

Key Performance Indicators on the Performance of Human Resources for Micro, Small and Medium Enterprises, Coconut Sugar Industry Centers in Lojejer Village, Wuluhan District, Jember Regency

Muhammad Danial Manggala¹, Dewi Prihatini² and Isti Fadah³

¹(Economic and Business, Jember University, Indonesia)

²(Economic and Business, Jember University, Indonesia)

³(Economic and Business, Jember University, Indonesia)

Abstract: Jember Regency is an area known as a tobacco city, has a diverse agricultural sector. As a driver of agricultural development, agro-industry is expected to play an important role in regional development activities in the target of equitable distribution of economic development. As the 7th producer of coconut sugar in East Java and included in the top 20 regencies/cities producing coconut sugar in Java in terms of the amount of production according to the Central Statistics Agency (BPS) for agricultural commodities with a total production of 18,005 tons in 2021. MSMEs generally do not have certain performance measurement standards to measure the extent to which their businesses develop and are optimal in practice. In order to develop the potential of Coconut Sugar Production in Jember Regency as an economic driver for the community after the heyday of Tobacco which began to fade in Jember Regency.

This research was conducted at MSMEs located in the Coconut Sugar Industry Center in Lojejer Village, Wuluhan District, Jember Regency. This study uses 3 steps with 2 steps using performance appraisal and the last step is the preparation of key performance indicators. The purpose of this study is to describe the main performance indicators applied by Coconut Sugar SMEs in Lojejer Village and can be used as an assessment of key performance indicators for each business scale, knowing the effect of changes, innovations or adaptations of performance indicators studied on SMEs to determine their effect on activities, and Knowing the implementation of key performance indicators based on related performance indicators. In the first stage, researchers will prioritize initial identification, and calculate the contribution of each, especially the main HR indicators for the operations of MSMEs or pioneering companies that will be studied. The second step, researchers will calculate the effect of HR performance indicators. Similar to the first step, AHP (Analytical Hierarchy Process) is used in the weighting of the Main Performance Indicators in accordance with the weighting of the consistency of each indicator and additional indicators that may be carried out in MSME operations. The third step, after the performance indicators have been valid and tested in the MSME business activities that have been recorded, the researchers will process these performance indicators to be compiled into KPIs that can be applied in related MSME operations.

The results of the analysis of conclusions from this study are the main performance indicators (HR) applied by MSMEs related to the analysis of Key Performance Indicators that can be applied to determine Key Performance Indicators and Performance appraisals on MSME objects. work attendance for non-permanent employees, job rotation and additional number of employees (recruitment). Performance indicators in this study can also increase as research is carried out, especially in the second and third quarter periods, namely work rotation, additional workforce and adjustments to the attendance of non-permanent employees. The linkage of other performance indicators examined in this study which is the basic reference for measuring coconut sugar MSME human resources related to key performance indicators and the contribution of each related indicator to MSME activities and output are factors that are directly related to the work done by humans (HR) but are very depend on human intervention to run properly. Other performance indicators (non-HR) that arise due to the influence of the performance indicators studied are Total Production, Production Capacity, selling prices, Availability of raw materials, total production of ordered products and various product innovations. Implementation of Key Performance Indicators on Coconut Sugar SMEs in Lojejer Village in this study uses measurements of the main performance indicators and their derivatives. The implementation of KPI in MSMEs uses various performance indicators (key non-performance indicators and reference indicators) which are directly proportional to their effect on changes in HR factors that can change production, income, output, etc. Turnover, is the last reference indicator that can be a measure of how effective the management of the performance indicators studied is on the output and activities of each MSME.

Background: Jember Regency is an area known as a tobacco city, has a diverse agricultural sector. The decline in the interest of the people of southern Jember in growing tobacco has made people shift their economic activities to other sectors, namely the Coconut Sugar industry. These factors are part of the advantages and attractiveness of the economic sector which is expected to support the economic growth of the community after the golden age of the tobacco industry. Lojejer village, Wuluhan sub-district is the largest coconut sugar-producing village in Jember Regency with a production range of 7000-9000 tons per year or more than half of the total production of coconut sugar in Jember Regency, so coconut sugar is a leading industrial commodity in Lojejer village that should be taken into account in Jember Regency. BPS East Java <https://jatim.bps.go.id/statictable/jember0431/2021/11/12/19880>). The obstacle faced by this industry is the limited quality of human resources, both managerial (owners) and coconut sugar craftsmen, which also contributes to the low competitiveness of the MSME coconut sugar industry in the larger market. MSMEs generally do not have certain performance measurement standards to measure the extent to which their businesses are developing and optimal in practice. In order to develop the potential of Coconut Sugar Production in Jember Regency as an economic driver of the post-heyday community of Tobacco which began to fade in Jember Regency, Researchers feel the need for a Human Resource Development Program in MSMEs which is considered very important to develop the potential of existing human resources so that they are ready and competitive in the world. global era as it is now.

Materials and Methods: *This study also does not use hypotheses because this study seeks the uniqueness of performance indicators in MSMEs. Researchers actually want to find research results that can be used as hypotheses for future research. The consideration of determining the performance indicators that will be taken prioritizes various factors that occur in the field followed by the focus of the PPBI team, namely from the main indicator factors based on the application of Innovation in decision making for the owner/owner of MSME related pioneering companies, Enrichment and HR development to provide an understanding of the importance of innovation and assessing effectiveness of implementing innovations within a certain period of time. The determination of other performance indicators that have been implemented by MSMEs uses a Time Triangulation-based performance appraisal approach in accordance with the research report which is also supported by the PPBI (Innovation-Based Pioneer Company) team at the University of Jember.*

The scoring factor of the Key Performance Indicator will be based on the calculation of the Performance Appraisal and the performance chart of the UMKM or pioneering company being researched will be illustrated with an analytical hierarchy process (AHP) chart. The weighting calculation will also use elements from the analytical hierarchy process, namely Consistency Ratio (CR) to determine the weight of each Performance indicator. The determination of the hierarchy of performance indicators will follow the focus of related MSMEs, especially performance indicators that are directly related to the performance of work units in the daily production process period. The Analytical Hierarchy process is not only used to give weighting to the main Performance Indicators (HR Indicators) through Consistency ratios, the Analytical Hierarchy process can also be used to see the relationship between each performance indicator to the performance assessment of the MSMEs or pioneering companies that will be studied. The research will be conducted on three MSMEs selected by researchers, namely UD Pramitha Salsabila, Bu Ramis Production House and Mbak Juariyah Production House. The research will be conducted in Mid-January 2021 to February 2022. Data analysis in this study uses 3 steps consisting of 2 steps using performance appraisal and the last step is the preparation of KPIs. The first step, with a traditional assessment and a past oriented method approach where researchers will calculate the weighting of HR performance indicators based on direct observations in the field and data from the period before the researchers started researching. The second step, the researcher will calculate the effect of HR performance indicators and may compare between periods using a time triangulation approach in order to test credibility. The third step, after the performance indicators have been valid and tested in the MSME business activities that have been recorded, the researchers will process these performance indicators to be compiled into KPIs that can be applied in related MSME operations. During the research process, it is very possible for each related MSME under study to have different performance indicators so that it can become a special feature of KPI for MSMEs with companies or business entities in general.

Results: *In small companies with relatively few employees, such as Mbak Juariyah's Production House, the application of HR innovation to increase in the main HR indicators shows a change in performance, although it does not have a big impact. Implementation of HR Innovation In micro pioneering companies such as Mbak Juariyah's Production House, it has a very significant impact on the resulting business output, as can be seen from the relatively constant increase in turnover of around 41.825% for each application of innovation at the turn of the month quarter.*

Increase in Turnover based on the average increase in turnover per quarter of the month As long as the production equipment and facilities are adequate, an increase in the number of employees can be a solution to

increase production capacity in MSMEs or pioneering companies such as MbakJuariyah's Production House. In each month quarter period, there are additional key performance indicators (in the first and second month quarters), additional number of employees, and additional operational time in the third month quarter (from the second month quarter to the third month quarter).

Conclusion: Key Performance Indicators that can be applied to determine Key Performance Indicators and Performance appraisals on the MSME object of this research are indicators related to operational time, employee attendance, adjustment of work attendance for non-permanent employees, work rotation and additional number of employees (recruitment). In this study, all of the studied performance indicators (HR) are related to the activities or outputs in this study. Other performance indicators (non-HR) that arise due to the influence of the performance indicators studied are Total Production, Production Capacity, selling prices, Availability of raw materials, total production of ordered products and various product innovations. Implementation of Key Performance Indicators in Coconut Sugar SMEs in Lojejer Village in this study using measurements of the main performance indicators and their derivatives. The implementation of KPI in MSMEs uses various performance indicators (key non-performance indicators and reference indicators) which are directly proportional to their effects on changes in HR factors that can change production, income, output, etc. Implementation of performance indicators on coconut sugar SMEs in Lojejer Village uses all indicators obtained from the observations of researchers from the records of each period and SMEs studied in the third quarter of the month period.

Key Word: HumanResources management; Key Performance Indicator; Performance Appraisal; Analtical Hierarchy Process; Mid Small Micro Enterprises.

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I. Introduction

The obstacle faced by this industry is the limited quality of human resources, both managerial (owners) and coconut sugar craftsmen, which also contributes to the low competitiveness of the MSME coconut sugar industry in the larger market. MSMEs generally do not have certain performance measurement standards to measure the extent to which their businesses are developing and optimal in practice. In order to develop the potential of Coconut Sugar Production in Jember Regency as an economic driver of the post-heyday community of Tobacco which began to fade in Jember Regency, Researchers feel the need for a Human Resource Development Program in MSMEs which is considered very important to develop the potential of existing human resources so that they are ready and competitive in the world. global era as it is now. This research is also assisted by the University of Jember regularly holding the PPBI (Innovation-Based Pioneer Company) Program which is a Small and Micro Business development program that aims to provide support and understanding of the importance of innovation in developing the sustainability of pioneering businesses in Jember Regency by involving tenants consisting of Students and Lecturers of the University of Jember in developing the potential of human resources in the UMKM of Jember Regency and providing social contributions as a form of devotion and character development of the students of the University of Jember. Researchers who are also tenants of the Iodized Coconut Sugar PPBI Program feel that the PPBI program is deemed appropriate to develop the quality of human resources in the Coconut Sugar SMEs in Lojejer Village, this is supported by a statement quoted from Mr. Marga Mandala (2021) as the Intervention Center Team for the PPBI Program at the University of Jember which states that :

“The PPBI program has three basic principles in carrying out the enrichment of pioneering companies, namely ensuring that the pioneering company has an active owner/owner who is willing to learn for the progress of its business, has a clear concept of economic and business goals, and equips the pioneering company business actors related to the pattern of business development. innovative thinking by involving the participation of Jember University Students as PPBI Tenants”.

II. Material And Methods

The research will be conducted in MSMEs located in the Coconut Sugar Industry Center. Data collection methods used in this study include Participant observation. The details of the data will be in the form of reports from the participation of the MSME owners as the object of research to measure the results of HR performance in the MSMEs studied.

Study Design: This type of research is a quantitative research and type of research approach is descriptive where descriptive research methods are used to solve or answer the problems being faced by collecting data, classification, analysis, conclusions, and reports.

Study Location: Lojejer Village, Wuluhan District, Jember Regency.

Study Duration: The research will be conducted in Mid-January 2021 to February 2022.

Sample size: The research will be conducted on three MSMEs selected by researchers, namely UD PramithaSalsabila, Bu Ramis Production House and MbakJuariyah Production House.

Sample size calculation: The research will be conducted in three business units, each representing a business level (Medium/mid, Small, Micro). Medium-sized business when it has a net worth of at least 500 million and above up to 10 billion rupiah and annual sales are between 2.5 billion rupiah and 50 billion rupiah. Small business is a business that has a net profit in the range of 50 million to 500 million rupiah and its annual sales are 300 million rupiah and not more than 2.5 billion rupiah. Micro business, with net worth every year is not more than 50 million Rupiah and the most sales in a year is 300 million Rupiah. The sample size actually obtained from Republic of Indonesia 2020 Job Creation Law, including legislation No. 20 of 2008, MSMEs are distinguished based on each type of business, namely micro, small, and medium enterprises. Based on Law Number 20 of 2008 concerning Micro, Small and Medium Enterprises (MSMEs).

Subjects: Human Resources key performance indicators: The main performance indicators in this study are related to Human resources Performance Indicators, such as worker attendance, worker discipline, work operational time etc. Key performance indicator Production: For performance indicators related to raw material processing, total production, etc. Key performance indicators Financial: For performance indicators related to business unit finances, in this study the financial indicator used as a reference is turnover, referring to the identification of businesses based on the latest 2020 Job Creation Act, including the relevant legislation No. 20 of 2008 identification of business size based on total sales scale.

Statistical analysis

Data analysis in this study uses 3 steps consisting of 2 steps using performance appraisal and the last step is the preparation of KPIs. The field review method is used to identify what are the main performance indicators (HR) and can only be done if MSMEs or pioneering companies have the ability or ability to implement them. At this stage the researcher will prioritize the identification of performance factors and calculate the contribution of the main HR indicators to the operations of the MSMEs or pioneering companies that will be studied. For the AHP (Analytical Hierarchy Process) weighting used is in accordance with the chart that will be displayed and the weighting is adjusted to the consistency of the related sections with the assumption that the number of weights for the main performance indicators can be adjusted for the accuracy of the research data. Triangulation can also be done by checking the results of the research, from other research teams who were given the task of collecting data (the PPBI Team) as supporting data. This is expected to provide a different perspective to determine the validity of the data. This is intended to test the second performance appraisal so that it is more valid and has a future oriented method of performance in line with the PPBI team's goal of developing community businesses with the required innovations and knowledge. The third data analysis is compiling KPI (Key performance indicator). The illustration of key performance indicators will refer to 3 types (HR, Production and finance) to obtain in-depth research results on HR (Human Resources) and in accordance with the needs and capabilities of the SMEs being studied.

III. Result

Based on the calculation of all the first step analysis to data analysis on KPI (key performance indicators) at all research object, the researchers can conclude:

1. The application of innovation, adaptation and change in HR-related operations often reduces the percentage of workforce performance because innovations in the HR field actually reduce the time HR is involved with their work operations.
2. Even though it reduces the performance of individual employees, in fact innovation can also have a positive impact such as increased turnover and improvements related to production, in accordance with the owner's decision making and even the way the company operates its business.
3. Several key Performance Indicators in the field of HR are generally very much tied to production and operations that require manpower.
4. Additional key Performance Indicators that often appear in the second and third month quarter periods but do not appear in the researcher's initial identification in determining the main Performance Indicators are adjustments to non-permanent employee attendance, work rotation and additional number of employees.
5. The main performance indicators that often appear in the researcher's initial identification process are employee attendance, operational time and adjustments for permanent/non-permanent employees.

Table 1 Based on the data that has been collected for three quarterly months (January 20, 2021 to January 31, 2022), the analysis for the third period is carried out together with the preparation of KPI from UD PramithaSalsabila as follows:

Table 1:(Key Performance Indicator) UD PramitaSalsabila 20 January 2021 – 31 January 2022.

Num.	KPI (Key Performance Indicator)	Rating object	KPI Value	Scoring		
				Target (max)	realization	Score
1	Human Resources	Attendance	15%	2535 attendance	89,58 %	13,437
		Production time	5,625%	1.408 production operational time	92,50 %	5,203
		Adjusting the attendance of non-permanent employees	6,5%	794 attendance	91,25 %	5,93
		Work Rotation	23,26%	205 operational hour	100 %	23,26
2	Production	Total production	8,5%	59.100	93,75 %	7,96
		Production of iodized coconut sugar	2,125%	14.232,5 Kg	92,03%	1,95
		Adding Production Equipment and adding raw materials	6,725%	20 and 6000 litres	100%	6,725
3	Financial	Product Price to Total Sales	6,26%	Rp. 118.441.250	91,46%	5,72
		Sales Turnover	26,005%	Rp. 407.243.250	94,51 %	24,577
Total Value			100%	Total HR KPI Score and other directly related indicators		94,762 ¹

Table 1: Result of UD PramitaSalsabila KPIs

1. The main performance indicators (HR) applied to the KPI and its derivatives make a significant contribution to the operations of medium-sized businesses such as UD PramitaSalsabila.
2. The implementation of innovation and adaptation seems to reduce some consistency, especially the presence and operating time of MSMEs, but the output produced by UD PramitaSalsabila actually increased, especially in the first and second quarters of the month (20 January 2021 - 31 September 2021) Although at the beginning of the second month there was a spike Covid-19 which reduces employee attendance and work rotation.
3. The implementation of Adaptation carried out by UD PramitaSalsabila has the impact of reducing the need for excessive labor, this is evidenced by the reduction of permanent employees from 5 to 2 from the second quarter of the month to the third quarter of the month with the amount of turnover and production that is not much different (Only 1.541% between the second quarter of the month and the third quarter of the month) by reducing non-permanent employees by 3 people, so that good HR management will provide efficiency in the production process and this shows that medium-sized businesses led by competent management have the potential to become bigger businesses. in the future.
4. The total KPI score at UD PramitaSalsabila is 94,762 (Very Good) so the researcher concludes, UD PramithaSalsabila has very good HR management in running a business.

The comparison of HR performance in UD PramitaSalsabila

The comparison of HR performance in the first until third quarterly months based on the output of UD PramitaSalsabila will be explained in Table 2 as follows:

Table 2:The comparison of HR performance in UD PramitaSalsabila

Num	Performance Indicators and Performance Categories	Output of HR Performance Indicators studied (score and percentage)		
		1st Month Quarter	2nd Month Quarter	3th Month Quarter
1	Total Employee Attendance (management data) (HR)	14,45	11,39	13,40
	Production Operational Time (HR)	5,336	5,475	5,14
	Adjusting the attendance of non-permanent employees (HR)	6,169	4,15	6,4
2	Turnover (other indicators) (Non HR)	Rp. 96.309.500	Rp.147.396.600	Rp.145.200.000

Table 2:Changes or adaptations in the production process of UD PramithaSalsabila reduce the number of employee attendance and reduce the need for temporary employees, but on the other hand there is an increase in UD PramithaSalsabila's turnover by 34.66% (Rp. 96,309,500 to Rp. 147,396,600) from which is supported by the addition of production equipment in the form of 20 coconut sugar molds, increasing production capacity from 300kg to 350kg per day and work rotation where employees can be more flexible in carrying out production according to the needs of UD PramithaSalsabila's production target.

Table 3 based on the data that has been collected for three quarterly months (January 20, 2021 to January 31, 2022), the analysis for the third period is carried out together with the preparation of KPI from UD PramitaSalsabila as follows:

Table3:KPI (Key Performance Indicator) for Mrs. Ramis' production house. Period as of January 20, 2021 – January 31, 2022.

Num	KPI (Key Performance Indicator)	Rating object	KPI value	Scoring		
				Target (max)	Realization	Score
1	Human Resources	Total attendance	20%	542 attendance	96,3 %	19,26
		Production Operational Time (Derivative of HR Innovation)	6,675%	1.158Production Operational hours	94,21 %	6,288
		Adjusting the attendance of non-permanent employees	4,3%	365 Attendance	93,42 %	4,01
		addition of employees	21,90%	5 employees (total average of each period)	100%	21,90
		Job Rotation Apps	3,91%	145 operational hours	100 %	3,91
2	Production	Total Production of Coconut Sugar and palm sugar	8,57%	8548 kg	92,35 %	7,914
3	Finance	Sales turnover	33,245%	Rp. 407.243.250	92,44 %	30,73
Total Value			100%	Total Skor KPI SDM dan indikator lain yang terkait langsung		94,012

Table 3: Result of Mrs. Ramis’ production house KPIs

1. In a small company with a relatively small number of employees, such as the production house of Mrs. Ramis, the application of HR innovation to the increase in the main HR indicators does not show a significant change in performance.
2. Implementation of HR Innovation In small pioneering companies such as the Production House of Bu Ramis, it has a very significant impact on the resulting business output, as can be seen from the increase in turnover which is relatively constant, increasing on average 68.6% for each implementation of innovation at the turn of the month quarter.
3. Increase in Turnover based on the average increase in turnover per quarter month 1 st
4. As long as the production equipment and facilities are adequate, increasing the number of employees can be a solution to increase production capacity in MSMEs or pioneering companies such as the Bu Ramis Production House.
5. The total KPI score at Mrs. Ramis’ production house is 94,012 (Very Good) so the researcher concludes, Mrs. Ramis’ production house has very good HR management in running a business.

The comparison of HR performance in Mrs. Ramis’ production house

From the results of the analysis, both use performance appraisal and key performance indicators along with a comparison of each performance indicator and output of the Mrs.Ramis’ Production House will be explained in table 4 as follows:

Table 4: The comparison of HR performance in Mrs. Ramis’ Production House

Num	Performance Indicators and Performance Categories	Output of HR Performance Indicators studied (score and percentage)			
		1st Month Quarter	2nd Month Quarter	3rd Month Quarter	Percentage
1	Total Employee Attendance (management data) (HR)	19,078	19,375	19,286	Up to 1,08 %
	Production Operational Time (HR)	6,675	7,089	6,675	Stagnant%
	Adjusting the attendance of non-permanent employees (HR)	2,5	7,79	4,20	Up to 21,82 %
	Addition of permanent and non-permanent employees (HR)	17,75	24,284	20	Up to 9,26 %
	Work Rotation (HR)	-	10,69	3,834	down 64,14 %
2	Turnover (other indicators) (Non HR)	Rp.19.019.000	Rp.27.250.000	Rp.40.352.000	Up to 68,6 % ¹

Table 4: Based on the calculation of data analysis on KPI (key performance indicator) at Mrs.Ramis’ Production House, researchers can conclude:

1. In a small company with a relatively small number of employees, such as the production house of Mrs. Ramis', the application of HR innovation to the increase in the main HR indicators does not show a significant change in performance.
2. Implementation of HR Innovation In small pioneering companies such as the Production House of Mrs.Ramis', it has a very significant impact on the resulting business output, as can be seen from the increase in turnover which is relatively constant, increasing on average 68.6% for each implementation of innovation at the turn of the month quarter.
3. Increase in Turnover based on the average increase in turnover per quarter month 1
4. As long as the production equipment and facilities are adequate, increasing the number of employees can be a solution to increase production capacity in MSMEs or pioneering companies such as the Mrs.Ramis' Production House.

Table 5 Based on the data that has been collected over the three quarterly months (January 15, 2021 to January 31, 2022) the KPI of the Ms. Juariyah Production House is as follows:

Table 5: KPI (Key Performance Indicator) Ms.Juariyah's Production Houseperiod 15 Jan 2021 to 31 Jan 2022

Num.	KPI (Key Performance Indicator)	Rating object	KPI Value	Scoring		
				Target	Realization	Score
1	Human Resources	Permanent Employee Attendance	16,66%	Maximum 321 attendance	81,93 %	13,649
		Production Operational Time	17,85%	Maximum 1.070 hour	87,3 %	15,583
		Work adjustments for temporary workers	16,66%	Maximum 176 hour	71,02 %	11,831
		Performance Rotation App	4,166%	112 hour	100 %	4,166
2	Production	Total Production (Coconut Sugar)	10,71%	Maximum 6614 kg	87,73 %	6,36
		Number of Orders Sold	11,19%	1.380 Kg Maximum	72,46%	8,108
3	Finance	Sales Turnover	28,359%	MaximumRp. 72.414.800	85,02 %	24,11
Total Value (max)			100%	Total KPI score		83,807

Table 5: Shows The total KPI score based on the calculation of the main performance indicators with performance directly related to the HR Main Indicators which is an innovation application from the Ms.Juariyah Production House has a score of 83.807% (Good). In micro-enterprises such as Ms.Juariyah's Production House, they actually have the potential to become a bigger company if their human resources really implement innovation and increase production capacity so that in the future, micro-businesses such as Ms. Juariyah's production house can develop in the future. The closeness of permanent employees who are actually family, this means that the employees feel that they have accepted the goals and values that exist in the joint venture, as well as a strong desire to remain loyal to the business being undertaken.

The comparison of HR performance in Ms. Juariyah' production house

Based on Performance appraisal, there is an increase in the contribution of the main performance indicators which is still consistent, especially the presence of good permanent employees, as well as significantly increasing production capacity. There were no significant problems in the third quarter of this month and the output (turnover) of MbakJuariyah's Production House jumped sharply. Based on data from the three quarters of the month, the comparison figure for the three data records and performance appraisal will be explained in table 6 as follows:

Table 6:Comparison of Performance Indicator output and turnover in the first, second and third month quarters

num	Performance Indicators and Performance Categories	Output of HR Performance Indicators studied (score and percentage)			
		1st Month Quarter	2nd Month Quarter	3rd Month Quarter	Percentage
1	Total Employee Attendance (management data) (HR)	9,657	9,94	15,676	Up to 19,725%
	Production Operational Time (HR)	10,357	10,969	17,292	Up to 21,075%
	Adjusting the attendance of non-permanent employees	-	3,29	4,80	Up to 31,46%

(HR)					
	Work Rotation	3	2,66	4,166	Up to 12,405%
2	Turnover (other indicators) (Non HR)	Rp.10.940.000	Rp.14.014.600	Rp.36.615.000	Up to 41,825%

Table 6: Based on the calculation of data analysis on KPI (key performance indicator) at Ms. Juariyah Production House, researchers can conclude:

1. In the first quarter month value, the value is calculated by treating three main performance indicators and one other indicator as a reference for assessing the main indicators.
2. Calculations on adjusting the attendance of non-permanent employees are only carried out in the second and third month quarters 1.
3. Total turnover percentage based on the average percentage increase and decrease in turnover of one month or quarter or period under study2.
4. Based on the comparison of the main performance indicators output and turnover, there was a rapid increase from the second quarter to the third month of 61.73% and the average increase in turnover in the three quarters of the period was 41.825%

IV. Discussion

Based on the results of the analysis, the conclusions of the study entitled "Key Performance Indicators on the Performance of Human Resources for Small Medium Enterprises and Micro Coconut Sugar Industry Centers in Lojejer Village, Wuluh District, Jember Regency", along with the answers to each of the problem formulations discussed in this study are as follows:

1. What are the main performance indicators (HR) applied by the related Coconut Sugar MSMEs in Lojejer Village that can be applied to determine Key Performance Indicators on MSME HR performance at the related coconut sugar industry center in Lojejer Village?

The main performance indicators (HR) applied by MSMEs related to Key Performance Indicator analysis that can be applied to determine Key Performance Indicators and Performance appraisals for MSME objects in this study are indicators related to operational time, employee attendance, adjustment of work attendance for non-permanent employees, job rotation and increasing the number of employees (recruitment). Some of the main performance indicators in this study can also increase as research is carried out, especially in the second and third quarter periods, namely work rotation, additional workforce and adjustments to the attendance of non-permanent employees.

2. How are the performance indicators related to the activities, outputs and outcomes of related SMEs related?

The linkage of other performance indicators examined in this study which is the basic reference for measuring coconut sugar MSME human resources related to key performance indicators and the contribution of each related indicator to MSME activities and output are factors that are directly related to the work done by humans (HR) but are very depend on human intervention to run properly. In this study, all of the studied performance indicators (HR) are related to the activities or outputs in this study. Other performance indicators (non-HR) that arise due to the influence of the performance indicators studied are Total Production, Production Capacity, selling prices, Availability of raw materials, total production of ordered products and various product innovations. Turnover, is the last reference indicator that can be a measure of how effective the management of the performance indicators studied is on the output and activities of each MSME.

3. How is the Implementation of Key Performance Indicators in the Coconut Sugar UMKM in Lojejer Village which is studied by researchers?

Implementation of Key Performance Indicators on Coconut Sugar SMEs in Lojejer Village in this study uses measurements of the main performance indicators and their derivatives. The implementation of KPI in MSMEs uses various performance indicators (key non-performance indicators and reference indicators) which are directly proportional to their effect on changes in HR factors that can change production, income, output, etc. Implementation of performance indicators on coconut sugar SMEs in Lojejer Village uses all indicators obtained from the observations of researchers from the records of each period and SMEs studied in the third quarter of the month period.

V. Conclusion

For UD PramitaSalsabila:

1. The main performance indicators (HR) applied to the KPI and its derivatives make a significant contribution to the operations of medium-sized businesses such as UD PramitaSalsabila.
2. The implementation of Adaptation carried out by UD PramitaSalsabila has the impact of reducing the need for excessive labor, this is evidenced by the reduction of permanent employees from 5 to 2 from the second quarter of the month to the third quarter of the month with a turnover and production that is not much

different (Only 1.541% between the second quarter of the month and the third quarter of the month) by reducing non-permanent employees by 3 people, so that good HR management will provide efficiency in the production process and this shows that medium-sized businesses led by competent management have the potential to become bigger businesses. in the future.

3. The total KPI score at UD PramitaSalsabila is 94,762 (Very Good) so the researcher concludes, UD PramithaSalsabila has very good HR management in running a business.

For Mrs. Ramis' Production House:

1. The main performance indicators based on the analysis of researchers at the Mrs. Ramis Production House in compiling KPI are employee attendance, adjustment of attendance of non-permanent employees, production operational time, addition of permanent and non-permanent employees and work rotation (starting the second and third month quarter period).
2. The adaptation made by Mrs. Ramis Production House is more varied than UD PramithaSalsabila where the changes made are not only the application of work rotation and adjustment of employee attendance but also changes in operational time so that the analysis of each month quarter period is more varied and researchers can compare the three quarter-month period to be more specific.
3. There is an up and down process of the percentage of performance indicators from each period where the percentage increase in the main performance of the second quarter of the month increases compared to the quarter of the first month and decreases in the quarter of the third month compared to the quarter of the second month.
4. Only business turnover experienced a continuous increase in each quarterly period of the month.

For Ms. Juariyah Production House:

1. In small companies with relatively few employees, such as MbakJuariyah's Production House, the application of HR innovation to increase in the main HR indicators shows a change in performance, although it does not have a big impact.
2. Implementation of HR Innovation In micro pioneering companies such as MbakJuariyah's Production House, it has a very significant impact on the resulting business output, as can be seen from the relatively constant increase in turnover of around 41.825% for each application of innovation at the turn of the month quarter.
3. Increase in Turnover based on the average increase in turnover per quarter month
4. As long as the production equipment and facilities are adequate, increasing the number of employees can be a solution to increase production capacity in MSMEs or pioneering companies such as MbakJuariyah's Production House.

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