vision and strategic goals	Compiling policies and strategies and programs for developing human resources (HR); providing a system for employee-keeping and human resources programs
		People's knowledge and capabilities are developed	Create a culture of creativity and innovation across the organisation, ensuring people have an open mind-set and can respond quickly to challenges they face	Developing employees in order to improve the organisation and to form dynamic groups
		People are aligned, involved and	Communicate a clear direction and	Making employees' knowledge and

CRITERIA	SUB CRITERIA	ATTRIBUTES		
		By European Foundation for Quality Management	EFQM Framework of Innovation Agencies	EFQM Model for IRANA
		empowered	strategic focus to ensure that people understand and can demonstrate their contribution to the organisations on-going success	capabilities consistent with the organisational needs; creating individual and organisational learning opportunities for employees
		People communicate effectively throughout the organisation	Motivate people to become involved in improvement and innovation and recognise their efforts and achievements	Making reward system and employees-related affairs parallel to the Strategy and Policy; developing an appreciation system in order to encourage the personnel to exhibit higher levels of participation; empowering the employees
		People are rewarded, recognised and cared for	Promote a culture of mutual support, recognition and care between individuals and between teams	Knowing the process of relationship among employees, defining up-to-down and vice versa, horizontal channels in the organisation
	Partnerships & Resources	Partners and suppliers are managed for sustainable benefit	Segment partners and suppliers based on the organisation's strategy and adopt appropriate policies and processes for working together that are in line with the requirements of good governance	Recognizing the key opportunities of the organisation related to the partners along with Policy and Strategy, developing and participation in using organisational knowledge

CRITERIA	SUB CRITERIA	ATTRIBUTES		
		By European Foundation for Quality Management	EFQM Framework of Innovation Agencies	EFQM Model for IRANA
		Finances are managed to secure sustained success	Design the financial planning, control, reporting and review process to support optimal use of public funds, at the same time securing accountability and transparency	Compiling financial strategies for supporting the organisations Policy and Strategy; developing visible and non-visible assets and capital evaluation systems.
		Buildings, equipment, materials and natural resources are managed in a sustainable way	Use strategies, policies and processes for managing buildings, equipment and materials in a financially and environmentally sustainable way	Compiling a strategy in favor of the management information in the organisation; developing proper processes for internal and external users' access to information
		Technology is managed to support the delivery of strategy	Manage a technology resource that supports the organisations overall strategy, e.g. ICT systems	Developing strategy of technology management along with the organisational Policy and Strategy; exploiting technologies consistent with the environmental management
		Information and knowledge are managed to support effective decision making and to build the organisation's capability	Ensure that their leaders are provided with accurate and sufficient information to support them in timely decision making	Compiling a strategy for managing the facilities and buildings, in agreement with the organisation strategy, the management, and the optimization of energy

CRITERIA	SUB CRITERIA	ATTRIBUTES		
		By European Foundation for Quality Management	EFQM Framework of Innovation Agencies	EFQM Model for IRANA
				consumption
	Processes, Products & Services	Processes are designed and managed to optimise stakeholder value	Develop a meaningful mix of process performance indicators and related outcome measures, enabling the review of the efficiency and effectiveness of the key processes and their contributions towards the strategic goals	Acquiring and planning the main processes of complying with the organisation Policy and Strategy; developing and utilizing measurement indicators and goal-setting for the processes
		Services are developed to create optimum value for customers	Strive to innovate and create value for their customers, involving them and other stakeholders, where appropriate, in the development of new and innovative products, services and experiences	Recognizing the opportunities for improving the organisation, prioritizing them and assuring that employees have required knowledge prior to start of the changes
		Products and services are effectively promoted and marketed	Know who their different customer groups are, both existing and potential, and anticipate their different needs and expectations	Discovering the needs and expectations of the customers through marketing interviews; shifting the customers' needs to the company's new products and services
		Services are produced, delivered and managed	Compare their performance with relevant benchmarks and learn from their strengths	Maintaining daily relations with customers, Establishing online

CRITERIA	SUB CRITERIA	ATTRIBUTES				
		By European Foundation for Quality Management	EFQM Framework of Innovation Agencies		EFQM Model for IRANA	
			and opportunities for improvement in order to maximise the value generated for customers		communications with them, and the customer satisfaction regarding to products and services	
		Customer relationships are managed and enhanced	Continually monitor and review the experiences and perceptions of their customers and ensure processes are aligned to respond appropriately to any feedback		Providing new products and services based on the new findings	
Results	Customer Results	Perceptions	Perceptions	Perceived value added of different services and products	Perceptions	Products and services
				Customer feedback on product and service value		Supports in sales
				Reputation and image compared to relevant benchmarks		After-sale services and loyalty
		Performance Indicators	Performance Indicators	Throughput times on delivery	Performance Indicators	Products and services
Number of complaints	Supports in sales					

CRITERIA	SUB CRITERIA	ATTRIBUTES				
		By European Foundation for Quality Management	EFQM Framework of Innovation Agencies		EFQM Model for IRANA	
	People Results			Numbers of new customers		After-sale services and loyalty
		Perceptions	Perceptions	Satisfaction, involvement and engagement	Perceptions	Motivation
				Pride and fulfillment		Satisfaction
				Leadership and management		
				Target setting, competency and performance management		
				Training and career development		
				Effective communications and working condition		
		Performance Indicators	Performance Indicators	People satisfaction, motivation and empowerment	Performance Indicators	Motivation
				Feedback on leadership and management		Participation

CRITERIA	SUB CRITERIA	ATTRIBUTES					
		By European Foundation for Quality Management	EFQM Framework of Innovation Agencies		EFQM Model for IRANA		
				Staff turnover and success of recruitments			
				Sickness leaves			
	Society Results	Perceptions	Perceptions	Perceptions	Image and reputation by stakeholders, media and public	Perceptions	Participation in associations and local groups
					Ecological impacts of agency's internal processes		Organisation performance as a responsible citizen
					Advancements in workplace/societal issues		Executive activities to reduce and prevent hurts out of productive operations and actions in the environmental framework
					Awards and Media reputation		
	Performance Indicators	Performance Indicators	Performance Indicators	Ecological impacts of agency's internal processes	Performance Indicators	Controlling the affairs related to the personnel changes	
				Internal activities within		Behavior proportionate	

CRITERIA	SUB CRITERIA	ATTRIBUTES				
		By European Foundation for Quality Management	EFQM Framework of Innovation Agencies		EFQM Model for IRANA	
				environmental and societal well-being		to the nominees and related organisation in issuing licenses
				General support for sustainable solutions for societal problems		News coverage, encouragements and rewards
	Business Results	Business Outcomes	Business Outcomes	Success against the performance measures agreed with the supervising body	Business Outcomes	Financial consequences
				Key results of projects funded		Non-financial results
				Numbers of patent applications in projects		
	Performance Indicators	Performance Indicators	Performance Indicators	Operating costs	Performance Indicators	Financial indicator
				Alignment of the project and customer portfolios with strategic targets		Buildings, Machinery and material, technology cost
				Distribution of funding		Information and

CRITERIA	SUB CRITERIA	ATTRIBUTES			
		By European Foundation for Quality Management	EFQM Framework of Innovation Agencies		EFQM Model for IRANA
				decisions during the year	knowledge usage
				Number of patent applications	

Source: Australian Journal of Basic and Applied Sciences, 2011; EFQM, 2012

Table 4.2 shows the comparison of attributes from EFQM, Innovation Agencies Organisation, and IRANA Organisation. The comparison of each attributes is related to the relevant criterias. The comparison result will be needed to determine the attributes of DPPKA Sidoarjo along with the identification of business process and secondary data.

Table 4.3 Attributes' Classification of DPPKA Sidoarjo

MAIN CRITERIA	SUB CRITERIA	ATTRIBUTES	CODE
Enablers	Leadership	Provide a view of long and short term priorities	L1
		Implement the fundamental of integration and synchronization coordinating within and/or between workplace	L2
		Supports new ideas and new ways of thinking to encourage innovation and organisational development	L3
		Listen to the employees' complains and encourage employees to do the task properly	L4
		Give report to the higher leader within and/or outside the organisation	L5
	Strategy	Maintain strategy and support policies to achieve the Mission and Vision of the organisation based on Strategic Planning Document	S1
		Compare their performance with relevant benchmarks to understand their relative strengths for improvement	S2
	People	Define the skills, competencies, and employees' performance by IQ Test	P1
		Create a culture of creativity and innovation across the organisation	P2
		Develop the capacity, discipline, work ethos, and quality of employees	P3
		Motivate employees to become involved in improvement and innovation using Motivator	P4
		Ensure employees have an open mind-set and can respond quickly to challenges they face	P5
		Ensure the daily fingerprint is done to exhibited the discipline of work attendance	P6
	Partnerships & Resources	Recognize partners based on the bid winner among other partners that are in line with the requirements of good governance	PSR1
		Develop the discipline of organisation's administration and regional finance	PSR2
		Availability of appropriate facilities and infrastructure of personnels	PSR3
		Availability of system and procedure of tax and retribution	PSR4

MAIN CRITERIA	SUB CRITERIA	ATTRIBUTES	CODE	
		collectors		
		Manage a technology systems that supports the organisations overall strategy	PSR5	
		Manage the facilities and buildings and optimise energy consumption within organisation	PSR6	
	Processes, Products & Services	Have socialisation from Regent's delegation/to customer if there is any new Region Regulation/Regent Regulation	PRS1	
		Compare their performance with relevant benchmarks and learn their strengths for improvement to maximise the value for customers	PRS2	
		Give guidance to front office desk for developing and inovating their service to customer every morning	PRS3	
		Provide the service to customer as SOP given	PRS4	
		Establish online communications with customer to maintain customer satisfaction regarding the services provided	PRS5	
	Results	Customer Results	Customer feedback on service value	CR1
			Throughput times on delivery the service provided	CR2
Number of complaints			CR3	
Numbers of new customers			CR4	
Number of objected customers			CR5	
Customer Satisfaction Index			CR6	
People Results		On time report submission	PR1	
		Number of Advance Education, Technical Guidance, and Workshop provided	PR2	
		Feedback on leadership and management for employees' satisfaction	PR3	
		Staff rotation within/outside organisation	PR4	
		Absence leaves	PR5	
		Number of employees' discussion	PR6	
Society Results		Participation in Public Service Exhibition	SR1	
		Participation in competition with other government organisation	SR2	
Business Results		Realization of excellent service	BR1	
		Increasing the acceptance of regional income from tax and retribution	BR2	

MAIN CRITERIA	SUB CRITERIA	ATTRIBUTES	CODE
		Win the partnership bid as many as possible	BR3
		On time receiving taxes payment	BR4
		Usage the newest and appropriate software in each department	BR5

Source: Research Observation

Table 4.3 shows the verified attributes from comparison data, identification of business process, secondary data, and expert judgement. Each attributes has been defined into their codes to simplify the writing of next subchapter/chapter.

4.2.2 Identification of Performance Indicators

The next step to do is identifying the performance indicators. Performance indicators are defined from their attributes which are obtained from some data sources. The defined performance indicators will be verified by expertise in the organisation, which knew the whole documents and processes related to the EFQM's criterias, who is the organisation's secretary. Expertise should have minimum classification level of II/C and minimum work experience of 10 years. Secretary is chosen as expertise based on the duties and functions for planning, reporting, general affair, personnel management, and financing. Beside that, secretary is chosen to avoid the subjectivity for measuring the PIs.

Table 4.4 Performance Indicators' Classification of DPPKA Sidoarjo

SUB CRITERIAS	ATTRIBUTES	CODE	PERFORMANCE INDICATORS	CODE
Leadership	Provide long and short term priorities	L1	There is are long and short term priorities document	PI-1
			Realization of long and short term priorities as written in the document	PI-2
	Integrate and synchronize the coordination within and/or between workplace	L2	Number of miscommunication and miscoordination reported	PI-3
	Supports new ideas and new	L3	Number of new ideas being	PI-4

SUB CRITERIAS	ATTRIBUTES	CODE	PERFORMANCE INDICATORS	CODE
	ways of thinking to encourage innovation development		developed	
	Listen to the employees' complains and encourage employees to do the task properly	L4	Number of employees' complains are acted on	PI-5
			Number of tasks done properly	PI-6
	Give report to the higher leader	L5	There are reports given to higher leader	PI-7
Strategies & Policies	Maintain strategy and support policies to achieve the Mission and Vision	S1	Percentage of performance measure achievement	PI-8
	Compare performance with benchmarks	S2	Number of benchmarking	PI-9
			Number of new performance aspects being founded	PI-10
People	Define skills, competencies, and performance of employees by IQ Test	P1	Implementation of IQ Test Result toward employees' placement	PI-11
	Create culture of creativity	P2	Percentage of employees who create new ideas	PI-12
	Develop the capacity, discipline, work ethos, and quality of employees	P3	Compatibility of employees' placement according to their educational background	PI-13
			Compatibility of position holder according to their classification level	PI-14
	Motivate employees using Motivator	P4	Number of motivation session is being held	PI-15
	Ensure employees respond quickly	P5	Number of employees who done the tasks on time	PI-16
	Ensure the daily fingerprint is done	P6	Employees do the daily fingerprint twice a day	PI-17
Partnerships & Resources	Recognize partners based on the bid winner	PSR1	Compatibility of partner types according to partnership's necessary	PI-18
	Develop the discipline of	PSR2	Percentage of organisation's	PI-19

SUB CRITERIAS	ATTRIBUTES	CODE	PERFORMANCE INDICATORS	CODE
	organisation's administration and regional finance		administration being discipline	PI-20
			Percentage of regional finance being discipline	
	Availability of appropriate facilities and infrastructure for personnels	PSR3	Availability of appropriate facilities and infrastructure for personnels	PI-21
	Availability of system and procedure for tax and retribution collectors	PSR4	Number of system and procedure's foul for tax and retribution collectors	PI-22
	Manage a technology systems	PSR5	Number of software are updated	PI-23
	Manage the facilities and buildings	PSR6	Number of facilities and buildings are able to used	PI-24
Processes, Products, & Services	Have socialisation if there is any new Region Regulation/Regent Regulation	PRS1	There is socialisation toward new Regulation	PI-25
	Compare performance with benchmarks	PRS2	Number of new performance aspects being adapted	PI-26
	Give guidance to front office desk every morning	PRS3	Percentage of Customer Service Officer follow the guidance	PI-27
	Provide the service to customer as SOP given	PRS4	Realization of provided servicess as SOP given	PI-28
	Establish online communications with customer	PRS5	Number of error while providing online communication	PI-29
Customer Results	Customer feedback on service value	CR1	Frequency of feedback being processed	PI-30
	Throughput times on delivery the provided servicess	CR2	Throughput times on delivery the provided servicess	PI-31
	Number of complaints	CR3	Number of customers' complains are acted on	PI-32
	Numbers of new customers	CR4	Number of new proffering on each tax types	PI-33
	Number of objected customers	CR5	Number of objected customers on each tax types	PI-34
	Customer Satisfaction Index	CR6	Quality of each service factors from provided services	PI-35

SUB CRITERIAS	ATTRIBUTES	CODE	PERFORMANCE INDICATORS	CODE
People Results	On time report submission	PR1	Number of on time report submission	PI-36
	Number of Structural Education, Technical Guidance, and Workshop provided	PR2	Number of employees pursue the Structural Education, Technical Guidance, and Workshop	PI-37
	Feedback on leadership and management for employees' satisfaction	PR3	Number of feedback being processed	PI-38
	Staff rotation within/outside organisation	PR4	Frequency of employee rotation	PI-39
	Absence leaves	PR5	Number of employees who done the fingerprint absence twice in a day	PI-40
	Number of employees' discussion	PR6	Frequency of Coordination Meeting	PI-41
Society Results	Participation in Public Service Exhibition	SR1	Number of participation in Public Service Exhibition	PI-42
	Participation in competition with other government organisation	SR2	Number of participation in competition with other government organisation	PI-43
Business Results	Realization of excellent service	BR1	Realization of each service factors from provided services	PI-44
	Increasing the acceptance of regional income from tax and retribution	BR2	Frequency of reminding the taxpayers' payment	PI-45
			Accuracy of tax payment being paid for each tax types	PI-46
	Win the partnership bid as many as possible	BR3	Compatibility of partnership bidding according to necessary list offer	PI-47
	On time receiving taxes payment	BR4	Percentage of taxpayers who paid on time	PI-48
	Usage the newest and appropriate software in each departments	BR5	Number of newest software being installed and applied	PI-49

Source: Research Observation

Table 4.4 shows the verified performance indicators from their attributes, criteria, data sources, and expert judgement. Each performance indicators has been defined into their codes to simplify the writing of next subchapter/chapter.

4.2.3 Weighting and Consolidating the Criterias, Attributes, and Performance Indicators

The next step to do is weighting each criterias, each attributes, and each performance indicators then consolidating the weight of each performance indicators. Weighting is processed using expert questionnaire with AHP pairwise comparison scale then translated into their weight using Expert Choice Software.

Consolidate Weight of PI =

*Weight of PI * Weight of Attribute * Weight of Sub Criteria * Weight of Main Criteria*

The criterias, attributes, PIs are weighted by expertise in the organisation, which knew the whole documents and processes related to the EFQM's criterias, who is the organisation's secretary. Expertise should have minimum classification level of II/C and minimum work experience of 10 years. Secretary is chosen as expertise based on the duties and functions for planning, reporting, general affair, personnel management, and financing. Beside that, secretary is chosen to avoid the subjectivity for measuring the performance in each criterias.

Table 4.5 Weight of Main Criterias, Sub Criterias, Attributes, and Performance Indicators

Main Criterias	Weight	Sub Criterias	Weight	Attributes	Weight	Performance Indicators	Weight	Consolidate
Enablers	0.2	Leadership	0.226	Provide long and short term priorities	0.168	There is are long and short term priorities document	0.2	0.0015
						Realization of long and short term priorities as written in the document	0.8	0.0061
				Integrate and synchronize the coordination within and/or between workplace	0.169	Number of miscommunication and miscoordination reported	1	0.0076
				Supports new ideas and new ways of thinking to encourage innovation development	0.311	Number of new ideas being developed	1	0.0141
				Listen to the employees' complains and encourage employees to do the task properly	0.05	Number of employees' complains are acted on	0.2	0.0005
						Number of tasks done properly	0.8	0.0018
				Give report to the higher leader	0.303	There are reports given to higher leader	1	0.0137
		Strategies & Policies	0.112	Maintain strategy and support policies to achieve the Mission and Vision	0.2	Percentage of performance measure achievement	1	0.0045
				Compare performance with benchmarks	0.8	Number of benchmarking	0.2	0.0036
						Number of new performance aspects being founded	0.8	0.0143
		People	0.252	Define skills, competencies, and	0.059	Implementation of IQ Test Result	1	0.0030

Main Criterias	Weight	Sub Criterias	Weight	Attributes	Weight	Performance Indicators	Weight	Consolidate
				performance of employees by IQ Test		toward employees' placement		
				Create culture of creativity	0.069	Percentage of employees who create new ideas	1	0.0035
				Develop the capacity, discipline, work ethos, and quality of employees	0.112	Compatibility of employees' placement according to their educational background	0.5	0.0028
						Compatibility of position holder according to their classification level	0.5	0.0028
				Motivate employees using Motivator	0.107	Number of motivation session is being held	1	0.0054
				Ensure employees respond quickly	0.097	Number of employees who done the tasks on time	1	0.0049
				Ensure the daily fingerprint is done	0.556	Employees do the daily fingerprint twice a day	1	0.0280
		Partnerships & Resources	0.145	Recognize partners based on the bid winner	0.046	Compatibility of partner types according to partnership's necessary	1	0.0013
				Develop the discipline of organisation's administration and regional finance	0.077	Percentage of organisation's administration being discipline	0.5	0.0011
						Percentage of regional finance being discipline	0.5	0.0011
				Availability of appropriate facilities and	0.219	Availability of appropriate facilities	1	0.0064

Main Criterias	Weight	Sub Criterias	Weight	Attributes	Weight	Performance Indicators	Weight	Consolidate
				infrastructure for personnels		and infrastructure for personnels		
				Availability of system and procedure for tax and retribution collectors	0.219	Number of system and procedure's foul for tax and retribution collectors	1	0.0064
				Manage a technology systems	0.219	Number of software are updated	1	0.0064
				Manage the facilities and buildings	0.219	Number of facilities and buildings are able to used	1	0.0064
		Processes, Products, & Services	0.265	Have socialisation if there is any new Region Regulation/Regent Regulation	0.093	There is socialisation toward new Regulation	1	0.0049
				Compare performance with benchmarks	0.121	Number of new performance aspects being adapted	1	0.0064
				Give guidance to front office desk every morning	0.228	Percentage of Customer Service Officer follow the guidance	1	0.0121
				Provide the service to customer as SOP given	0.296	Realization of provided servicess as SOP given	1	0.0157
				Establish online communications with customer	0.262	Number of error while providing online communication	1	0.0139
Results	0.8	Customer Results	0.155	Customer feedback on service value	0.119	Frequency of feedback being processed	1	0.0148
				Throughput times on delivery the provided servicess	0.272	Throughput times on delivery the provided servicess	1	0.0337
				Number of complaints	0.067	Number of customers' complains are acted on	1	0.0083

Main Criterias	Weight	Sub Criterias	Weight	Attributes	Weight	Performance Indicators	Weight	Consolidate		
				Numbers of new customers	0.203	Number of new proffering on each tax types	1	0.0252		
				Number of objected customers	0.053	Number of objected customers on each tax types	1	0.0066		
				Customer Satisfaction Index	0.286	Quality of each service factors from provided services	1	0.0355		
		People Results	0.359			On time report submission	0.285	Number of on time report submission	1	0.0819
						Number of Structural Education, Technical Guidance, and Workshop provided	0.144	Number of employees pursue the Structural Education, Technical Guidance, and Workshop	1	0.0414
						Feedback on leadership and management for employees' satisfaction	0.087	Number of feedback being processed	1	0.0250
						Staff rotation within/outside organisation	0.157	Frequency of employee rotation	1	0.0451
						Absence leaves	0.197	Number of employees who done the fingerprint absence twice in a day	1	0.0566
						Number of employees' discussion	0.131	Frequency of Coordination Meeting	1	0.0376
		Society Results	0.037			Participation in Public Service Exhibition	0.5	Number of participation in Public Service Exhibition	1	0.0148
						Participation in competition with other government organisation	0.5	Number of participation in competition with other government organisation	1	0.0148
				Business	0.449	Realization of excellent service	0.194	Realization of each service factors from	1	0.0697

Main Criterias	Weight	Sub Criterias	Weight	Attributes	Weight	Performance Indicators	Weight	Consolidate
		Results				provided services		
				Increasing the acceptance of regional income from tax and retribution	0.301	Frequency of reminding the taxpayers' payment	0.2	0.0216
						Accuracy of tax payment being paid for each tax types	0.8	0.0865
				Win the partnership bid as many as possible	0.045	Compatibility of partnership bidding according to necessary list offer	1	0.0162
				On time receiving taxes payment	0.348	Percentage of taxpayers who paid on time	1	0.1250
				Usage the newest and appropriate software in each departments	0.113	Number of newest software being installed and applied	1	0.0406

Source: Weight from Expert Choice Software

Table 4.5 shows the weight of each main criterias, sub criterias, attributes, and performance indicators. Weighting is processed using expert questionnaire with AHP pairwise comparison scale then translated into their weight using Expert Choice Software. Total weight of main criterias is 1. Total weight of enablers' sub criterias are 1 and results' sub criterias are 1. Total weight of leadership's attributes are 1, strategies and policies' attributes are 1, people' attributes are 1, partnerships and resources' attributes are 1, processes' attributes are 1, customer results' attributes are 1, people results' attributes are 1, society results' attributes are 1, and business results attributes' are 1.

4.2.4 KPI Properties for DPPKA Sidoarjo

KPIs must be defined by written to avoid misunderstanding and misperception in order to achieve and evaluate the KPIs in an organisation. The written definition of KPIs is called KPI Properties. Table 4.6 below contains KPI Properties for DPPKA Sidoarjo.

Table 4.6 Performance Indicators Properties for DPPKA Sidoarjo

Main Criteria	Weight	Sub Criteria	Weight	Attributes	Weight	PI	Weight	Consolidate	Description	Targets	Formula/How to Measure	Measurement Frequency	Review Frequency	Who is Measuring	Data Source	PI Owner	System
Enablers	0.2	L	0.226	L1	0.168	PI-1	0.2	0.0015	There is long and short term priorities document	1	1 : There is long and short term priorities document. 0 : There is no long and short term priorities document	Once in a year	Yearly	Secretary Dept.	IV	Head of Organisation, Head of Department, Head of Division	Exactly
						PI-2	0.8	0.0061	Realization of long and short term priorities as written in the document	4	4 : Long and short term priorities realized as written in the document. 3 : Short term priorities not realized as written in the document, but long term priorities realized as written in the document. 2: Short term priorities realized as written in the document, but long term priorities not realized as written in the document. 1 : Long and short term priorities not realized as written in the document	Once in a year	Yearly		SPD		Exactly
				L2	0.169	PI-3	1	0.0076	Number of miscommunication and miscoordination reported	0%	[No. of miscommunication reported] divided by [Total coordination reported]	Every Monday	Monthly		CMS		Lower is better
				L3	0.311	PI-4	1	0.0141	Number of new ideas and new ways of thinking being developed	One in a month	[No. of new ideas being developed] per month	Once in a month	Yearly		CMS		Higher is better
				L4	0.05	PI-5	0.2	0.0005	Number of employees' complains are acted on	100%	[No. of employees' complains are acted on] divided by [Total employees' complains]	Every Monday	Monthly		CMS		Higher is better
						PI-6	0.8	0.0018	Number of tasks done properly	100%	[No. of tasks done properly] divided by [Total tasks]	Every Monday	Monthly		CMS		Higher is better
				L5	0.303	PI-7	1	0.0137	There are reports given to higher leader	1	1 : There are reports given to higher leader. 0 : There are no reports given to higher leader	Once in a month, Once in 3 months, Once in a year	Yearly		IV		Exactly
		SP	0.112	S1	0.2	PI-8	1	0.0045	Percentage of performance measure achievement in order to achieve each mission and vision	100%	[Performance measure achievement] divided by [Performance measure target]	Once in a year	Yearly	Head of Organisation	SPD	Head of Organisation	Higher is better
																	Exactly
																	PI-9
S2	0.8	PI-10	0.8	0.0143	Number of new performance aspects being	One in a year	[No. of new performance aspects] per year	Once in a year	Yearly	Once in a year	Yearly	SCR	Head of Organisation	Higher is better			

Main Criterias	Weight	Sub Criterias	Weight	Attributes	Weight	PI	Weight	Consolidate	Description	Targets	Formula/How to Measure	Measurement Frequency	Review Frequency	Who is Measuring	Data Source	PI Owner	System
									founded while benchmarking								
		P	0.252	P1	0.059	PI-11	1	0.0030	Implementation of IQ Test Result toward employees' placement	100%	[Employees' placement implemented as IQ Test Result] divided by [Total employees' placement]	Once in a year	Yearly	Head of Organisation, Head of Department, Head of Division	IQ TR	All employees each divisions and departments	Higher is better
				P2	0.069	PI-12	1	0.0035	Percentage of employees who create new ideas	100%	[No. of employees who create new ideas] divided by [Total employees]	Once in a month	Yearly		CMS		Higher is better
				P3	0.112	PI-13	0.5	0.0028	Compatibility of employees' placement according to their educational background	100%	[No. of employees' placement compatible with their educational background] divided by [Total of employees' placement]	Once in a year	Yearly		GPR		Higher is better
						PI-14	0.5	0.0028	Compatibility of position holder according to their classification level	100%	[No. of position holder compatible with their classification level] divided by [Total position in organisation]	Once in a year	Yearly		GPR		Higher is better
				P4	0.107	PI-15	1	0.0054	Frequency of motivation session is being held	Every three month	[No. of motivation session] per year	Once in a year	Yearly		IV		Exactly
				P5	0.097	PI-16	1	0.0049	Number of employees who done the tasks on time	100%	[No. of employees who done the tasks on time] divided by [Total employees who given tasks]	Every Monday	Monthly		CMS		Higher is better
				P6	0.556	PI-17	1	0.0280	Employees do the daily fingerprint twice a day	3	3 : Employees do the daily fingerprint twice in a day. 2 : Employees do the daily fingerprint once in a day. 1 : Employees do not do the daily fingerprint in a day	Once in a day (after working hours)	Monthly		FAD		Exactly
		PSR	0.145	PSR1	0.046	PI-18	1	0.0013	Compatibility of partner types according to partnership's necessary	100%	[No. of partner types compatible with the necessary] divided by [Total partnerships]	Once in a year	Yearly	Secretary Dept.	PSD	Facilities & Infrastructure Dept.	Higher is better
				PSR2	0.077	PI-19	0.5	0.0011	Percentage of organisation's administration being discipline	100%	[No. of organisation's administration being discipline] divided by [Total organisation's administration]	Once in a month (before tax payment deadline)	Yearly		GPR	Budgeting Dept.	Higher is better
						PI-20	0.5	0.0011	Percentage of regional finance being discipline	100%	[Amount of regional finance being discipline] divided by [Amount of regional finance]	Once in a month (before tax payment deadline)	Yearly		GPR		Higher is better
				PSR3	0.219	PI-21	1	0.0064	Availability of appropriate facilities and infrastructure for personnels	100%	[No. of appropriate facilities and infrastructure for personnels] divided by [Total facilities and	Once in a year	Yearly		GPR	Asset Dept., Facilities & Infrastructure Dept.	Higher is better

Main Criterias	Weight	Sub Criterias	Weight	Attributes	Weight	PI	Weight	Consolidate	Description	Targets	Formula/How to Measure	Measurement Frequency	Review Frequency	Who is Measuring	Data Source	PI Owner	System		
				PSR4	0.219	PI-22	1	0.0064	Number of system and procedure's foul for tax and retribution collectors	0%	[No. of system and procedure's foul] divided by [Total system and procedure for tax and retribution collectors]	Once in a year	Yearly		GPR	Determinating & Collecting Dept.	Lower is better		
				PSR5	0.219	PI-23	1	0.0064	Number of software are updated	100%	[No. of software are updated] divided by [Total software are used]	Once in a year	Yearly		GPR	Facilities & Infrastructure Dept.	Higher is better		
				PSR6	0.219	PI-24	1	0.0064	Number of facilities and buildings are able to used	100%	[No. of facilities and buildings are able to used] divided by [Total facilities and buildings]	Once in a year	Yearly		GPR		Higher is better		
		PRS1	0.093	PI-25	1	0.0049	There is socialisation toward new Region Regulation/Regent Regulation	1	1 : There is socialisation toward new Region Regulation/Regent Regulation. 0 : There is no socialisation toward new Region Regulation/Regent Regulation	Once in a year	Yearly	Secretary Dept.	IV	Head of Organisation	Exactly				
		PRS2	0.121	PI-26	1	0.0064	Number of new performance aspects being adapted	One in a year	[No. of new performance aspects being adapted] per year	Once in a year	Yearly		SCR		Higher is better				
		PRS3	0.228	PI-27	1	0.0121	Percentage of Customer Service Officer follow the guidance	100%	[No. of CS Officer follow the guidance] divided by [Total CS Officer]	Every morning	Weekly		PSSD	Customer Service Officer	Higher is better				
		PRS4	0.296	PI-28	1	0.0157	Realization of provided servicess as SOP given through customers' feedback	100%	[Good feedback of provided services] divided by [Total feedback]	Every morning	Weekly		PSSD		Higher is better				
		PRS5	0.262	PI-29	1	0.0139	Number of error while providing online communication	0%	[No. of error while providing online communication] divided by [Total online communication]	Every morning	Weekly		PSSD		Lower is better				
		Results	0.8	CR	0.155	CR1	0.119	PI-30	1	0.0148	Frequency of feedback being processed	Every Friday	[No. of processing all feedback] per Friday	Every Friday afternoon after working hours	Monthly	Secretary Dept.	SB	Customer Service Officer	Exactly
						CR2	0.272	PI-31	1	0.0337	Throughput times on delivery the provided servicess	100%	[No. of on time provided services] divided by [Total provided services]	Every morning	Weekly		PSSD		Lower is better
CR3	0.067					PI-32	1	0.0083	Number of customers' complains are acted on	100%	[No. of customers' complains are acted on] divided by [Total customers' complains]	Once in a week	Monthly	CB	Higher is better				
CR4	0.203					PI-33	1	0.0252	Number of new proffering on each tax types	One for each tax types in a month	[No. of new proffering on each tax types] per month	Once in a month	Yearly	TPD	Higher is better				
CR5	0.053					PI-	1	0.0066	Number of	0%	[No. of objected	Once in a	Yearly	TPD	Lower is				

Main Criterias	Weight	Sub Criterias	Weight	Attributes	Weight	PI	Weight	Consolidate	Description	Targets	Formula/How to Measure	Measurement Frequency	Review Frequency	Who is Measuring	Data Source	PI Owner	System
						PI-34			objected customers on each tax types		customers on each tax types] divided by [Total customers on each tax types]	month					better
				CR6	0.286	PI-35	1	0.0355	Quality of each service factors from provided services	3	4 : Very good, CSI interval is 3.26-4.00, CSI conversion is 81.26-100. 3 : Good, CSI interval is 2.51-3.25, CSI conversion is 62.51-81.25. 2 : Worse, CSI interval is 1.76-2.50, CSI conversion is 43.76-62.50. 1 : Very worse, CSI interval is 1.00-1.75, CSI conversion is 25-43.75.	Once in a year	Yearly		CSI	Higher is better	
		PR	0.359	PR1	0.285	PI-36	1	0.0819	Number of on time report submission	100%	[No. of on time report submission] divided by [Total report submission]	Every Monday	Monthly	Head of Organisation, Head of Department, Head of Division	GPR	All employees each divisions and departments	Higher is better
				PR2	0.144	PI-37	1	0.0414	Number of employees pursue the Structural Education, Technical Guidance, and Workshop	One for each Structural Education, Technical Guidance, and Workshop	[No. of employees pursue the Structural Education, Technical Guidance, and Workshop] per year	Once in a year	Yearly		GPR		Higher is better
				PR3	0.087	PI-38	1	0.0250	Number of feedback being processed	100%	[No. of feedback being processed] divided by [Total feedback]	Every Monday	Monthly		CMS		Higher is better
				PR4	0.157	PI-39	1	0.0451	Frequency of employee rotation within/outside organisation	Twice rotation in a year	[No. of employee rotation] per year	Every April and October	Yearly		IV		Lower is better
				PR5	0.197	PI-40	1	0.0566	Number of employees who done the fingerprint absence twice in a day	100%	[No. of employees who done the fingerprint absence twice in a day] divided by [Total employees]	Twice in a day (before and after working hours)	Monthly		FAD		Higher is better
				PR6	0.131	PI-41	1	0.0376	Frequency of Coordination Meeting	Every Monday	[No. of Coordination Meeting] per Monday	Every Monday	Monthly		CMS		Exactly
		SR	0.037	SR1	0.5	PI-42	1	0.0148	Number of participation in Public Service Exhibition	One in a year	[No. of participation] divided by [Total Public Service Exhibition Event]	Once in a year	Yearly	Head of Organisation	IV	Head of Organisation	Higher is better
				SR2	0.5	PI-43	1	0.0148	Number of participation in competition with other government organisation	One in a year	[No. of participation in competition] divided by [Total competition]	Once in a year	Yearly		IV		Higher is better
		BR	0.449	BR1	0.194	PI-44	1	0.0697	Realization of each service factors from	3	4 : Each service factors realized very excellent. 3 : Each service factors	Once in a month	Yearly	Head of Organisation	CSI	All employees each divisions and	Higher is better

Main Criterias	Weight	Sub Criterias	Weight	Attributes	Weight	PI	Weight	Consolidate	Description	Targets	Formula/How to Measure	Measurement Frequency	Review Frequency	Who is Measuring	Data Source	PI Owner	System
									provided services		realized excellent. 2 : Each service factors realized worse. 1 : Each service factors realized very worse.					departments	
				BR2	0.301	PI-45	0.2	0.0216	Frequency of reminding the taxpayers' payment	Every month before tax payment deadline	[No. of reminding the taxpayers' payment deadline] per month	Once in a month (before tax payment deadline)	Yearly	Authority of Regional General Treasury Dept.	GPR	Determinating & Collecting Dept.	Exactly
						PI-46	0.8	0.0865	Accuracy of tax payment being paid for each tax types	100%	[Amount of tax payment being paid for each tax types] divided by [Amount of tax payment for each tax types]	Once in a month (before tax payment deadline)	Yearly	Accounting Dept.	GPR		Exactly
				BR3	0.045	PI-47	1	0.0162	Compatibility of partnership bidding according to necessary list offer	100%	[No. of necessary list compatible with bidding winner] divided by [Total necessary list offer]	Once in a year	Yearly	Secretary Dept.	GPR, PSD	Facilities & Infrastructure Dept.	Exactly
				BR4	0.348	PI-48	1	0.1250	Percentage of taxpayers who paid on time	100%	[No. of taxpayers who paid on time] divided by [Total taxpayers]	Once in a month (before tax payment deadline)	Yearly	Development & Data Dept., Accounting Dept.	FPL	Customer Service Officer	Higher is better
				BR5	0.113	PI-49	1	0.0406	Number of newest software being installed and applied	100%	[No. of newest software being installed and applied] divided by [Total newest software]	Once in a year	Yearly	Secretary Dept.	IV	Facilities & Infrastructure Dept.	Higher is better

Source: Research Observation

Table 4.6 shows KPI Properties for DPPKA Sidoarjo that consist of main criterias and the weight, sub criterias and the weight, attributes and the weight, performance indicators and the weight, consolidated weight of each performance indicators, description of each performance indicators, targets of each performance indicators, formula/how to measure of each performance indicators, measurement frequency of each performance indicators, review frequency of each performance indicators, who is measuring of each performance indicators, data sources of each performance indicators, owner of each performance indicators, and system achievement of each performance indicators. The complete contain of Table 4.6 will be given in the appendix.

4.2.5 Performance Measurement Dashboard for DPPKA Sidoarjo

There is a performance measurement dashboard provided in Indonesian to simplify the performance measurement in DPPKA Sidoarjo. The dashboard has a flowchart to simplify the way of thinking which shown in Figure 4.14 below.

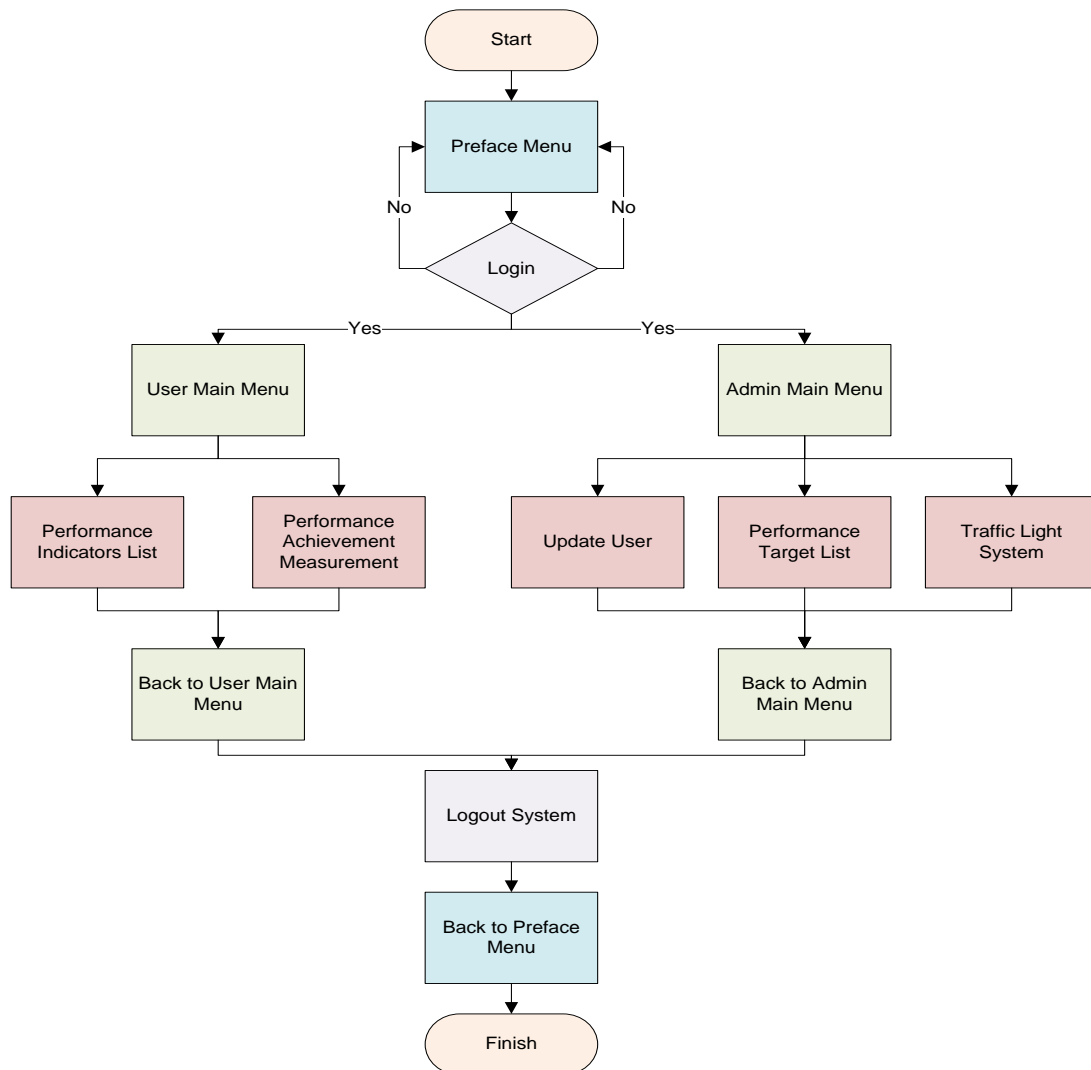


Figure 4.14 Flowchart of Performance Measurement Dashboard

Figure 4.14 shows the flowchart of performance measurement dashboard in DPPKA Sidoarjo. Preface Menu has optional about who departments' list will be done the measurement, input username and password, department login button, and admin login button. User main menu contains of performance indicators list button and performance achievement measurement button. Admin main menu contains of update username and password button, performance target list button, and traffic light system button. The completed dashboard will be provided in appendix.

(This page is intentionally left blank)

CHAPTER 5

DATA ANALYSIS AND INTERPRETATION

This chapter contains the analysis and interpretation of data collecting and processing's results which is explain in the previous chapter.

5.1 Analysis of Business Processes

CIMOSA is a chosen method to explain business processes that occur in DPPKA Sidoarjo. CIMOSA consists of three main processes, namely: Manage Process, Core Business Process, and Support Process. Manage Process and Support Process will support the Core Business Process to fulfill orders and support product. Determining the business process by using CIMOSA method is obtained through interview and direct observation.

This business process will deploy into attributes through the criterias. Set Direction in Manage Process will deploy into attributes in leadership, strategies & policies, and society results criteria. Set Strategy in Manage Process will deploy into attributes in leadership and strategies & policies criteria. Direct Business in Manage Process will deploy into attributes in process, products, & services criteria. Get Order in Core Business Process will deploy into attributes in customer results and business results criteria. Develop Product/Business in Core Business Process will deploy into attributes in people and people results criteria. Fulfill Order in Core Business Process will deploy into attributes in customer results and business results criteria. Human Resource Management in Support Process will deploy into attributes in people and people results criteria. Financial Accounting in Support Process will deploy into attributes in process, products, & services and business results criteria. Information Technology in Support Process will deploy into attributes in partnerships & resources and business results criteria. Maintenance Management in Support Process will deploy into attributes in partnerships & resources criteria.

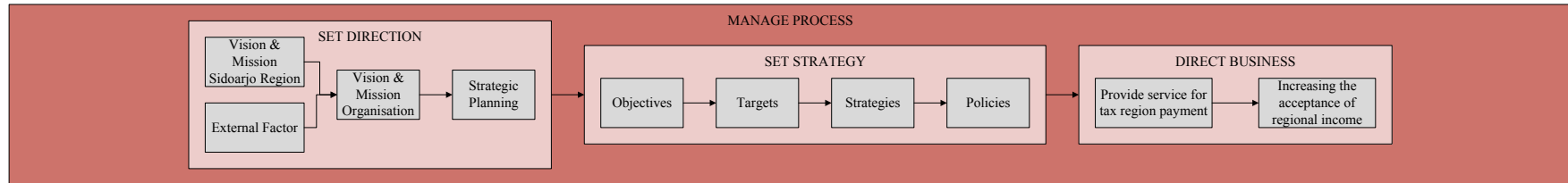


Figure 5.1 Manage Process of CIMOSA Business Process

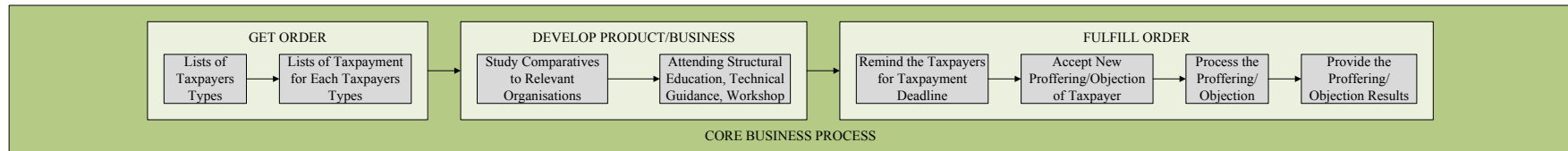


Figure 5.2 Core Business Process of CIMOSA Business Process

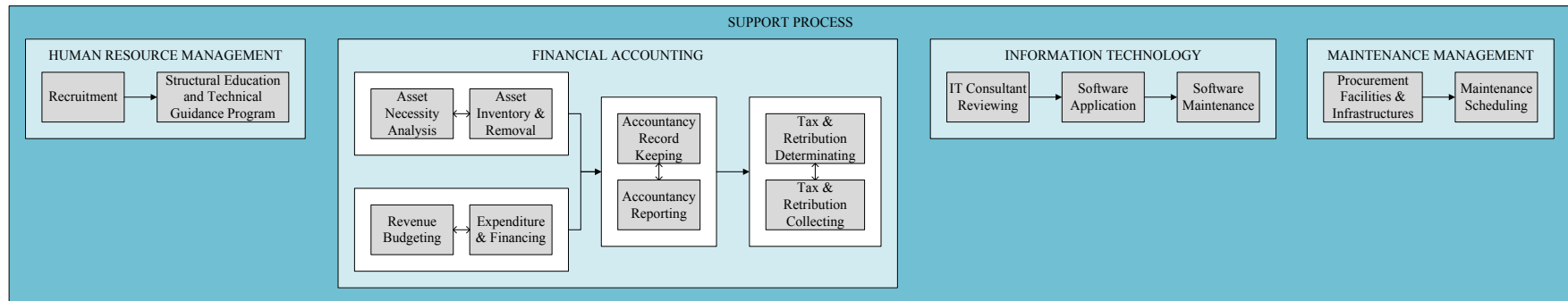


Figure 5.3 Support Process of CIMOSA Business Process

Figure 5.1 above are divided into three sub-business processes, namely: Set Direction, Set Strategy and Direct Business. Set Direction is aimed to obtain organisation's vision and mission. The vision and mission of Sidoarjo Region and several external factors are needed to come upward the Strategic Planning about global crisis, development of IT, human resource capabilities in the preparation of financial reporting, and awareness on the taxpayer. Set Strategy is intended to achieve the vision and mission, the goals and objectives, strategies from Strategic Planning, and policies to support the existing strategies. Direct Business is defined to support main business processes within the organisation which focusing on the availability of local tax payment services to increase the acceptance of regional revenue derived from the payment of the taxpayers

Figure 5.2 above are divided into three sub-business processes, namely: Get Order, Develop Product/Business, Fulfill Orders, and Support Product. Get Order is defined to meet the needs for increasing the acceptance of regional revenue, the list of the taxpayer for each taxtypes, and list of taxes payment for each taxpayer according to taxtypes. Develop Product/Business is aimed to develop the performance of the organisation, do the comparative study to upgrade performance aspects of organisation, as well as the need for employees' representatives to attend the Structural Education, Technical Guidance, and Workshops. Develop Product/Business is required to upgrade the ideas and ways of thinking that can be applied in organisation. Fulfill Order is defined to support the needs for increasing the acceptance of regional revenue, reminding of taxpayers to pay taxes before the deadline for payment. Fulfill Order is required when there is any new proffering of the taxpayer and there are any objections toward the payment of the tax payers. Support Product is not applicable in DPPKA Sidoarjo.

Figure 5.3 above are divided into three sub-business processes, namely: Human Resource Management, Financial and Accounting, Information Technology, and Maintenance Management. Human Resource Management is defined when the recruitment is done to arrange the employees' placement according to their skills, competences, and performances. HRM is needed to ensure the appropriateness of the placement based on their educational

background and appropriateness of the position holder based on their classification level. IQ Test, Structural Education, and Technical Guidance are performed to contribute to the improvement of skills, competencies, and performances of the employees. Financial and Accounting is needed to process the financial and accounting requirements based on Asset Department (asset necessity analysis, asset inventory and removal) and Budgeting Department (revenues budgeting, expenditures and financing) in order facilitating Accounting Department (recording and reporting) to support the task of Determinating and Collecting Department (determination and collection of regional taxes and retribution). Information Technology is necessary to bring IT Consultant in to support the employees for using the latest software to improve the organisational's performance. Maintenance Management is needed to renew facilities and infrastructure through bidding with partnership. The facilities and infrastructure will be managed by Facilities and Infrastructure Department in order to arrange the maintenance scheduling.

5.2 Analysis of Attributes

There are two main criterias and nine sub criterias in EFQM Model. Enablers main criteria consists of leadership sub criteria, strategies and policies sub criteria, people sub criteria, partnerships and resources sub criteria, and process, products, services sub criteria. Results main criteria consist of customer results sub criteria, people results sub criteria, society results sub criteria, and business results sub criteria. There are following attributes according their criteria's classification in each criterias. The attributes also provide the definition for each attributes in their criteria. The defined attributes in DPPKA Sidoarjo are generated from comparison process between attributes of EFQM, Innovation Agencies Organisation, and IRANA Organisation. The comparison attributes, secondary data, and interpretation from CIMOSA business process are verified by expertise in DPPKA Sidoarjo in order to define the real attributes. Secretary is chosen as expertise based on the duties and functions for planning, reporting, general affair, personnel management, and financing. Beside that, secretary is chosen to avoid the subjectivity for measuring the performance in each criterias.

Each attributes has been defined into their codes to simplify the writing of next subchapter/chapter.

There are 5 attributes in leadership criteria in DPPKA Sidoarjo from 15 attributes in benchmarking process. There are 2 attributes in strategies & policies criteria in DPPKA Sidoarjo from 13 attributes in benchmarking process. There are 6 attributes in people criteria in DPPKA Sidoarjo from 15 attributes in benchmarking process. There are 6 attributes in partnerships & resources criteria in DPPKA Sidoarjo from 15 attributes in benchmarking process. There are 5 attributes in process, products & services criteria in DPPKA Sidoarjo from 15 attributes in benchmarking process. There are 6 attributes in customer results criteria in DPPKA Sidoarjo from 12 attributes in benchmarking process. There are 6 attributes in people results criteria in DPPKA Sidoarjo from 14 attributes in benchmarking process. There are 2 attributes in society results criteria in DPPKA Sidoarjo from 13 attributes in benchmarking process. There are 5 attributes in business results criteria in DPPKA Sidoarjo from 12 attributes in benchmarking process. The reduction of attributes is causing by similarity definition in some attributes in each criterias which make the expertise to choose the verified attributes based on existing condition and some data sources.

The attributes in leadership criteria are obtained from interview, direct observation, Strategic Planning Document, and Coordination Meeting Summary. The attributes in strategies & policies criteria are obtained from Strategic Planning Document and Comparative studys Report. The attributes in people criteria are obtained from IQ Test Result, interview, direct observation, Government Performance Report, Coordination Meeting Summary, and Fingerprint Absence Database. The attributes in partnerships & resources criteria are obtained from Partnership Database and Government Performance Report. The attributes in processes, products, & services criteria are obtained from interview, direct observation, Comparative studys Report, and Public Service Standard Document. The attributes in customer results criteria are obtained from Suggestion Box, Public Service Standard Document, Complains Book, Taxpayer Database, and Customer Satisfaction Index. The attributes in people results criteria are obtained from interview, direct observation, Government Performance Report,

Coordination Meeting Summary, and Fingerprint Absence Database. The attributes in society results criteria are obtained from interview and direct observation. The attributes in business results criteria are obtained from interview, direct observation, Government Performance Report, Partnership Database, and Fine Payment List.

5.3 Analysis of Performance Indicators

Performance indicators are defined from their attributes which are obtained from some data sources. Each attributes has at least one performance indicator and can be more than one. The defined performance indicators will be verified by expertise in the organisation. So the verified performance indicators are obtained from attributes, criteria, data sources, and expert judgement. There are 49 performance indicators obtained in DPPKA Sidoarjo after verification process. Those PIs are divided into their criterias and attributes, which has been defined into their codes to simplify the writing of next subchapter/chapter. Performance indicators which are defined from their attributes are obtained from some data sources, such as: interview (IV), direct observation (DO), Government Performance Report (GPR), Strategic Planning Document (SPD), Coordination Meeting Summary (CMS), IQ Test Result (IQTR), Comparative study Report (SCR), Fingerprint Absence Database (FAD), Partnership Database (PSD), Public Service Standard Document (PSSD), Suggestion Box (SB), Complains Book (CB), Taxpayer Database (TPD), Customer Satisfaction Index (CSI), and Fine Payment List (FPL).

Each performance indicators provide with description, target, formula how to measure, and measurement system which will be analyzed in next chapter. There are three types of target in this performance measurement of DPPKA Sidoarjo, they are: percentage target (0% or 100%), scale target (1-4), and frequency target (per week or per month or per year). There are also three types of measurement: lower is better, exactly, and higher is better.

The example of percentage targets are PI-3 and PI-5 from leadership sub criteria in enablers main criteria. PI-3 is Number of miscommunication and miscoordination reported which has target 0%, formula how to measure as [No. of

miscommunication reported] divided by [Total coordination reported], and measurement system as lower is better. The lowest its achievement or approach 0%, PI-3 will show better result for organisation. PI-5 is Number of employees' complains are acted on which has target 100%, formula how to measure as [No. of employees' complains are acted on] divided by [Total employees' complains], and measurement system as higher is better. The highest its achievement or approach 100%, PI-5 will show better result for organisation.

The example of scale target is PI-17 from people sub criteria in enablers main criteria. PI-17 is Employees do the daily fingerprint twice a day which has target 3, formula how to measure as scale 3: Employees do the daily fingerprint twice in a day; scale 2: Employees do the daily fingerprint once in a day; scale 1: Employees do not do the daily fingerprint in a day, and measurement system as exactly. The exact its achievement as scale 3, PI-17 will show better result for organisation.

The example of frequency target is PI-41 from people results sub criteria in results main criteria. PI-41 is Frequency of Coordination Meeting which has target Every Monday, formula how to measure as [No. of Coordination Meeting] per Monday, and measurement system as exactly. The exact its achievement as every Monday, PI-41 will show better result for organisation.

5.4 Analysis of Weighting and Consolidating the Criterias, Attributes, and Performance Indicators

Weighting is processed using expert questionnaire with AHP pairwise comparison scale then translated into their weight using Expert Choice Software. First step is weighting each criterias, each attributes, and each performance indicators then consolidating the weight of each performace indicators. Weighting process is required to formulate the achievement of organisation's performances. Each main criterias, each sub criterias, each attributes, and each performance indicators has priority. The priority of all performance indicators in DPPKA Sidoarjo will be shown after consolidating process.

The enablers' weight is 0.2 and the results' weight is 0.8 because DPPKA Sidoarjo doesn't consider any kind organisation does and how it does it, but the concern is about what organisation achieves which caused by the enablers.

Leadership's weight is 0.226, strategies and policies' weight is 0.112, people' weight is 0.252, partnerships and resources' weight is 0.145, and processes, products, and services' weight is 0.265. So the priorities in enablers main criteria are processes, products, and services sub criteria; people sub criteria; and leadership sub criteria. This is because DPPKA Sidoarjo is prioritizing their business processes to deliver their services to customer; is prioritizing to improve the skills, competence, and performances of their people; and is prioritizing the leadership factor to lead all employees in organisation to achieve organisation' vision and mission.

Customer results' weight is 0.155, people results' weight is 0.359, society results' weight is 0.037, and business results' weight is 0.449. So the priorities in results main criteria are business results sub criteria and people results sub criteria. This is because DPPKA Sidoarjo is prioritizing their business processes to deliver their services to customer and is prioritizing to improve the skills, competence, and performances of their people.

The most priority attributes in leadership sub criteria is Supports new ideas and new ways of thinking to encourage innovation development (0.311). The most priority attributes in strategies and policies sub criteria is Compare performance with benchmarks (0.8). The most priority attributes in people sub criteria is Ensure the daily fingerprint is done (0.556). The priority attributes in partnerships and resources sub criteria are Availability of appropriate facilities and infrastructure for personnels, Availability of system and procedure for tax and retribution collectors, Manage a technology systems, and manage the facilities and buildings (0.219). The most priority attributes in processes, products, and services sub criteria is Provide the service to customer as SOP given (0.296). The most priority attributes in customer results sub criteria is Customer Satisfaction Index (0.286). The most priority attributes in people results sub criteria is on time report submission (0.285). There is no priority attributes in society results sub criteria because each attributes is equal to 0.5. For business results sub criteria, the most

priority attributes is On time receiving taxes payment (0.348). The PI's consolidated weight of DPPKA Sidoarjo will be shown in Table 5.1.

Table 5.1 Priority of Performance Indicators Based On Their Weight

Performance Indicators	Consolidated weight
Percentage of taxpayers who paid on time	0.125
Accuracy of tax payment being paid for each tax types	0.0865
Number of on time report submission	0.08185
Realization of each service factors from provided services	0.06968
Number of employees who done the fingerprint absence twice in a day	0.05658
Frequency of employee rotation	0.04509
Number of employees pursue the Structural Education, Technical Guidance, and Workshop	0.04136
Number of newest software being installed and applied	0.04059
Frequency of Coordination Meeting	0.03762
Quality of each service factors from provided services	0.03546
Throughput times on delivery the provided servicess	0.03373
Employees do the daily fingerprint twice a day	0.02802
Number of new proffering on each tax types	0.02517
Number of feedback being processed	0.02499
Frequency of reminding the taxpayers' payment	0.02162
Compatibility of partnership bidding according to necessary list offer	0.01616
Realization of provided servicess as SOP given	0.01569
Number of participation in Public Service Exhibition	0.0148
Number of participation in	0.0148

Performance Indicators	Consolidated weight
competition with other government organisation	
Frequency of feedback being processed	0.01476
Number of new performance aspects being founded	0.01434
Number of new ideas being developed	0.01406
Number of error while providing online communication	0.01389
There are reports given to higher leader	0.0137
Percentage of Customer Service Officer follow the guidance	0.01208
Number of customers' complains are acted on	0.00831
Number of miscommunication and miscoordination reported	0.00764
Number of objected customers on each tax types	0.00657
Number of new performance aspects being adapted	0.00641
Availability of appropriate facilities and infrastructure for personnels	0.00635
Number of system and procedure's foul for tax and retribution collectors	0.00635
Number of software are updated	0.00635
Number of facilities and buildings are able to used	0.00635
Realization of long and short term priorities as written in the document	0.00607
Number of motivation session is being held	0.00539
There is socialisation toward new Regulation	0.00493
Number of employees who done the tasks on time	0.00489
Percentage of performance	0.00448

Performance Indicators	Consolidated weight
measure achievement	
Number of benchmarking	0.00358
Percentage of employees who create new ideas	0.00348
Implementation of IQ Test Result toward employees' placement	0.00297
Compatibility of employees' placement according to their educational background	0.00282
Compatibility of position holder according to their classification level	0.00282
Number of tasks done properly	0.00181
There is are long and short term priorities document	0.00152
Compatibility of partner types according to partnership's necessary	0.00133
Percentage of organisation's administration being discipline	0.00112
Percentage of regional finance being discipline	0.00112
Number of employees' complains are acted on	0.00045

Source: Research Calculation

5.5 Analysis of KPI Properties

KPI Properties preparation involves 49 existing performance indicators which contains of explanations regarding to each KPIs. KPIs are compulsory to be written into KPI Properties to avoid misunderstanding and misperception in order to achieve and evaluate the KPIs in an organisation. KPI Properties contain of information:

- a. Main Criteria: Contains of PI's information include in what main criteria. There are 2 main criteria, enablers and results main criteria.
- b. Weight: Contains of information about main criteria's weight. Total weight of main criteria is 1.

- c. Sub Criteria: Contains of PI's information include in what sub criteria. There are 9 sub criteria, they are: leadership, strategies & policies, people, partnership & resources, processes products & services, customer results, people results, society results, and business results.
- d. Weight: Contains of information about sub criteria's weight. Total weight of enablers' sub criterias are 1 and results' sub criterias are 1.
- e. Attribute: Contains of PI's information include in what attribute. There are 43 verified attributes.
- f. Weight: Contains of information about attribute's weight. Total weight of leadership's attributes are 1, strategies and policies' attributes are 1, people' attributes are 1, partnerships and resources' attributes are 1, processes' attributes are 1, customer results' attributes are 1, people results' attributes are 1, society results' attributes are 1, and business results attributes' are 1.
- g. Performance Indicator: Contains of information about performance indicators for each attributes. There are 49 verified attributes.
- h. Weight: Contains of information about PI's weight.
- i. Consolidate: Contains of information about PI's consolidated weight with the weight of their PI, attribute, sub criteria, and main criteria. Total weight of all performance indicators is 1.
- j. Description: Contains of information that describes the performance indicators.
- k. Target: Contains of target (boundary conditions) which has been set to be achieved performance indicators (percentage target, scale target, frequency target).
- l. Formula: Contains of information about how to measure the achievement toward the targets.
- m. Frequency Measurement: Contains of information about how many measurements will be held.
- n. Frequency Review: Contains of information about how many review will be held.

- o. Who is measuring: Contains of information about who is in charge to perform the measurement for achieving performance indicators.
- p. Data Source: Contains of information about data source that can be obtained to perform the achievement's calculation.
- q. PI Owner: Contains of information about who the PI's owner.
- r. Measurement System: Contains of information about how the achievement will be measure (higher is better, exactly, or lower is better).

5.6 Analysis of Performance Measurement Dashboard

Performance measurement system dashboard of DPPKA Sidoarjo is designed using Microsoft Excel which can help management to perform the evaluation and monitoring calculation of organisation's performance. The performance measurement system dashboard in general can be used below:

1. There are two login systems in the main menu, login systems for users and admin. Users consist of six evaluators who will measure the performance indicator, they are: Head of Organisation, Head of Department, Head of Division, Secretary Department, Authority of Regional General Treasury Department, Accountancy Department, Development and Data Department. Admin is Secretary Department. Users are obtained from who is measuring of KPI Properties and admin are the people who will make the record of measurement in the dashboard and present the result of traffic light system.
2. There are two menus for users. First menu is showing the KPI Properties of each performance indicators who measured by each evaluators/users. Second menu contains of:
 - a. Performance indicators column from KPI Properties
 - b. PI's weight column from KPI Properties
 - c. Target column from KPI Properties
 - d. Measurement system column (higher is better, exactly, and lower is better) from KPI Properties
 - e. Achievement column which measured by evaluators

- f. Score column which obtained from $2 - (\text{achievement divided by target})$ for lower is better measurement system and $(\text{achievement divided by target})$ for higher is better and exactly measurement system
 - g. Weighted score column which obtained from PI's weight times the score
3. There are three menus for admin. First menu is updating the users and their password. Admin can edit the username and password and be able to add new user for Head of Department and Head of Division as new evaluator. Second menu is showing the KPI Properties of each performance indicators who measured by all evaluators. Third menu contains of traffic light system for each performance indicators for each KPI's owner. The traffic light system is obtained from PI's weighted score which consist of green colour, yellow colour, and red colour.
- a. The traffic light is green colour if the weighted score value more than or equal to $(1.0 \text{ divided by } 1.5)$ times max value of all weighted score. Green colour means the performance indicators are in a safe condition.
 - b. The traffic light is yellow colour if the weighted score value less than $(1.0 \text{ divided by } 1.5)$ times max value of all weighted score and more than $(0.5 \text{ divided by } 1.5)$ times max value of all weighted score. Yellow colour means the performance indicators are in middle condition because the performance can be decreased to crisis condition or increase to safe condition if not maintained properly.
 - c. The traffic light is red colour if the weighted score value less than or equal to $(0.5 \text{ divided by } 1.5)$ times max value of all weighted score. Red colour means the performance indicators are in crisis condition and can make bad report for organisation, so must be observed more to increase the performance to yellow or green colour.

CHAPTER 6

CONCLUSION AND RECOMMENDATION

This chapter contains the results obtained from implementation of the conclusions of this study. The conclusion itself contains information that the research goals have been set previously. This chapter also contains suggestions for improvement regarding the company and for the development of further research.

6.1 Conclusion

Based on the results of this research and by referring to the research objectives, it can be drawn the following conclusions.

1. There are 2 main criterias, Enablers and Results. Enablers are about what organisation does and how it does it and improved using feedback from 'Results'. Results are about what an organisation achieves and caused by 'Enablers'. There are 9 sub criteria, 43 attributes, and 49 PIs. The attributes and PIs are obtained from CIMOSA business process, primary data, and secondary data. Leadership sub criteria has 5 attributes and 7 PIs; Strategies and Policies sub criteria has 2 attributes and 3 PIs; People sub criteria has 6 attributes and 7 PIs; Partnerships and Resources sub criteria has 6 attributes and 7 PIs; Processes, Products, and Services sub criteria has 5 attributes and 5 PIs; Customer Results sub criteria has 6 attributes and 6 PIs; People Results sub criteria has 6 attributes and 6 PIs; Society Results sub criteria has 2 attributes and 2 PIs; Business Results sub criteria has 5 attributes and 6 PIs.
2. PIs for performance measurement is provided by KPI Properties and shown by Performance Measurement Dashboard. KPI Properties contains of main criterias, weight, sub criterias, weight, attributes, weight, PIs, weight, consolidated weight, description, targets, formula/how to measure, measurement frequency, review frequency, who is measuring, data source, PI owner, measurement system. Performance Measurement Dashboard contains of preface main menu, login systems for user and admin, users main menu, KPI Properties menu for each users, PI scoring

menu for each users, admin main menu, update user and pass for admin, KPI Properties menu for admin, and traffic light system for admin.

3. This performance measurement based on EFQM Excellence Model provides all requirements to DPPKA Sidoarjo who wants to achieve GCG because EFQM Excellence Model measures the employees, customers, partnerships, resources, and others which cannot be measured using the existing performance measurement based on financial aspect from Budgeting Planning as achievement's size.

6.2 Suggestions

Based on the research, the following are recommendation for the next research.

1. Head of organisation needs to give understanding for all employees in organisation regarding the application of KPIs in the organisation's business.
2. Secretary needs to give understanding for all evaluators/users about how to fill/measure the achievement comparing to the target of each performance indicators.
3. Secretary needs to show and present about traffic light system result toward all organisation (include staffs, head of organisation, head of department, and head of division) for evaluating the crisis PIs in red light, maintaining the middle PIs in yellow light, and monitoring the safe PIs in green light.
4. This performance measurement system (KPI Properties and Dashboard) is regarding Government Performance Report (GPR) 2014 and Strategic Planning Document (SPD) 2011-2015 as main source, so the PIs can be changed or added depend on the renewel of GPR and SPD.

**Appendix 1. Expert Questionnaire of Pairwise Comparison Toward
Criterias, Attributes, and Performance Indicators**

Enablers	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Results
Enablers																		
Leadership	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Strategy
Leadership	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	People
Leadership	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Partnerships & Resources
Leadership	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Processes, Products & Services
Strategy	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	People
Strategy	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Partnerships & Resources
Strategy	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Processes, Products & Services
People	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Partnerships & Resources
People	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Processes, Products & Services
Partnerships & Resources	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Processes, Products & Services
Results																		
Customer Results	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	People Results
Customer Results	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Society Results
Customer Results	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Business Results
People	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Society

Results																			Results
People Results	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Business Results	
Society Results	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Business Results	

Leadership																			
Provide a view of long and short term priorities	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Implement the fundamental of integration and synchronization coordinating within and/or between workplace	
Provide a view of long and short term priorities	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Supports new ideas and new ways of thinking to encourage innovation and organisational development	
Provide a view of long and short term priorities	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Listen to the employees' complains and encourage employees to do the task properly	
Provide a view of long and short term priorities	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Give report to the higher leader within and/or outside the organisation	
Implement the fundamental of integration and synchronization coordinating within and/or between	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Supports new ideas and new ways of thinking to encourage innovation and organisational	

																				employees
Create a culture of creativity and innovation across the organisation	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9			Motivate people to become involved in improvement and innovation using Motivator
Create a culture of creativity and innovation across the organisation	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9			Ensure employees have an open mind-set and can respond quickly to challenges they face
Create a culture of creativity and innovation across the organisation	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9			Ensure the daily fingerprint is done to exhibited the discipline of work attendance
Develop the capacity, discipline, work ethos, and quality of employees	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9			Motivate people to become involved in improvement and innovation using Motivator
Develop the capacity, discipline, work ethos, and quality of employees	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9			Ensure employees have an open mind-set and can respond quickly to challenges they face
Develop the capacity, discipline, work ethos, and quality of employees	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9			Ensure the daily fingerprint is done to exhibited the discipline of work attendance
Motivate people to become involved in improvement and innovation using Motivator	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9			Ensure employees have an open mind-set and can respond quickly to challenges they face
Motivate people to	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9			Ensure the daily

benchmarks and learn their strengths for improvement to maximise the value for customers																			maintain customer satisfaction regarding the services provided
Give guidance to front office desk for developing and inovating their service to customer every morning	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Provide the service to customer as SOP given	
Give guidance to front office desk for developing and inovating their service to customer every morning	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Establish online communications with customer to maintain customer satisfaction regarding the services provided	
Provide the service to customer as SOP given	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Establish online communications with customer to maintain customer satisfaction regarding the services provided	

Customer Results																			
Customer feedback on service value	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Throughput times on delivery the service provided	
Customer feedback on service value	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Number of complaints	
Customer feedback on service value	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Numbers of new customers	
Customer feedback on service value	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Number of objected customers	
Customer feedback	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Customer Satisfaction	

on service value																				Index
Throughput times on delivery the service provided	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Number of complaints		
Throughput times on delivery the service provided	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Numbers of new customers		
Throughput times on delivery the service provided	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Number of objected customers		
Throughput times on delivery the service provided	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Customer Satisfaction Index		
Number of complaints	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Numbers of new customers		
Number of complaints	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Number of objected customers		
Number of complaints	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Customer Satisfaction Index		
Numbers of new customers	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Number of objected customers		
Numbers of new customers	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Customer Satisfaction Index		
Number of objected customers	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Customer Satisfaction Index		
People Results																				
On time report submission	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Number of Advance Education, Technical Guidance, and Workshop provided		
On time report submission	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Feedback on leadership and management for employees' satisfaction		
On time report submission	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Staff rotation within/outside		

																			organisation
On time report submission	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Absence leaves	
On time report submission	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Number of employees' discussion	
Number of Advance Education, Technical Guidance, and Workshop provided	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Feedback on leadership and management for employees' satisfaction	
Number of Advance Education, Technical Guidance, and Workshop provided	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Staff rotation within/outside organisation	
Number of Advance Education, Technical Guidance, and Workshop provided	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Absence leaves	
Number of Advance Education, Technical Guidance, and Workshop provided	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Number of employees' discussion	
Feedback on leadership and management for employees' satisfaction	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Staff rotation within/outside organisation	
Feedback on leadership and management for employees' satisfaction	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Absence leaves	
Feedback on leadership and	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Number of employees' discussion	

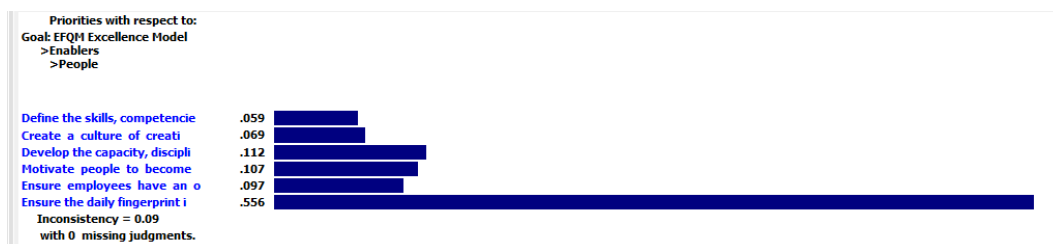
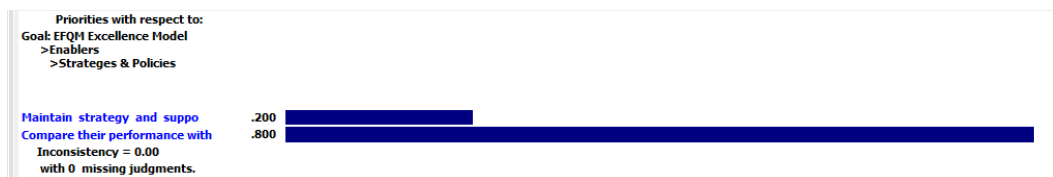
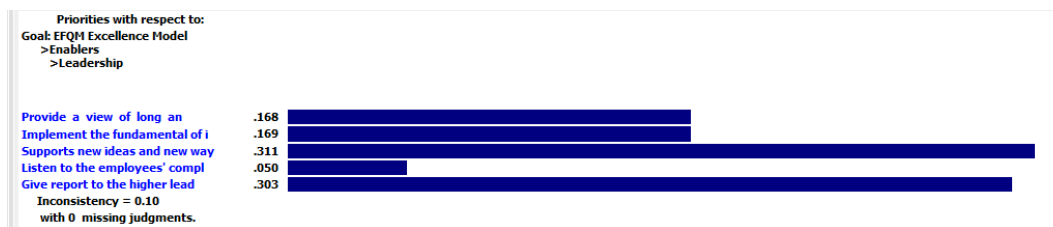
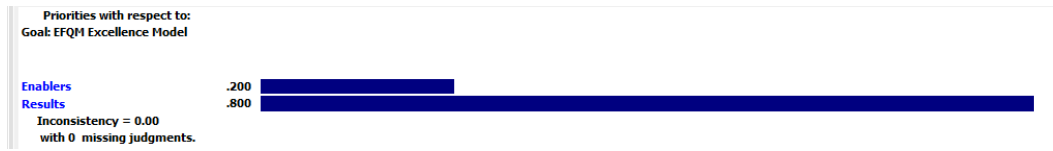
management for employees' satisfaction																			
Staff rotation within/outside organisation	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Absence leaves	
Staff rotation within/outside organisation	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Number of employees' discussion	
Absence leaves	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Number of employees' discussion	
Society Results																			
Participation in Public Service Exhibition	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Participation in competition with other government organisation	
Business Results																			
Realization of excellent service	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Increasing the acceptance of regional income from tax and retribution	
Realization of excellent service	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Win the partnership bid as much as possible	
Realization of excellent service	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	On time receiving taxes payment	
Realization of excellent service	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Usage the newest and appropriate software in each department	
Increasing the acceptance of regional income from tax and retribution	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Win the partnership bid as much as possible	
Increasing the acceptance of regional income	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	On time receiving taxes payment	

from tax and retribution																					
Increasing the acceptance of regional income from tax and retribution	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Usage the newest and appropriate software in each department			
Win the partnership bid as much as possible	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	On time receiving taxes payment			
Win the partnership bid as much as possible	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Usage the newest and appropriate software in each department			
On time receiving taxes payment	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Usage the newest and appropriate software in each department			

Enablers	L	Provide long and short term priorities																		
		There is are long and short term priorities document	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Realization of long and short term priorities as written in the document
		Listen to the employees' complains and encourage employees to do the task properly																		
	Number of employees' complains are acted on	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Number of tasks done properly	
	SP	Compare their performance with relevant benchmarks to understand their relative strengths for improvement																		
Number of benchmarking		9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Number of new performance aspects being founded	
P	Develop the capacity, discipline, work ethos, and quality of employees																			

		Compatibility of employees' placement according to their educational background	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Compatibility of position holder according to their classification level
	PSR	Develop the discipline of organisation's administration and regional finance																		
		Percentage of organisation's administration being discipline	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Percentage of regional finance being discipline
Results	BR	Increasing the acceptance of regional income from tax and retribution																		
		Frequency of reminding the taxpayers' payment	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Accuracy of tax payment being paid for each tax types

Appendix 2. Captured Weight of Criterias, Attributes, and Performance Indicators using Analytical Hierarchy Process Method with Expert Choice Software



Priorities with respect to:
 Goal: EFQM Excellence Model
 >Enablers
 >Partnerships & Resources

Recognize partners based on t .046
 Develop the discipline of orga .077
 Availability of appropriate facil .219
 Availability of system and proced .219
 Manage a technology systems th .219
 Manage the facilities and buil .219
 Inconsistency = 0.04
 with 0 missing judgments.



Priorities with respect to:
 Goal: EFQM Excellence Model
 >Enablers
 >Processes

Have socialisation from Regent .093
 Compare their performance with .121
 Give guidance to front office .228
 Provide the service to custome .296
 Establish online communication .262
 Inconsistency = 0.10
 with 0 missing judgments.



Priorities with respect to:
 Goal: EFQM Excellence Model
 >Results
 >Customer Results

Customer feedback on service v .119
 Throughput times on delivery t .272
 Number of complaints .067
 Numbers of new customers .203
 Number of objected customers .053
 Customer Satisfaction Index .286
 Inconsistency = 0.10
 with 0 missing judgments.



Priorities with respect to:
 Goal: EFQM Excellence Model
 >Results
 >People Results

On time report submission .285
 Number of Advance Education, T .144
 Feedback on leadership and man .087
 Staff rotation within/outside .157
 Absence leaves .197
 Number of employees' discussio .131
 Inconsistency = 0.10
 with 0 missing judgments.



Priorities with respect to:
 Goal: EFQM Excellence Model
 >Results
 >Society Results

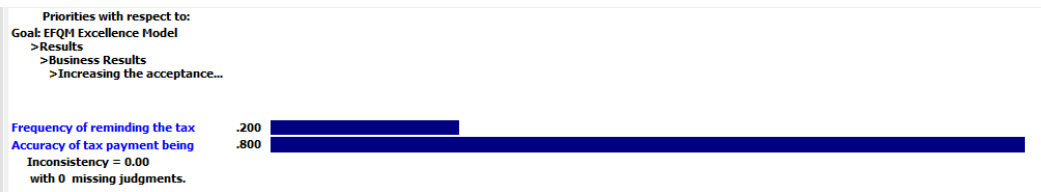
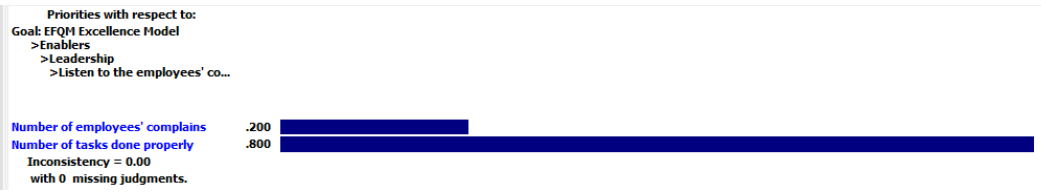
Participation in Public Servic .500
 Participation in competition w .500
 Inconsistency = 0.00
 with 0 missing judgments.

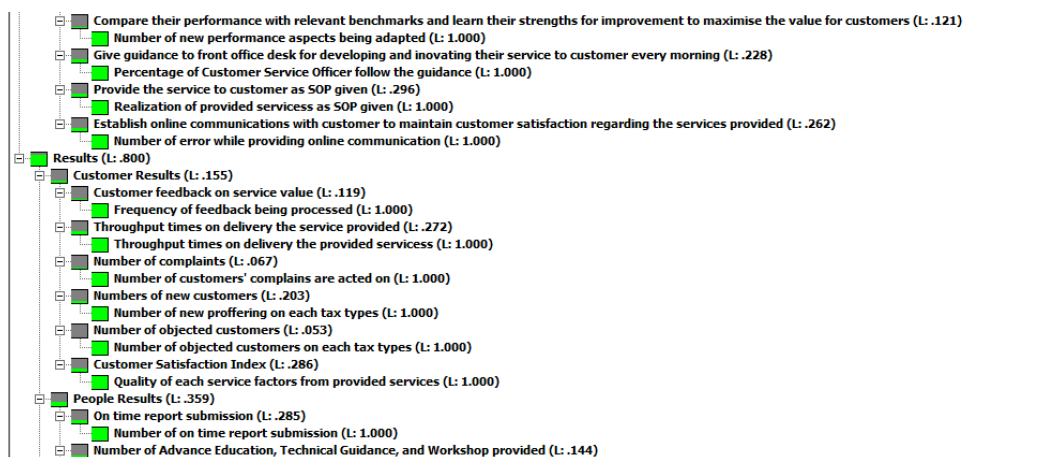
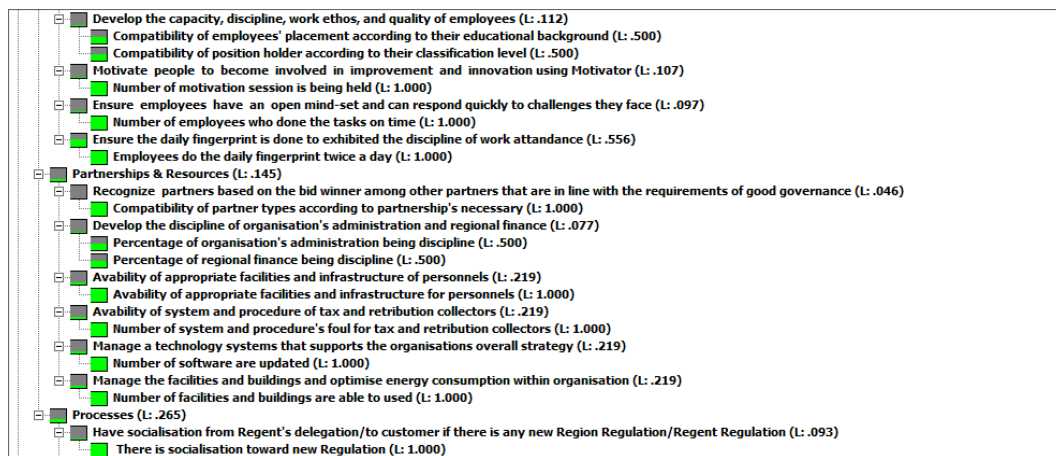
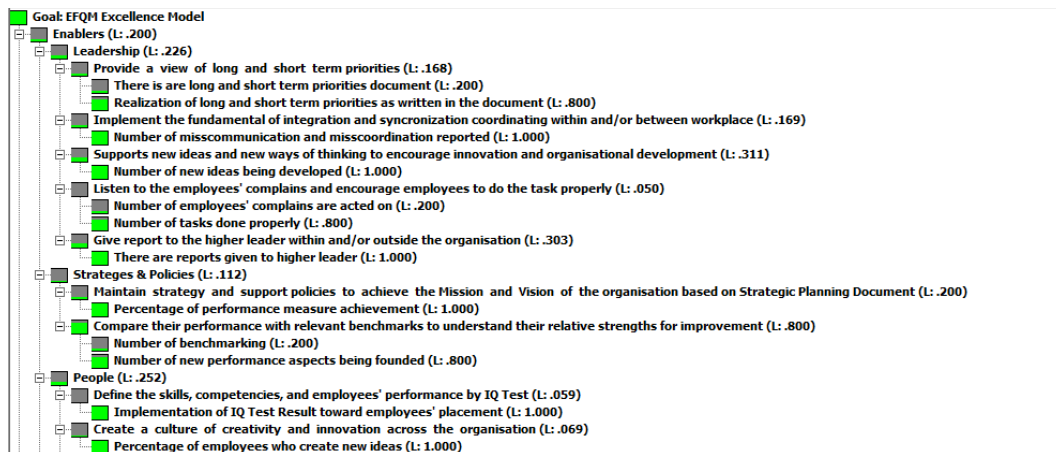


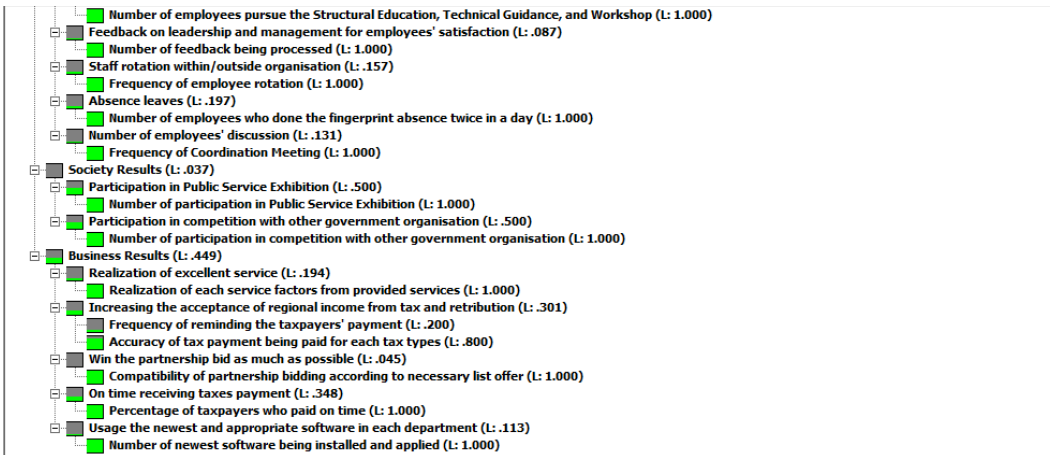
Priorities with respect to:
 Goal: EFQM Excellence Model
 >Results
 >Business Results

Realization of excellent servi .194
 Increasing the acceptance of r .301
 Win the partnership bid as muc .045
 On time receiving taxes paymen .348
 Usage the newest and appropria .113
 Inconsistency = 0.08
 with 0 missing judgments.





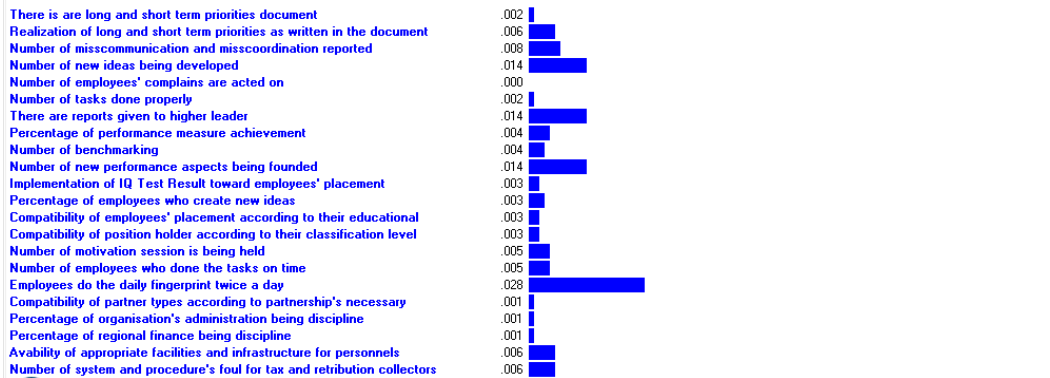




Synthesis with respect to:

Goal: EFQM Excellence Model

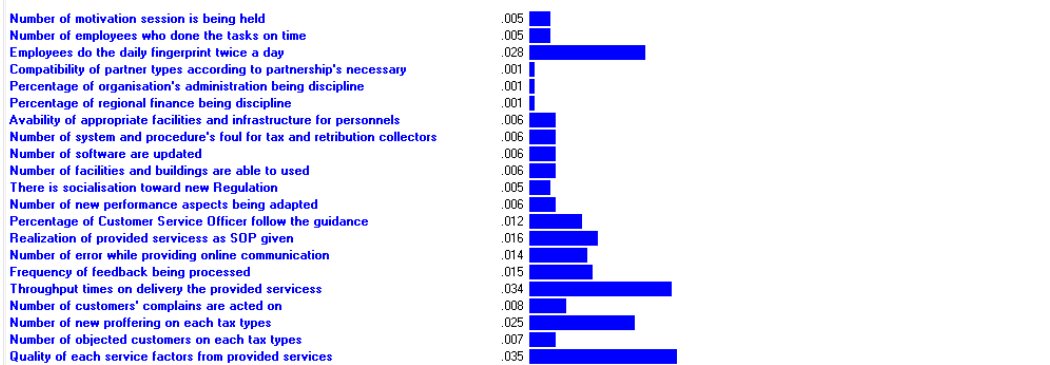
Overall Inconsistency = .09



Synthesis with respect to:

Goal: EFQM Excellence Model

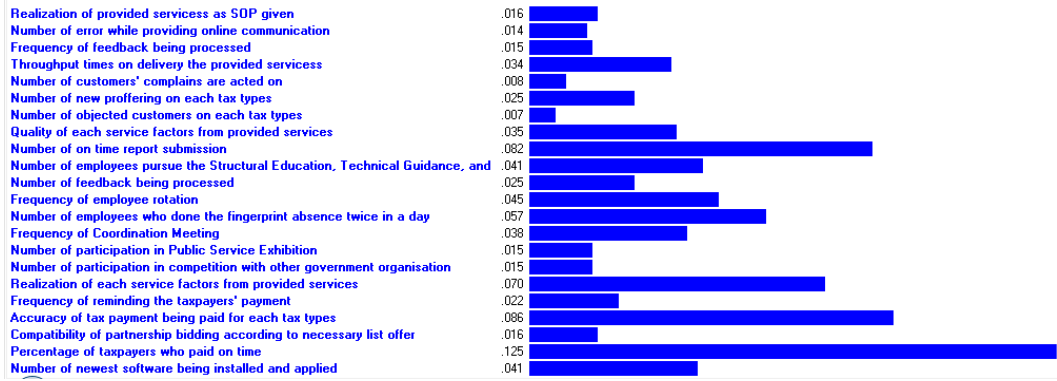
Overall Inconsistency = .09



Synthesis with respect to:

Goal: EFQM Excellence Model

Overall Inconsistency = .09



(This page is intentionally left blank)

Appendix 3. Performance Indicators Properties of DPPKA Sidoarjo

Main Criterias	Weight	Sub Criterias	Weight	Attributes	Weight	Performance Indicators	Weight	Consolidate	Description	Targets	Formula/How to Measure	Measurement Frequency	Review Frequency	Who is Measuring	Data Source	PI Owner	System											
Enablers	0.2	Leadership	0.226	Provide long and short term priorities	0.168	There is are long and short term priorities document	0.2	0.0015	There is long and short term priorities document	1	1 : There is long and short term priorities document. 0 : There is no long and short term priorities document	Once in a year	Yearly	Secretary Dept.	Interview	Head of Organisation, Head of Department, Head of Division	Exactly											
						Realization of long and short term priorities as written in the document	0.8	0.0061	Realization of long and short term priorities as written in the document	4	4 : Long and short term priorities realized as written in the document. 3 : Short term priorities not realized as written in the document, but long term priorities realized as written in the document. 2: Short term priorities realized as written in the document, but long term priorities not realized as written in the document. 1 : Long and short term priorities not realized as written in the document	Once in a year	Yearly		Strategic Planning Document		Exactly											
				Integrate and synchronize the coordination within and/or between workplace	0.169	Number of miscommunication and miscoordination reported	1	0.0076	Number of miscommunication and miscoordination reported	0%	[No. of miscommunication reported] divided by [Total coordination reported]	Every Monday	Monthly		Coordination Meeting Summary		Lower is better											
				Supports new ideas and new ways of thinking to encourage innovation development	0.311	Number of new ideas being developed	1	0.0141	Number of new ideas and new ways of thinking being developed	One in a month	[No. of new ideas being developed] per month	Once in a month	Yearly		Coordination Meeting Summary		Higher is better											
				Listen to the employees' complains and encourage employees to do the task properly	0.05	Number of employees' complains are acted on	0.2	0.0005	Number of employees' complains are acted on	100%	[No. of employees' complains are acted on] divided by [Total employees' complains]	Every Monday	Monthly		Coordination Meeting Summary		Higher is better											
						Number of tasks done properly	0.8	0.0018	Number of tasks done properly	100%	[No. of tasks done properly] divided by [Total tasks]	Every Monday	Monthly		Coordination Meeting Summary		Higher is better											
				Give report to the higher leader	0.303	There are reports given to higher leader	1	0.0137	There are reports given to higher leader	1	1 : There are reports given to higher leader. 0 : There are no reports given to higher leader	Once in a month, Once in 3 months, Once in a year	Yearly		Interview		Exactly											
				Strategies & Policies	0.112	Maintain strategy and support policies to achieve the Mission and Vision	0.2	Percentage of performance measure achievement	1	0.0045	Percentage of performance measure achievement in order to achieve each mission and vision	100%	[Performance measure achievement] divided by [Performance measure target]		Once in a year		Yearly	Head of Organisation	Strategic Planning Document	Head of Organisation	Higher is better							
		Compare performance with benchmarks	0.8											Number of benchmarking		0.2					0.0036	Number of benchmarking	Twice in a year	[No. of benchmarking] per year	Once in a year	Yearly	Comparative study Report	Exactly
		Number of new												0.8		0.0143					Number of new	One in a	[No. of new	Once in a year	Yearly	Comparative	Higher	

Main Criterias	Weight	Sub Criterias	Weight	Attributes	Weight	Performance Indicators	Weight	Consolidate	Description	Targets	Formula/How to Measure	Measurement Frequency	Review Frequency	Who is Measuring	Data Source	PI Owner	System
						performance aspects being founded			performance aspects being founded while benchmarking	year	performance aspects] per year				study Report		is better
		People	0.252	Define skills, competencies, and performance of employees by IQ Test	0.059	Implementation of IQ Test Result toward employees' placement	1	0.0030	Implementation of IQ Test Result toward employees' placement	100%	[Employees' placement implemented as IQ Test Result] divided by [Total employees' placement]	Once in a year	Yearly	Head of Organisation, Head of Department, Head of Division	IQ Test Result	All employees each divisions and departments	Higher is better
				Create culture of creativity	0.069	Percentage of employees who create new ideas	1	0.0035	Percentage of employees who create new ideas	100%	[No. of employees who create new ideas] divided by [Total employees]	Once in a month	Yearly		Coordination Meeting Summary		Higher is better
				Develop the capacity, discipline, work ethos, and quality of employees	0.112	Compatibility of employees' placement according to their educational background	0.5	0.0028	Compatibility of employees' placement according to their educational background	100%	[No. of employees' placement compatible with their educational background] divided by [Total of employees' placement]	Once in a year	Yearly		Government Performance Report		Higher is better
						Compatibility of position holder according to their classification level	0.5	0.0028	Compatibility of position holder according to their classification level	100%	[No. of position holder compatible with their classification level] divided by [Total position in organisation]	Once in a year	Yearly		Government Performance Report		Higher is better
				Motivate employees using Motivator	0.107	Number of motivation session is being held	1	0.0054	Frequency of motivation session is being held	Every three month	[No. of motivation session] per year	Once in a year	Yearly		Interview		Exactly
				Ensure employees respond quickly	0.097	Number of employees who done the tasks on time	1	0.0049	Number of employees who done the tasks on time	100%	[No. of employees who done the tasks on time] divided by [Total employees who given tasks]	Every Monday	Monthly		Coordination Meeting Summary		Higher is better
				Ensure the daily fingerprint is done	0.556	Employees do the daily fingerprint twice a day	1	0.0280	Employees do the daily fingerprint twice a day	3	3 : Employees do the daily fingerprint twice in a day. 2 : Employees do the daily fingerprint once in a day. 1 : Employees do not do the daily fingerprint in a day	Once in a day (after working hours)	Monthly		Fingerprint Absence Database		Exactly
		Partnerships & Resources	0.145	Recognize partners based on the bid winner	0.046	Compatibility of partner types according to partnership's necessary	1	0.0013	Compatibility of partner types according to partnership's necessary	100%	[No. of partner types compatible with the necessary] divided by [Total partnerships]	Once in a year	Yearly	Secretary Dept.	Partnership Database	Facilities & Infrastructure Dept.	Higher is better
				Develop the discipline of organisation's administration and regional finance	0.077	Percentage of organisation's administration being discipline	0.5	0.0011	Percentage of organisation's administration being discipline	100%	[No. of organisation's administration being discipline] divided by [Total organisation's administration]	Once in a month (before tax payment deadline)	Yearly		Government Performance Report	Budgeting Dept.	Higher is better
						Percentage of regional finance being discipline	0.5	0.0011	Percentage of regional finance being discipline	100%	[Amount of regional finance being discipline] divided by [Amount of regional finance]	Once in a month (before tax payment deadline)	Yearly		Government Performance Report		Higher is better
				Availability of appropriate facilities and	0.219	Availability of appropriate facilities and	1	0.0064	Availability of appropriate facilities and	100%	[No. of appropriate facilities and infrastructure for	Once in a year	Yearly		Government Performance Report	Asset Dept., Facilities & Infrastructure	Higher is better

Main Criterias	Weight	Sub Criterias	Weight	Attributes	Weight	Performance Indicators	Weight	Consolidate	Description	Targets	Formula/How to Measure	Measurement Frequency	Review Frequency	Who is Measuring	Data Source	PI Owner	System							
				infrastructure for personnels		infrastructure for personnels			infrastructure for personnels		personnels] divided by [Total facilities and infrastructure]					Dept.								
				Availability of system and procedure for tax and retribution collectors	0.219	Number of system and procedure's foul for tax and retribution collectors	1	0.0064	Number of system and procedure's foul for tax and retribution collectors	0%	[No. of system and procedure's foul] divided by [Total system and procedure for tax and retribution collectors]	Once in a year	Yearly		Government Performance Report	Determinating & Collecting Dept.	Lower is better							
				Manage a technology systems	0.219	Number of software are updated	1	0.0064	Number of software are updated	100%	[No. of software are updated] divided by [Total software are used]	Once in a year	Yearly		Government Performance Report	Facilities & Infrastructure Dept.	Higher is better							
				Manage the facilities and buildings	0.219	Number of facilities and buildings are able to used	1	0.0064	Number of facilities and buildings are able to used	100%	[No. of facilities and buildings are able to used] divided by [Total facilities and buildings]	Once in a year	Yearly		Government Performance Report		Higher is better							
		Processes, Products, & Services	0.265			Have socialisation if there is any new Region Regulation/Regent Regulation	0.093	There is socialisation toward new Regulation	1	0.0049	There is socialisation toward new Region Regulation/Regent Regulation	1	1 : There is socialisation toward new Region Regulation/Regent Regulation. 0 : There is no socialisation toward new Region Regulation/Regent Regulation	Once in a year	Yearly	Secretary Dept.	Interview	Head of Organisation	Exactly					
						Compare performance with benchmarks	0.121	Number of new performance aspects being adapted	1	0.0064	Number of new performance aspects being adapted	One in a year	[No. of new performance aspects being adapted] per year	Once in a year	Yearly		Comparative study Report		Higher is better					
						Give guidance to front office desk every morning	0.228	Percentage of Customer Service Officer follow the guidance	1	0.0121	Percentage of Customer Service Officer follow the guidance	100%	[No. of CS Officer follow the guidance] divided by [Total CS Officer]	Every morning	Weekly		Public Service Standard Document	Customer Service Officer	Higher is better					
						Provide the service to customer as SOP given	0.296	Realization of provided servicess as SOP given	1	0.0157	Realization of provided services as SOP given through customers' feedback	100%	[Good feedback of provided services] divided by [Total feedback]	Every morning	Weekly		Public Service Standard Document		Higher is better					
						Establish online communications with customer	0.262	Number of error while providing online communication	1	0.0139	Number of error while providing online communication	0%	[No. of error while providing online communication] divided by [Total online communication]	Every morning	Weekly		Public Service Standard Document		Lower is better					
						Results	0.8	Customer Results	0.155	Customer feedback on service value	0.119	Frequency of feedback being processed	1	0.0148	Frequency of feedback being processed		Every Friday	[No. of processing all feedback] per Friday	Every Friday afternoon after working hours	Monthly	Secretary Dept.	Suggestions Box	Customer Service Officer	Exactly
										Throughput times on delivery the provided servicess	0.272	Throughput times on delivery the provided servicess	1	0.0337	Throughput times on delivery the provided services		100%	[No. of on time provided services] divided by [Total provided services]	Every morning	Weekly		Public Service Standard Document		Lower is better
		Number of complaints	0.067	Number of customers' complains are acted on	1					0.0083	Number of customers' complains are acted on	100%	[No. of customers' complains are acted on] divided by [Total customers' complains]	Once in a week	Monthly	Complains Book	Higher is better							
		Numbers of new customers	0.203	Number of new proffering on each tax types	1					0.0252	Number of new proffering on each tax types	One for each tax types in a month	[No. of new proffering on each tax types] per month	Once in a month	Yearly	Taxpayers Database	Higher is better							
Number of	0.053	Number of objected	1	0.0066	Number of objected					0%	[No. of objected]	Once in a	Yearly	Taxpayers	Lower									

Main Criterias	Weight	Sub Criterias	Weight	Attributes	Weight	Performance Indicators	Weight	Consolidate	Description	Targets	Formula/How to Measure	Measurement Frequency	Review Frequency	Who is Measuring	Data Source	PI Owner	System
				objected customers		customers on each tax types			customers on each tax types		customers on each tax types] divided by [Total customers on each tax types]	month			Database		is better
				Customer Satisfaction Index	0.286	Quality of each service factors from provided services	1	0.0355	Quality of each service factors from provided services	3	4 : Very good, CSI interval is 3.26-4.00, CSI conversion is 81.26-100. 3 : Good, CSI interval is 2.51-3.25, CSI conversion is 62.51-81.25. 2 : Worse, CSI interval is 1.76-2.50, CSI conversion is 43.76-62.50. 1 : Very worse, CSI interval is 1.00-1.75, CSI conversion is 25-43.75.	Once in a year	Yearly		Customer Satisfaction Index		Higher is better
		People Results	0.359	On time report submission	0.285	Number of on time report submission	1	0.0819	Number of on time report submission	100%	[No. of on time report submission] divided by [Total report submission]	Every Monday	Monthly	Head of Organisation, Head of Department, Head of Division	Government Performance Report	All employees each divisions and departments	Higher is better
				Number of Structural Education, Technical Guidance, and Workshop provided	0.144	Number of employees pursue the Structural Education, Technical Guidance, and Workshop	1	0.0414	Number of employees pursue the Structural Education, Technical Guidance, and Workshop	One for each Structural Education, Technical Guidance, and Workshop	[No. of employees pursue the Structural Education, Technical Guidance, and Workshop] per year	Once in a year	Yearly		Government Performance Report		Higher is better
				Feedback on leadership and management for employees' satisfaction	0.087	Number of feedback being processed	1	0.0250	Number of feedback being processed	100%	[No. of feedback being processed] divided by [Total feedback]	Every Monday	Monthly		Coordination Meeting Summary		Higher is better
				Staff rotation within/outside organisation	0.157	Frequency of employee rotation	1	0.0451	Frequency of employee rotation within/outside organisation	Twice rotation in a year	[No. of employee rotation] per year	Every April and October	Yearly		Interview		Lower is better
				Absence leaves	0.197	Number of employees who done the fingerprint absence twice in a day	1	0.0566	Number of employees who done the fingerprint absence twice in a day	100%	[No. of employees who done the fingerprint absence twice in a day] divided by [Total employees]	Twice in a day (before and after working hours)	Monthly		Fingerprint Absence Database		Higher is better
				Number of employees' discussion	0.131	Frequency of Coordination Meeting	1	0.0376	Frequency of Coordination Meeting	Every Monday	[No. of Coordination Meeting] per Monday	Every Monday	Monthly		Coordination Meeting Summary		Exactly
		Society Results	0.037	Participation in Public Service Exhibition	0.5	Number of participation in Public Service Exhibition	1	0.0148	Number of participation in Public Service Exhibition	One in a year	[No. of participation] divided by [Total Public Service Exhibition Event]	Once in a year	Yearly	Head of Organisation	Interview	Head of Organisation	Higher is better
				Participation in competition with other government organisation	0.5	Number of participation in competition with other government organisation	1	0.0148	Number of participation in competition with other government organisation	One in a year	[No. of participation in competition] divided by [Total competition]	Once in a year	Yearly		Interview		Higher is better
		Business Results	0.449	Realization of excellent service	0.194	Realization of each service factors from provided services	1	0.0697	Realization of each service factors from provided services	3	4 : Each service factors realized very excellent.	Once in a month	Yearly	Head of Organisation	Interview	All employees each divisions	Higher is better

Main Criterias	Weight	Sub Criterias	Weight	Attributes	Weight	Performance Indicators	Weight	Consolidate	Description	Targets	Formula/How to Measure	Measurement Frequency	Review Frequency	Who is Measuring	Data Source	PI Owner	System
											3 : Each service factors realized excellent. 2 : Each service factors realized worse. 1 : Each service factors realized very worse.					and departments	
				Increasing the acceptance of regional income from tax and retribution	0.301	Frequency of reminding the taxpayers' payment	0.2	0.0216	Frequency of reminding the taxpayers' payment	Every month before tax payment deadline	[No. of reminding the taxpayers' payment deadline] per month	Once in a month (before tax payment deadline)	Yearly	Authority of Regional General Treasury Dept.	Government Performance Report	Determinating & Collecting Dept.	Exactly
			Accuracy of tax payment being paid for each tax types			0.8	0.0865	Accuracy of tax payment being paid for each tax types	100%	[Amount of tax payment being paid for each tax types] divided by [Amount of tax payment for each tax types]	Once in a month (before tax payment deadline)	Yearly	Accounting Dept.	Government Performance Report	Exactly		
				Win the partnership bid as many as possible	0.045	Compatibility of partnership bidding according to necessary list offer	1	0.0162	Compatibility of partnership bidding according to necessary list offer	100%	[No. of necessary list compatible with bidding winner] divided by [Total necessary list offer]	Once in a year	Yearly	Secretary Dept.	Government Performance Report, Partnership Database	Facilities & Infrastructure Dept.	Exactly
				On time receiving taxes payment	0.348	Percentage of taxpayers who paid on time	1	0.1250	Percentage of taxpayers who paid on time	100%	[No. of taxpayers who paid on time] divided by [Total taxpayers]	Once in a month (before tax payment deadline)	Yearly	Development & Data Dept., Accounting Dept.	Fine Payment List	Customer Service Officer	Higher is better
				Usage the newest and appropriate software in each departments	0.113	Number of newest software being installed and applied	1	0.0406	Number of newest software being installed and applied	100%	[No. of newest software being installed and applied] divided by [Total newest software]	Once in a year	Yearly	Secretary Dept.	Interview	Facilities & Infrastructure Dept.	Higher is better

Source: Research Observation

(This page is intentionally left blank)

Appendix 4. Performance Indicators Dashboard of DPPKA Sidoarjo and The Macro Excel Code



Private Sub CommandButton1_Click()

Dim c As Integer

For c = 1 To 12

If Cells(15, 8) = Sheet4.Cells(1 + c, 6) And Cells(17, 8) = Sheet4.Cells(1 + c, 4) And Cells(19, 8) = Sheet4.Cells(1 + c, 5) Then

Cells(15, 12) = "a"

Sheet5.Activate

Sheet5.Cells(11, 4) = Cells(15, 8)

Cells(15, 8) = ""

Cells(17, 8) = ""

Cells(19, 8) = ""

Else

End If

Next

If Sheet2.Cells(15, 12) = "" Then

MsgBox ("Username atau Password salah")

End If

End Sub

Private Sub CommandButton2_Click()

passadmin = InputBox("Silakan Masukkan Password")

If passadmin = 123 Then

Sheet18.Activate

Else

MsgBox ("Password salah")

End If

End Sub

Private Sub CommandButton3_Click()

Sheet1.Activate

End Sub

Private Sub Worksheet_Activate()

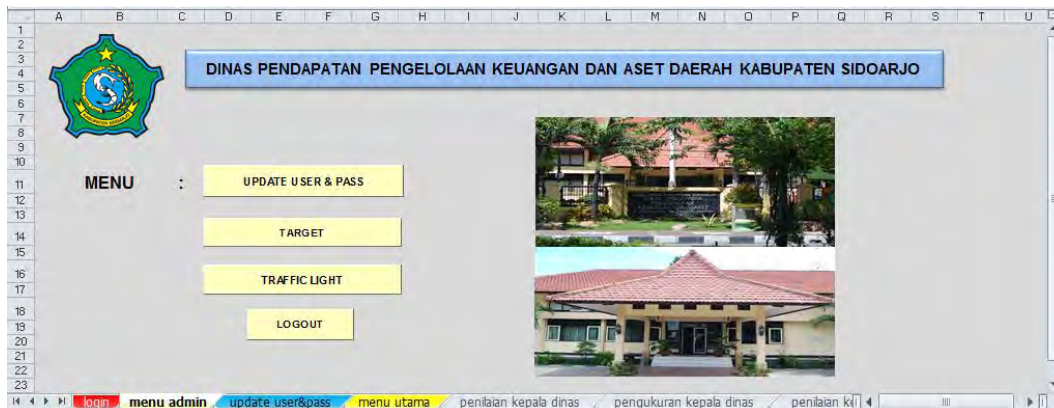
Cells(15, 12) = ""

End Sub

Private Sub Worksheet_SelectionChange(ByVal Target As Range)

Cells(15, 12) = ""

End Sub



Private Sub CommandButton1_Click()

Sheet4.Activate

End Sub

Private Sub CommandButton2_Click()

Sheet19.Activate

End Sub

Private Sub CommandButton3_Click()

Sheet1.Activate

End Sub

Private Sub CommandButton4_Click()

Sheet2.Activate

End Sub

	A	B	C	D	E	F	G	H	I	J
1			NAMA	USER	PASS	BIDANG		BAGIAN		
2			Admin	admin	123			KEPALA DINAS		
3			Djoko Sartono	dppka1	12345	KEPALA DINAS		KEPALA BAGIAN & SEKSI SUBBAG		
4			Heru Edy Susanto	dppka2	234a	KEPALA BAGIAN & SEKSI SUBBAG		SEKRETARIAT		
5			Megalantri Paripurna	dppka3	234b	KEPALA BAGIAN & SEKSI SUBBAG		BIDANG KUASA BUD		
6			Ulmiyati	dppka4	234c	KEPALA BAGIAN & SEKSI SUBBAG		BIDANG AKUNTANSI		
7			Chusnul Inayah	dppka5	234d	KEPALA BAGIAN & SEKSI SUBBAG		BIDANG PENGEMBANGAN & PENDATAAN		
8			Hery Suhartono	dppka6	234e	KEPALA BAGIAN & SEKSI SUBBAG				
9			Muhamad Nur	dppka7	234f	KEPALA BAGIAN & SEKSI SUBBAG				
10			Sambar Adiantoro	dppka8	3456	SEKRETARIAT				
11			Chusnul Inayah	dppka9	2345	BIDANG KUASA BUD				
12			Muhamad Nur	dppka10	2346	BIDANG AKUNTANSI				
13			Heru Edy Susanto	dppka11	2347	BIDANG PENGEMBANGAN & PENDATAAN				
14										
15										
16										
17										
18										
19										
20										
21										
22										
23										
24										

Private Sub CommandButton1_Click()

Sheet18.Activate

End Sub

	I	J	K	L	M	N	O	P	Q	R	S
46	0.0216	Frekuensi mengingatkan pembayaran wajib pajak	Setiap bulan (sebelum batas pembayaran pajak)	[Jumlah proses mengingatkan pembayaran wajib pajak] per bulan	Sekali sebulan (sebelum batas pembayaran pajak)	Tahunan	Bagian Kuasa BUD	Laporan Kinerja Pemerintah		Exactly	
47	0.0865	Keakuratan pembayaran pajak pada masing-masing tipe pajak	100%	[Jumlah pembayaran yang dibayarkan pada masing-masing tipe pajak] divided by [Jumlah pembayaran seharusnya pada masing-masing tipe pajak]	Sekali sebulan (sebelum batas pembayaran pajak)	Tahunan	Bagian Akuntansi	Laporan Kinerja Pemerintah	Bagian Penetapan & Penarikan	Exactly	
48	0.0162	Kesesuaian tender kerjasama dengan list kebutuhan yang ditawarkan	100%	[Jumlah list kebutuhan yang sesuai pemenang tender] dibagi [Total list kebutuhan]	Sekali setahun	Tahunan	Bagian Sekretariat	Laporan Kinerja Pemerintah	Bagian Fasilitas & Infrastruktur	Exactly	
49	0.1250	Persentase wajib pajak yang membayar tepat waktu	100%	[Jumlah wajib pajak yang membayar tepat waktu] dibagi [Total wajib pajak]	Sekali sebulan (sebelum batas pembayaran pajak)	Tahunan	Bagian Pengembangan & Pendataan; Bagian Akuntansi	Fine Payment List	Customer Service	Higher is better	
50	0.0406	Jumlah software terbaru yang di-install dan diaplikasikan	100%	[Jumlah software terbaru yang di-install dan diaplikasikan] dibagi [Total	Sekali setahun	Tahunan	Bagian Sekretariat	Wawancara	Bagian Fasilitas & Infrastruktur	Higher is better	
51											
52											
53											
54											

Private Sub CommandButton1_Click()

Sheet18.Activate

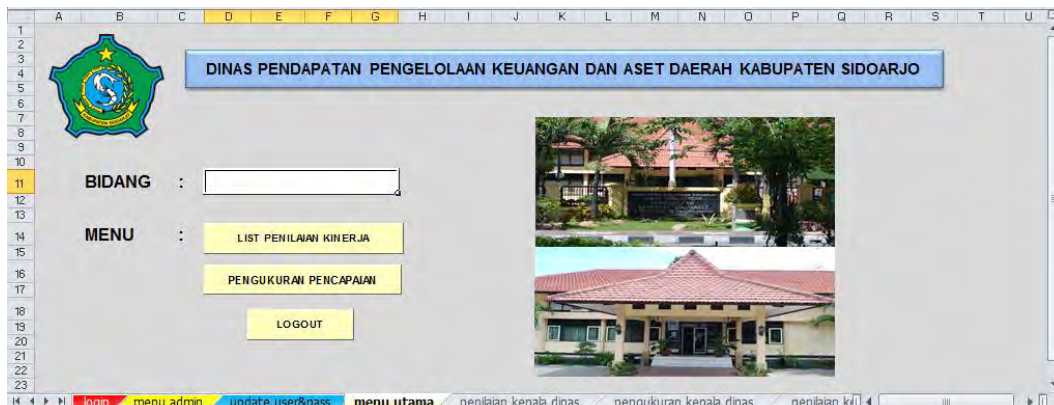
End Sub

1	A	B	C	D	E	F	G	H	I	J		
	Pemilik Indikator	Indikator Kinerja	Nilai Terbobot	Traffic Light	Total Nilai Terbobot	Traffic Light						
2	Kepala Dinas	Adanya dokumen prioritas jangka panjang dan pendek	0.0008	●	0.0619	●						
3		Realisasi prioritas jangka panjang dan pendek sesuai dokumen	0.0030	●								
4		Jumlah miscommunication dan miscoordination yang dilaporkan	0.0115	●								
5		Jumlah ide baru yang dikembangkan	0.0070	●								
6		Jumlah komplain staff yang ditindak lanjuti	0.0002	●								
7		Jumlah tugas yang selesai dengan benar	0.0009	●								
8		Adanya laporan ke pimpinan yang lebih tinggi	0.0068	●								
9		Persentase pencapaian ukuran kinerja	0.0022	●								
10		Jumlah studi banding	0.0018	●								
11		Jumlah aspek kinerja baru yang ditemukan	0.0072	●								
12		Adanya sosialisasi jika ada Peraturan baru	0.0025	●								
13		Jumlah aspek kinerja baru yang akan diadaptasi	0.0032	●								
14		Jumlah partisipasi dalam Pameran Pelayanan	0.0074	●								
15		Jumlah partisipasi dalam perlombaan dengan dinas lain	0.0074	●								
16		Kepala Rencan & Sabot/Sabhan	Adanya dokumen prioritas jangka panjang dan pendek	0.0008			●	0.0008	●			
17	Realisasi prioritas jangka panjang dan pendek sesuai dokumen		0.0030	●								
18	Jumlah miscommunication dan miscoordination		0.0115	●								

Private Sub CommandButton1_Click()

Sheet18.Activate

End Sub



Private Sub CommandButton1_Click()

If Cells(11, 4) = Sheet4.Cells(2, 8) Then

Sheet6.Activate

ElseIf Cells(11, 4) = Sheet4.Cells(3, 8) Then

Sheet8.Activate

ElseIf Cells(11, 4) = Sheet4.Cells(4, 8) Then

Sheet10.Activate

ElseIf Cells(11, 4) = Sheet4.Cells(5, 8) Then

Sheet12.Activate

ElseIf Cells(11, 4) = Sheet4.Cells(6, 8) Then

```
Sheet14.Activate
    ElseIf Cells(11, 4) = Sheet4.Cells(7, 8) Then
Sheet16.Activate
End If
End Sub
```

```
Private Sub CommandButton3_Click()
If Cells(11, 4) = Sheet4.Cells(2, 8) Then
    Sheet7.Activate
    ElseIf Cells(11, 4) = Sheet4.Cells(3, 8) Then
Sheet9.Activate
    ElseIf Cells(11, 4) = Sheet4.Cells(4, 8) Then
Sheet11.Activate
    ElseIf Cells(11, 4) = Sheet4.Cells(5, 8) Then
Sheet13.Activate
    ElseIf Cells(11, 4) = Sheet4.Cells(6, 8) Then
Sheet15.Activate
    ElseIf Cells(11, 4) = Sheet4.Cells(7, 8) Then
Sheet17.Activate
End If
End Sub
```

```
Private Sub CommandButton4_Click()
Sheet2.Activate
End Sub
```


E	F	G	H	I	J	K	L	M	N	O	P
Konsolidasi Bobot	Deskripsi	Target	Formula/Cara Mengukur	Frekuensi Pengukuran	Frekuensi Review	Sumber Data	Pemilik Indikator	Sistem			
0.0566	Jumlah karyawan yang melakukan absensi fingerprint 2x sehari	100%	[Jumlah karyawan yang melakukan absensi fingerprint 2x sehari] dibagi [Total karyawan]	Dua kali sehari (sebelum dan setelah jam kerja)	Bulanan	Database Absensi Fingerprint		Higher is better			
0.0376	Frekuensi rapat koordinasi	Setiap Senin	[Jumlah rapat koordinasi] per Senin	Setiap Senin	Bulanan	Hasil Rapat Koordinasi		Exactly			
0.0148	Jumlah partisipasi dalam Pameran Pelayanan Publik	1 dalam setahun	[Jumlah partisipasi dalam pameran] dibagi [Total Pameran Pelayanan Publik]	Sekali setahun	Tahunan	Wawancara	Kepala Dinas	Higher is better			
0.0148	Jumlah partisipasi dalam perlombaan dengan dinas lain	1 dalam setahun	[Jumlah partisipasi dalam perlombaan] dibagi [Total perlombaan]	Sekali setahun	Tahunan	Wawancara		Higher is better			
0.0697	Realisasi terwujudnya pelayanan yang prima	3	4 : Pelayanan terwujud sangat prima. 3 : Pelayanan terwujud prima. 2 : Pelayanan terwujud kurang prima. 1 : Pelayanan	Sekali sebulan	Tahunan	Wawancara	Semua karyawan	Higher is better			
KEMBALI KE MENU UTAMA											

Private Sub CommandButton1_Click()

Sheet5.Activate

End Sub

B	C	D	E	F	G	H	I	K	L		
	Rotasi karyawan	Frekuensi rotasi karyawan	0.0451	[Jumlah rotasi karyawan] per tahun	Lower is better	2		1.5	0.0676		
	Tidak absen	Jumlah karyawan yang melakukan absensi fingerprint 2x sehari	0.0566	[Jumlah karyawan yang melakukan absensi fingerprint 2x sehari] dibagi [Total karyawan]	Higher is better	100%		0.5	0.0283		
	Jumlah rapat koordinasi	Frekuensi rapat koordinasi	0.0376	[Jumlah rapat koordinasi] per Senin	Exactly	1		0.5	0.0188		
Hasil Lingkungan	Partisipasi dalam Pameran Pelayanan Publik	Jumlah partisipasi dalam Pameran Pelayanan Publik	0.0148	[Jumlah partisipasi dalam pameran] dibagi [Total Pameran Pelayanan Publik]	Higher is better	1		0.5	0.0074		
	Partisipasi dalam perlombaan dengan dinas lain	Jumlah partisipasi dalam perlombaan dengan dinas lain	0.0148	[Jumlah partisipasi dalam perlombaan] dibagi [Total perlombaan]	Higher is better	1		0.5	0.0074		
Hasil Bisnis	Terwujudnya pelayanan yang prima	Realisasi terwujudnya pelayanan yang prima	0.0697	4 : Pelayanan terwujud sangat prima. 3 : Pelayanan terwujud prima. 2 : Pelayanan terwujud kurang prima. 1 : Pelayanan	Higher is better	3		0.5	0.0348		
Total Nilai Terbobot									0.2749		
KEMBALI KE MENU UTAMA											

Private Sub CommandButton1_Click()

Sheet5.Activate

End Sub

E	F	G	H	I	J	K	L	M	N	O	P
Konsolidasi Bobot	Deskripsi	Target	Formula/Cara Mengukur	Frekuensi Pengukuran	Frekuensi Review	Sumber Data	Pemilik Indikator	Sistem			
0.0414	Jumlah karyawan yang mengikuti Pendidikan Struktural, Bimbingan Teknis, dan Workshop	1 untuk masing-masing Pendidikan Struktural, Bimbingan Teknis, dan Workshop	[Jumlah karyawan yang mengikuti Pendidikan Struktural, Bimbingan Teknis, dan Workshop] per tahun	Sekali setahun	Tahunan	Laporan Kinerja Pemerintah		Higher is better			
0.0250	Jumlah feedback yang diproses	100%	[Jumlah feedback yang diproses] dibagi [Total feedback]	Setiap Senin	Bulanan	Hasil Rapat Koordinasi	Semua karyawan	Higher is better			
0.0451	Frekuensi rotasi karyawan	2 dalam setahun	[Jumlah rotasi karyawan] per tahun	Setiap April dan Oktober	Tahunan	Wawancara		Lower is better			
0.0566	Jumlah karyawan yang melakukan absensi fingerprint 2x sehari	100%	[Jumlah karyawan yang melakukan absensi fingerprint 2x sehari] dibagi [Total karyawan]	Dua kali sehari (sebelum dan setelah jam kerja)	Bulanan	Database Absensi Fingerprint		Higher is better			
0.0376	Frekuensi rapat koordinasi	Setiap Senin	[Jumlah rapat koordinasi] per Senin	Setiap Senin	Bulanan	Hasil Rapat Koordinasi		Exactly			
KEMBALI KE MENU UTAMA											

Private Sub CommandButton1_Click()

Sheet5.Activate

End Sub

	B	C	D	E	F	G	H	I	K	L
1	Kriteria Anak	Atribut	Indikator Kinerja	Konsolidasi Bobot	Formula/Cara Mengukur	Sistem	Target	Realisasi	Nilai	Nilai Terbobot
9	Hasil Karyawan	Pengumpulan laporan tepat waktu	Jumlah pengumpulan laporan tepat waktu	0.0819	[Jumlah pengumpulan laporan tepat waktu] dibagi [Total pengumpulan]	Higher is better	100%		0.5	0.0409
10		Jumlah Pendidikan Struktural, Bimbingan Teknis, dan Workshop yang ada	Jumlah karyawan yang mengikuti Pendidikan Struktural, Bimbingan Teknis, dan Workshop	0.0414	[Jumlah karyawan yang mengikuti Pendidikan Struktural, Bimbingan Teknis, dan Workshop] per	Higher is better	1		0.5	0.0207
11		Feedback kepuasan karyawan terhadap pimpinan dan manajemen	Jumlah feedback yang diproses	0.0250	[Jumlah feedback yang diproses] dibagi [Total feedback]	Higher is better	100%		0.5	0.0125
12		Rotasi karyawan	Frekuensi rotasi karyawan	0.0451	[Jumlah rotasi karyawan] per tahun	Lower is better	2		1.5	0.0676
13		Tidak absen	Jumlah karyawan yang melakukan absensi fingerprint 2x sehari	0.0566	[Jumlah karyawan yang melakukan absensi fingerprint 2x sehari] dibagi [Total karyawan]	Higher is better	100%		0.5	0.0283
14		Jumlah rapat koordinasi	Frekuensi rapat koordinasi	0.0376	[Jumlah rapat koordinasi] per Senin	Exactly	1		0.5	0.0188
									Total Nilai Terbobot	0.2140

Private Sub CommandButton1_Click()

Sheet5.Activate

End Sub

	E	F	G	H	I	J	K	L	M	N	O	P
1	Konsolidasi Bobot	Deskripsi	Target	Formula/Cara Mengukur	Frekuensi Pengukuran	Frekuensi Review	Sumber Data	Pemilih Indikator	Sistem			
26	0.0355	Kualitas masing-masing faktor pelayanan	3	4 : Sangat bagus, interval IKM 3.26-4.00, konversi IKM 81.26-100.3 : Bagus, interval IKM 2.51-3.25, konversi IKM 62.51-81.25. 2 : Kurang, interval IKM 1.76-2.50, konversi IKM 43.76-62.50. 1 : Sangat kurang, interval IKM 1.00-1.75, konversi IKM 25.	Sekali setahun	Tahunan	Indeks Kepuasan Masyarakat		Higher is better			
27	0.0162	Kesesuaian tender kerjasama dengan list kebutuhan yang ditawarkan	100%	[Jumlah list kebutuhan yang sesuai pemenang tender] dibagi [Total list kebutuhan]	Sekali setahun	Tahunan	Laporan Kinerja Pemerintah	Bagian Fasilitas & Infrastruktur	Exactly			
28	0.0406	Jumlah software terbaru yang di-install dan diaplikasikan	100%	[Jumlah software terbaru yang di-install dan diaplikasikan] dibagi [Total	Sekali setahun	Tahunan	Wawancara	Bagian Fasilitas & Infrastruktur	Higher is better			
									KEMBALI KE MENU UTAMA			

Private Sub CommandButton1_Click()

Sheet5.Activate

End Sub

	B	C	D	E	F	G	H	I	K	L
1	Kriteria Anak	Atribut	Indikator Kinerja	Konsolidasi Bobot	Formula/Cara Mengukur	Sistem	Target	Realisation	Nilai	Nilai Terbobot
26		Indek Kepuasan Masyarakat	Kualitas masing-masing faktor pelayanan	0.0355	4 : Sangat bagus, interval IKM 3.26-4.00, konversi IKM 81.26-100. 3 : Bagus, interval IKM 2.51-3.25, konversi IKM 62.51-81.25. 2 : Kurang, interval IKM 1.76-2.50, konversi IKM 43.76-62.50. 1 : Sangat kurang, interval IKM 1.00-1.75, konversi IKM 25-	Higher is better	3		0.5	0.0177
27	Hasil Bisnis	Memperoleh kerjasama dari tender sebanyak-banyaknya	Kesesuaian tender kerjasama dengan list kebutuhan yang ditawarkan	0.0162	[Jumlah list kebutuhan yang sesuai pemenang tender] dibagi [Total list kebutuhan]	Exactly	100%		0.5	0.0081
28		Penggunaan software terbaru	Jumlah software terbaru yang di-install dan diaplikasikan	0.0406	[Jumlah software terbaru yang di-install dan diaplikasikan] dibagi [Total	Higher is better	100%		0.5	0.0203
29	Total Nilai Terbobot									0.2222
30	KEMBALI KE MENU UTAMA									

Private Sub CommandButton1_Click()

Sheet5.Activate

End Sub

	E	F	G	H	I	J	K	L	M	N	O	P
1	Konsolidasi Bobot	Deskripsi	Tujuan	Formula/Cara Mengukur	Frekuensi Pengukuran	Frekuensi Review	Sumber Data	Pemilik Indikator	Sistem			
2	0.0216	Frekuensi mengingatkan pembayaran wajib pajak	Setiap bulan (sebelum batas pembayaran pajak)	[Jumlah proses mengingatkan pembayaran wajib pajak] per bulan	Sekali sebulan (sebelum batas pembayaran pajak)	Tahunan	Laporan Kinerja Pemerintah	Bagian Penetapan & Penarikan	Exactly			
3	KEMBALI KE MENU UTAMA											

Private Sub CommandButton1_Click()

Sheet5.Activate

End Sub

	B	C	D	E	F	G	H	I	K	L
1	Kriteria Anak	Atribut	Indikator Kinerja	Konsolidasi Bobot	Formula/Cara Mengukur	Sistem	Target	Realisation	Nilai	Nilai Terbobot
2	Hasil Bisnis	Meningkatkan penerimaan pendapatan asli daerah dari pajak dan retribusi	Frekuensi mengingatkan pembayaran wajib pajak	0.0216	[Jumlah proses mengingatkan pembayaran wajib pajak] per bulan	Exactly	1		0.5	0.0108
3	Total Nilai Terbobot									0.0108
4	KEMBALI KE MENU UTAMA									

Private Sub CommandButton1_Click()

Sheet5.Activate

End Sub

	E	F	G	H	I	J	K	L	M	N	O	P
1	Konsolidasi Bobot	Deskripsi	Tujuan	Formula/Cara Mengukur	Frekuensi Pengukuran	Frekuensi Review	Sumber Data	Pemilik Indikator	Sistem			
2	0.0865	Keakuratan pembayaran pajak pada masing-masing tipe pajak	100%	[Jumlah pembayaran yang dibayarkan pada masing-masing tipe pajak] divided by [Jumlah pembayaran seharusnya pada masing-masing tipe pajak]	Sekali sebulan (sebelum batas pembayaran pajak)	Tahunan	Laporan Kinerja Pemerintah	Bagian Penetapan & Penarikan	Exactly			
3	0.1250	Persentase wajib pajak yang membayar tepat waktu	100%	[Jumlah wajib pajak yang membayar tepat waktu] dibagi [Total wajib pajak]	Sekali sebulan (sebelum batas pembayaran)	Tahunan	Fine Payment List	Customer Service	Higher is better			
4	KEMBALI KE MENU UTAMA											

Private Sub CommandButton1_Click()

Sheet5.Activate

End Sub

	C	D	E	F	G	H	I	K	L	M	N	O
1	Atribut	Indikator Kinerja	Konsolidasi Bobot	Formula/Cara Mengukur	Sistem	Target	Realisation	Nilai	Nilai Terbobot			
2	Meningkatkan penerimaan pendapatan asli daerah dari pajak dan retribusi	Keakuratan pembayaran pajak pada masing-masing tipe pajak	0.0865	[Jumlah pembayaran yang dibayarkan pada masing-masing tipe pajak] divided by [Jumlah pembayaran seharusnya pada masing-masing tipe pajak]	Exactly	100%		0.5	0.0432			
3	Menerima pembayaran pajak tepat waktu	Persentase wajib pajak yang membayar tepat waktu	0.1250	[Jumlah wajib pajak yang membayar tepat waktu] dibagi [Total wajib pajak]	Higher is better	100%		0.5	0.0625			
4									Total Nilai Terbobot	0.1057		
5												
6												
7												
8												

KEMBALI KE MENU UTAMA

Private Sub CommandButton1_Click()

Sheet5.Activate

End Sub

	E	F	G	H	I	J	K	L	M	N	O	P
1	Konsolidasi Bobot	Deskripsi	Tujuan	Formula/Cara Mengukur	Frekuensi Pengukuran	Frekuensi Review	Sumber Data	Pemilik Indikator	Sistem			
2	0.1250	Persentase wajib pajak yang membayar tepat waktu	100%	[Jumlah wajib pajak yang membayar tepat waktu] dibagi [Total wajib pajak]	Sekali sebulan (sebelum batas pembayaran)	Tahunan	Fine Payment List	Customer Service	Higher is better			
3												
4												
5												
6												

KEMBALI KE MENU UTAMA

Private Sub CommandButton1_Click()

Sheet5.Activate

End Sub

	B	C	D	E	F	G	H	I	K	L	M
1	Kriteria Anak	Atribut	Indikator Kinerja	Konsolidasi Bobot	Formula/Cara Mengukur	Sistem	Target	Realisation	Nilai	Nilai Terbobot	
2	Hasil Bisnis	Menerima pembayaran pajak tepat waktu	Persentase wajib pajak yang membayar tepat waktu	0.1250	[Jumlah wajib pajak yang membayar tepat waktu] dibagi [Total wajib pajak]	Higher is better	100%		0.5	0.0625	
3										Total Nilai Terbobot	0.0625
4											
5											
6											
7											

KEMBALI KE MENU UTAMA

Private Sub CommandButton1_Click()

Sheet5.Activate

End Sub

(This page is intentionally left blank)

REFERENCES

- Achmad Amins, M.M., Dr. H. (2012). *Manajemen Kinerja Pemerintah Daerah*. Yogyakarta, LaksBang PRESSindo.
- Araújo, M. and P. Sampaio (2013). The Path to Excellence of Portuguese Organisations Recognised by The EFQM Model. Total Quality Management & Business Excellence 25(5-6): 427-438.
- Davies, J. (2014). The Implementation of European Foundation for Quality Management's (EFQM) Excellence Model in Academic Units of United Kingdom Universities. Management Research Institute, School of Management. Salford, University of Salford. Doctor of Philosophy.
- DPPKA (2008). *Peraturan Bupati Sidoarjo Tentang Rincian Tugas, Fungsi, dan Tata Kerja DPPKA Sidoarjo*. 53. DPPKA Sidoarjo.
- DPPKA (2011). *Peraturan Bupati Sidoarjo Tentang Perubahan Atas peraturan Bupati Sidoarjo No.53 Th.2008 Tentang Rincian Tugas, Fungsi, dan Tata Kerja DPPKA Sidoarjo*. 45. DPPKA Sidoarjo.
- DPPKA (2011). *Rencana Strategis Dinas Pendapatan, Pengelolaan Keuangan dan Aset (DPPKA) Daerah Kabupaten Sidoarjo*. DPPKA. Sidoarjo.
- DPPKA (2014). *Laporan Akuntabilitas Kinerja Instansi Pemerintah (LAKIP) 2013*. DPPKA. Sidoarjo.
- DPPKA (2014). *Standar Pelayanan Publik (SPP)*. DPPKA. Sidoarjo.
- EFQM. (2000). *The EFQM Excellence Model in Action*, EFQM Publisher.
- EFQM. (2012). *EFQM Framework of Innovation Agencies*, Pro Inno Europe.
- Eygelaar, U. (2004). The Application of Excellence Model to Enhance Health Service Delivery and Performance Excellence in A State Department. Human Resource Management 2(3): 32-41.
- International Organisation of Standarization. (2015). *Guideline for International Organisation of Standarization*, ISO Publisher.
- Kanji, G. and P. Moura E Sá (2007). Performance Measurement and Business Excellence: The Reinforcing Link for the Public Sector. Total Quality Management & Business Excellence 18(1-2): 49-56.

- Kanji, G. K. (2008). Architecture of Business Excellence in The Public and Service Sectors. Total Quality Management & Business Excellence 19(4): 399-415.
- Kloot, L. and J. Martin (2000). Strategic Performance Management: A Balanced Approach to Performance Management Issues in Local Government. Management accounting research 11(2): 231-251.
- Lien, N. T. H. (2010). The Usefulness of A Self-Assessment Approach Based on A Business Excellence Model: Case Studies of Textile And Garment Enterprises in Vietnam. Newcastle Business School. Newcastle, University of Northumbria at Newcastle. Doctor of Philosophy.
- Nur Ridho, I., T. Domai, et al. *Analisis Kinerja Pada Bidang Pendapatan Dalam Mengelola Pendapatan Asli Daerah (Studi pada Dinas Pendapatan Pengelolaan Keuangan dan Aset Daerah Kabupaten Ponorogo)*. Public Administration 1(2): 221-230.
- Rusjan, B. (2005). Usefulness of EFQM Excellence Model: Theoretical Explanation of Some Conceptual and Methodological Issues. Total Quality Management & Business Excellence 16(3): 363-380.
- Saaty, T. L. (1980). *The Analytical Hierarchical Process*. New York: McGraw Hill.
- Sukmawan Putra, G. (2010). *Kinerja Perusahaan Pemerintah Daerah*. Economy Faculty, Indonesia University: 9-38.
- Verweire, K. and L. Van den Berghe (2003). *Integrated Performance Management: A Guide to Strategic Implementation*, SAGE Publications.
- Wall, A. and G. Martin (2003). The Disclosure of Key Performance Indicators in The Public Sector. Public Management Review 5(4): 491-509.
- Wibowo, S.E., M.Phil., Prof. Dr. (2014). *Manajemen Kinerja - Edisi Revisi*. Jakarta, PT RajaGrafindo Persada.
- Yazdi, A. K. and H. K. Yazdi (2011). Using Analytic Hierarchy Process and Multi Dimensional Decision Making Methods for Analyzing the Excellence Organisation. Australian Journal of Basic and Applied Sciences 5(11): 1972-1980.

BIOGRAPHY



Arieviana Ayu Laksmi was born in Surabaya, May 18th 1993. She is the first child in her family and the only daughter in her family. She was graduated from SDN Pucang I Sidoarjo in 2006, SMPN 1 Sidoarjo in 2009, and SMAN 1 Sidoarjo in 2011. She attended one of the best institutes in Indonesia, Sepuluh Nopember Institute of Technology Surabaya, major in Industrial Engineering.

She joined Youth Red Cross in her junior and senior high school. In her college, she was active as a staff of IE Fair Division of HMTI ITS 2012/2013 and as an assistant of Management and Industrial System Development Laboratory in 2013-2015. She was also active in several events in her college, such as: IE Games by Industrial Engineering Department, ITS Expo, PMF by Project Management Institute.

She attended some soft skill training such as Managerial Skill of Student Training Basic Level, Fundamental Leadership Training, and Potentials Development of Industrial Engineering Student Training. In the hard skill sides, she got training for Ms. Project, AutoCad, etc. She was also a speaker in HMTI 2014/2015 Upgrading about Balance Scorecard. She was also attending student exchange program in UTeM Malaysia in August 2013-January 2014. She was joining internship program in PT Telkom IDeC Tbk – Quality Management Program in June-July 2014 in Bandung. She was also entering internship program in DPPKA Sidoarjo – Secretary Department in February-April 2015.

She likes experiencing and meeting new things. She likes gathering and having a good conversation. Also, she likes sharing what she thinks it meant to be shared. She can be found in her email: arieviana@live.com, in her facebook page: www.facebook.com/arievianaayu, or in her SNS: @arieviana.