

## **Proposed Corporate Performance Management Using Knowledge-Based Performance Management System (KBPMS) For Privy**

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### ***Abstract***

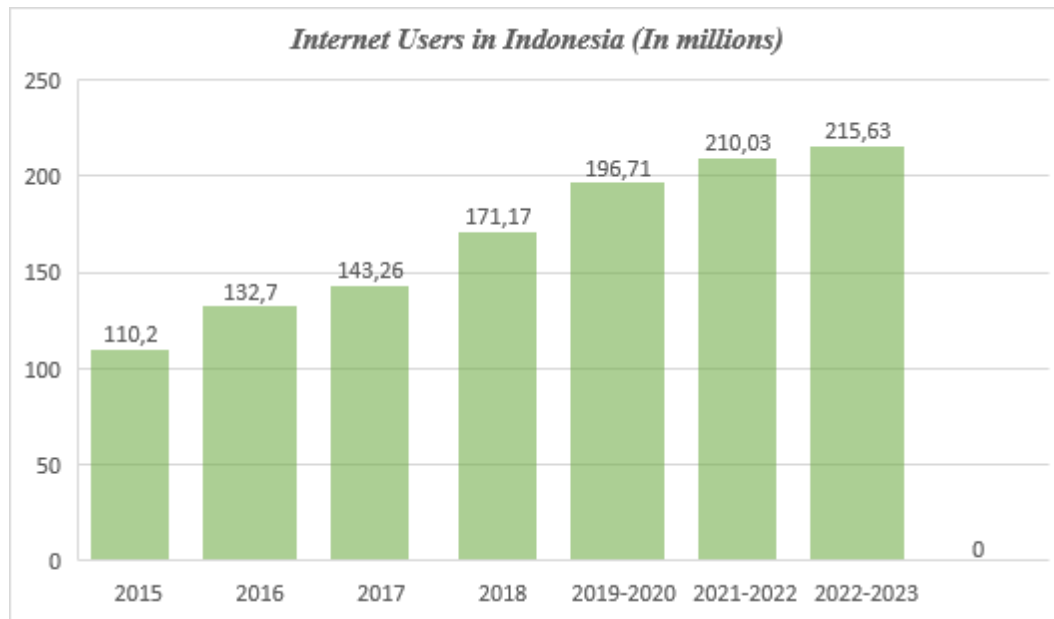
PT. Privy Identitas Digital or Privy Digital Identity (Privy) is a firm established in Jakarta in 2016 that specializes in the provision of Certified Electronic Certificate Organization and Electronic Signature Organization services. Privy offers legally enforceable digital signature services, along with reliable digital identities, facilitating direct connections between businesses and customers. This thesis investigates the deployment of an integrated performance management system emphasising the Knowledge-Based Performance Management System (KBPMS) at PT. Privy Identitas Digital (Privy), a firm that specialises in certified electronic certificates and digital signatures. The exponential expansion of Privy's services has highlighted the need of aligning its business strategy with frontline operations by using integrated planning and monitoring tools. The research study of integrated performance management, which includes financial goals, customer, process, and employee perspectives, is examined in detail. The suggested method uses a robust performance management framework to address enterprise issues including traditional marketing tactics and the absence of Key Performance Indicators (KPIs). KBPMS optimises company performance, meets business objectives, and promotes continuous development. Significant benefits are anticipated to result from the implementation of the KBPMS, including the following: increased talent development by means of targeted training and feedback derived from individual performance evaluations; enhanced employee engagement and motivation through transparent feedback and aligned goals; increased organisational agility and responsiveness to market changes via data-driven performance insights; and optimised resource allocation and cost reduction via the KBPMS. By showcasing the advantages of incorporating digital technology into performance management, it facilitates the adoption of comparable approaches by other organisations, thereby maximising the capabilities of their workforce.

**Keywords:** Knowledge-Based Performance Management System, PT. Privy Identitas Digital, digital trust, performance management.

### **Introduction**

The field of technology is advancing at a faster rate than ever, with new knowledge and developments emerging on a daily basis (Seh et al., 2017). The development of advances in technology, information, knowledge and development is also happening in Indonesia (Meinarni et al., 2020). Evidence of the development of the internet in Indonesia which is growing every year can be seen from the graph below based on data provided by Association Indonesian Internet Service Providers (APJII).

## Proposed Corporate Performance Management Using Knowledge-Based Performance Management System (KBPMS) For Privy



*Figure 1 Internet Users in Indonesia per Year*

*(Source: Association Indonesian Internet Service Providers (APJI), Indonesia's Internet Penetration Survey 2023)*

Based on the survey results of the Indonesian Internet Service Providers Association (APJI), internet users in Indonesia reached 215.63 million people in the 2022-2023 period. This number increased by 2.67% compared to the previous period which amounted to 210.03 million users. The number of internet users is equivalent to 78.19% of Indonesia's total population of 275.77 million. When compared to the previous period survey, Indonesia's internet penetration rate this year has increased by 1.17 percent compared to 2021-2022 which amounted to 77.02%.

This phenomenon also has influence on numerous facets of Indonesian society, including the field of law. The expansion of the digital world has led to the emergence of the term "digital age," which describes a significant phenomenon (Mujtahid et al., 2021). One of the significant advancements occurring in the realm of technology is the increasing integration of information technology with handheld electronic devices. A legally recognised signature, also referred to as a wet signature, is a signature that is directly executed by the persons involved in an agreement or the making of a statement. Due to advancements in technology and the availability of information, electronic signatures have begun to supplant wet signatures. The primary utility of electronic hand signatures lies in their practicality, as they enable the swift and effortless generation of electronic signatures on documents.

Indonesia has recognized the use of digital signatures through the Law of the Republic of Indonesia. According to the (Undang-Undang 2008) on Electronic Information and Transactions, in article 1 paragraph 12, digital signatures have a definition in the form of "Electronic Signature is a signature consisting of electronic information attached, associated or related to other electronic information used as a verification and authentication tool."

PT Privy Identitas Digital (Privy) is the sole startup in Indonesia specializing in providing digital signature services. Privy, a provider of digital signature services, has been officially acknowledged by Kominfo (the Ministry of Communication and Information Technology) to authenticate and issue electronic certificates and digital signatures for all Indonesian nationals. Hence, all digital signatures generated using the Privy application has equivalent legal efficacy and ramifications as physical signatures. Businesses can overcome hurdles by implementing digital signatures. Particularly during the Covid-19 epidemic. Electronic signatures enable individuals to sign papers remotely and at any given time. The number of firms employing Privy's digital signature service has surged by about 350 percent. As of 2020, Privy has been utilized by over 471 firms and has served a consumer base of 4.9 million individuals in Indonesia. The following information is derived directly from Marshall Pribadi, the CEO of Privy.

Privy comes as an online signature service provider in Indonesia, which can be used anytime and anywhere and make it easier to sign all documents and can replace wet signatures that are still conventional (Sitorus & Chiudy, 2022). Digital signatures are increasingly in demand by the public because they are more efficient. This can be seen from the rapid growth of Privy users. In 2018, the users of these services amounted to around 2 million users and in the following year it grew rapidly to 4.5 million users. (Kontan.co.id, 2019). Privy Identitas Digital (Privy) has seen exponential growth as a digital identification service provider since its inception in 2016. Nevertheless, as the organisation has grown, deficiencies in its performance management structure have become apparent. Privy heavily relies on informal communication routes to organise and monitor activities, despite the departments being entirely isolated from one other. Due to misplaced goals across divisions, the company's current workforce of over 700 personnel has resulted in customer delays, regulatory gaps, and market share losses in the last two quarters. The poll revealed that workers highly support the implementation of formal coordination and monitoring mechanisms.

The decision of any organization to reuse the Privy application is influenced by multiple reasons, one of which is trust. Several technological studies emphasize the significance of trust as a key element in enhancing customer interactions, bolstering credibility, and enhancing customers' perception of system security (Khusna, 2020). PrivyID, being the first Indonesian company to obtain ISO/IEC 27001:2013 certification for information security, ensures the legitimacy of the documents and assures the protection of user data against unauthorized use. This instills confidence in clients regarding the efficacy of the PrivyID application as the optimal alternative for carrying out digital signatures. (Raheni & Thirumoorthi, 2021) identified several characteristics that can impact trust, including e-service quality. This, in turn, can promote the intention of consumers or users to reuse online transportation services. Trust was identified as a significant intermediary or connection between the impact of e-service quality on the intention to utilize online transportation services again. Based on the aforementioned problems, there are several issues related to e-service quality and

## **Proposed Corporate Performance Management Using Knowledge-Based Performance Management System (KBPMS) For Privy**

customer satisfaction. These include the inconvenience of accessing personal accounts from enterprise accounts, which necessitates users to register for an expensive enterprise account. Additionally, there is a lack of a direct document repair feature, resulting in users having to upload documents again and leading to a decrease in top-up transactions. Furthermore, customer service is unresponsive to customer inquiries, causing hindrances in user productivity. The validity of digitally signed documents is weakened by the use of manual stamps, requiring companies to obtain a digital stamp for digital signatures. Lastly, users face difficulties when verifying data (selfies), raising concerns about potential leaks of personal information (Setiawan, 2022).

Privy's management infrastructure requires a clear overhaul that focuses on integrating strategy, execution, and analytics. The global conversation strongly advocates for the implementation of integrated performance architectures, which provide openness across different departments, enable data-driven decision-making power, and allow for flexible plan adjustments. This paper aims to analyse the priorities, circumstances, and implications of adopting a current paradigm for Privy. The main areas of attention will be the function of information systems, the importance of Balanced Scorecard modules, and the dynamic nature of cybersecurity sector settings (Wijaya, 2021).

Privy's ability to maintain its dominant position in Indonesia's fast-paced digital economy shift is under risk. An integrated performance system is considered essential for effectively managing short-term growth while simultaneously achieving quality, risk, and innovation objectives. This system should be coordinated across different divisions that interact with one other. This thesis aims to provide a comprehensive framework for Privy to effectively implement and integrate management innovation into its operations (Fariah, 2020).

the aim of this research is 1. To identify and address issues that arise inside the company and proactively plan for the future. 2. To create and execute a highly efficient corporate performance management system customized to address the unique obstacles encountered by PT. Privy Identitas Digital. 3. To assess the current state of the firm prior to implementing the KBPMS Framework. 4. To determine the impact of utilizing KBPMS on the future achievement of PT. Privy Identitas Digital's objectives.

### **Method**

The expression "research design" refers to various meanings, serving as both a detailed plan and a guiding principle for carrying out a study. (Creswell, 2018) provides a concise definition of research design as "the systematic framework of methods used to collect and analyze data in order to address research inquiries and test hypotheses". This definition underlines the importance of a methodical approach, guaranteeing that the study is carried out in a regular manner and produces dependable outcomes. In (Babbie, 2020) perspective, research design is defined as "the strategic blueprint and organization of a research investigation". This includes not just the gathering and examination of data, but also the comprehensive structure for the investigation, encompassing its

objective, methods, and theoretical basis. Research design serves as the guiding framework for conducting research, guaranteeing its accuracy, dependability, and eventually, its impact on knowledge.

For this specific research project, the researcher has decided to implement a qualitative methodology in order to collect all of the necessary information. Taking this strategy involves gathering information from a wide variety of stakeholders who are involved in the company. These stakeholders include directors and managers who are accountable for managing operations, finances, marketing, and human resources. For the purpose of this research endeavor, the major objective is to apply the Knowledge-Based Performance Management System (KBPMS) framework in order to construct a performance management system for PT. Privy Identitas Digital, also known as Privy Digital Identity (Privy). For the purpose of carrying out this inquiry in an appropriate manner, it is required to collect both primary and secondary data from the corporate organizations. In total, there are five chapters in this work. An introduction to the company and a discussion of the problem facing the company are both included in the first chapter. The literature review and conceptual framework that serves as the basis for the research on performance management are the primary topics of discussion in Chapter 2. The study design and methods presented in Chapter 3 are followed by Chapter 4, which focuses on the creation of business solutions, the analysis of the firm's vision and mission in order to define company strategies, and the design and implementation of a performance management system. The arrangement in which these chapters are presented contributes to the establishment of the path that the research will take. Chapter 5, which is the final chapter, is mostly concerned with providing a condensed overview and making recommendations for the subsequent steps to take. The explanation is going to be altered into the figure that can be found below .

The data collecting methodology employed in this research consists of the utilization of two distinct categories of data, specifically primary data and secondary data. The employment of both sorts of data is intended to guarantee the precision of the information employed. This procedure entails a sequence of stages, commencing with the establishment of study parameters, gathering data via unstructured or semi-structured observations and interviews, and formulating protocols that incorporate documents, visual materials, and information recorders (Creswell, 2014).

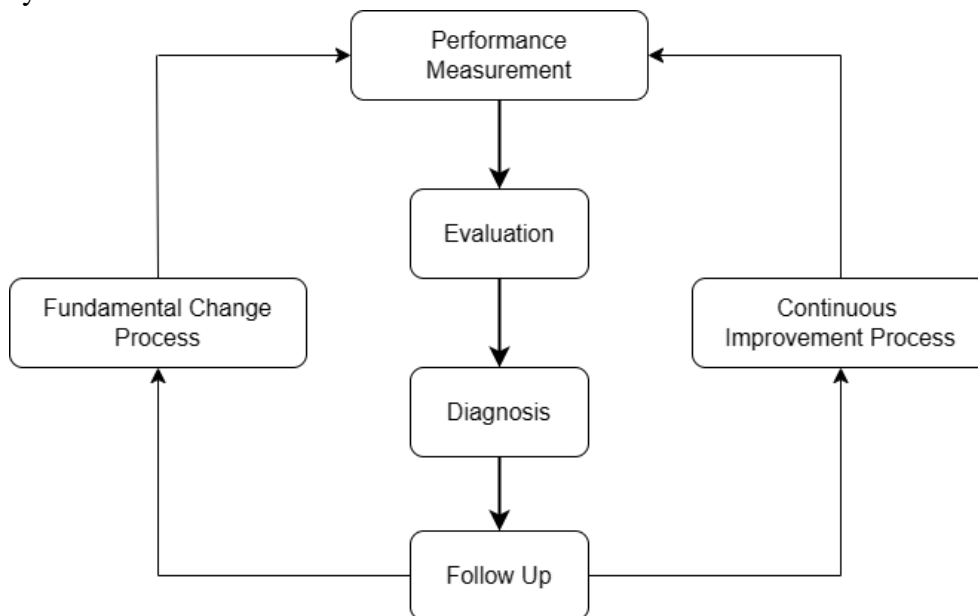
The fundamental objective of data analysis is to identify and address issues that arise from the data. This objective is accomplished within the context of processes that involve the collection of data. The purpose of this is to adjust PT. Privy Identitas Digital's objectives by utilizing the performance framework and organized Key Performance Indicators (KPIs). This is accomplished by performing a detailed examination of the data pertaining to business revenue and performance, in accordance with the vision, mission, and strategy of PT. Privy Identitas Digital. The corporation has obtained the information that has been provided from within the organization.

## Proposed Corporate Performance Management Using Knowledge-Based Performance Management System (KBPMS) For Privy

### Results and Discussion

#### Implementation

The idea of performance management was initially suggested by Stoop (1996), who established a parallel with Deming's PDCA cycle (Plan, Do, Check, Action). The figure provided illustrates the performance management systems:



**Figure 2 Performance Management Systems**

The figure illustrates that performance management consists of four primary pillars: performance measurement, review of measurement data, diagnostic for identifying improvement procedures, and follow-up actions. The figure illustrates the four aspects that must be met in order to develop a performance management system in an organization or corporation, together with the corresponding supporting components.



**Figure 3 Implementation of KBPMS**

The figure above clearly demonstrates that in order to facilitate these four functions, the performance management system being created must take into account several factors. The mentioned factors involve the current performance management

system, reports facilitated by the new performance management system, dissemination of the new performance management system across the organization, cost-benefit analysis for each step of implementing the performance management system, training pertaining to the new performance management system, allocation of resources for the implementation of the new performance management system, and communicative displays for all employees of the company (Wibisono et al., 2016).

### **Current Performance Management System**

During the design and implementation of a work management system, numerous typical challenges are found. The first factor is the presence of individuals within the business who are hesitant or resistant to change. Furthermore, the existing performance management system is typically not tailored to their specific organizational requirements, but rather borrowed from systems utilized in Western or Japanese nations. Despite the implementation of ISO, Malcolm Baldrige Award, The Balanced Scorecard, and Six Sigma by many firms in Indonesia, their performance does not exhibit substantial improvement. One important factor causing to the failure of work management systems is the consequence of creating a performance management system that lacks contextual relevance to the specific requirements of the organization and fails to fit the pre-existing systems already in place inside the company.

PT. Privy Identitas Digital has been in operation for approximately 8 years, but, it has not yet implemented a performance management system. Despite the company's long-standing presence, there has been a lack of attention towards the implementation of a performance management system. The effectiveness of establishing a performance management system focuses on three factors: ownership of the built system, a shift in work culture, and an integrated design of the performance management system.

### **Report of The New Performance Management System**

The definition of the reports to be supported by the new performance management system must be established at the very beginning of the design process. The reports' specifications should be classified according to the requirements of senior management, middle management, or operational-level staff. Each level will exhibit variations in terms of depth, level of detail, and reporting timeframe. The key concern for senior management should be business outcomes, which should be evaluated based on the trend of accomplishments over a specified timeframe, comparisons with past internal performance, benchmarking against competitors, and setting standards for future successes. The reporting period is limited to a range of 1-3 months (Wibisono et al., 2016).

The reports needed for middle management should provide the highest level of detail from an internal standpoint within the organization. These reports should encompass all facets that facilitate prompt decision-making. The reporting time that needs to be supervised can vary from a weekly to a monthly basis (Wibisono et al., 2016). Operational-level executives should receive reports that pertain to their

## Proposed Corporate Performance Management Using Knowledge-Based Performance Management System (KBPMS) For Privy

workstations and their ties to the operational procedures that occur before and after their workstations. These reports are usually conducted on a daily basis and cover a period of up to one month in advance (Wibisono et al., 2016).

The crucial company documents required to facilitate the development of the performance management system are displayed in the table provided below.

**Table 1 Supporting Documents**

<i>Data Category</i>	<i>Document Name</i>	<i>PIC</i>
<b>Business Results</b>	Profitability	Finance
	Liquidity	Finance
	Solvability	Finance
	Customer Satisfaction Survey	Marketing
	Employee Satisfaction Survey	HR
	Supplier Satisfaction Survey	Operational
<b>Internal Process</b>	List of employees	HR
	Projects Completed	Operational
	Agreement Standing Collaboration	Operational
	Customer Document	Marketing
	Project Quotation	Operational
	Complain Form	Marketing
<b>Resources Capability</b>	Projects acceptance	Operational & HR
	Training Program Document	HR
	Technology Development Document	Operational
	Leadership Survey Document	HR
	Teamwork Survey Document	HR



### **Socialization of Performance Management System**

Socialization is crucial since there is an important gap between top management and operational-level employees in terms of their knowledge and long-term thinking abilities. Top management focuses on strategic planning, while operational-level personnel require skills and fast actions. Consequently, socialization should be strategically designed using several approaches, including the utilization of posters, brochures, morning meetings, online communication, and suggestion boxes. Top management should regularly assess the comprehension of operational-level personnel in relation to changes in vision, mission, strategy, and work programs during the socialization process.

### **Analysis of Benefit to Cost Ratio**

Conducting a benefit-cost ratio study is needed for figuring out whether the new performance management system will provide significant benefits. Furthermore, it is important to carry out a benefit-cost analysis for any necessary enhancements resulting from insufficient performance in particular performance characteristics. As a result, the application of weighting is necessary to determine the order of priority for addressing performance indicators, resulting in substantial advantages for the organization.

### **Training to be Performed**

Training is important in order to develop a performance management system that adapts to the specific requirements of the firm and its execution. The training may include an in-depth knowledge of the performance management system itself, as well as the utilization of tools that can be employed in the future. Choosing a service provider that is in line with the company's needs is of the highest priority. Presently, numerous training service providers may fail to fulfill the company's criteria, leading to a wasting of time and financial resources, and employee competencies may fall short of expectations. PT. Privy Identitas Digital requires training in communication or marketing skills to attract clients/projects and proficiency in utilizing current integrated systems.

### **Allocation Resources**

Individuals who are assigned the duty of measuring, evaluating, diagnosing, and making choices about deviations are responsible for allocating resources. The computerized system is utilized to execute the process of measurement, evaluation, and diagnosis, so ensuring optimal efficiency. It is crucial to have independent parties conduct evaluations to ensure that the analysis is completed objectively for future improvements. The performance management system functions as a tool for making decisions to better performance. It ensures that resources are not exclusively allocated to measurement, assessment, and diagnosis, but also to the process of improving performance, thus preventing neglect of this important aspect. PT. Privy Identitas

## Proposed Corporate Performance Management Using Knowledge-Based Performance Management System (KBPMS) For Privy

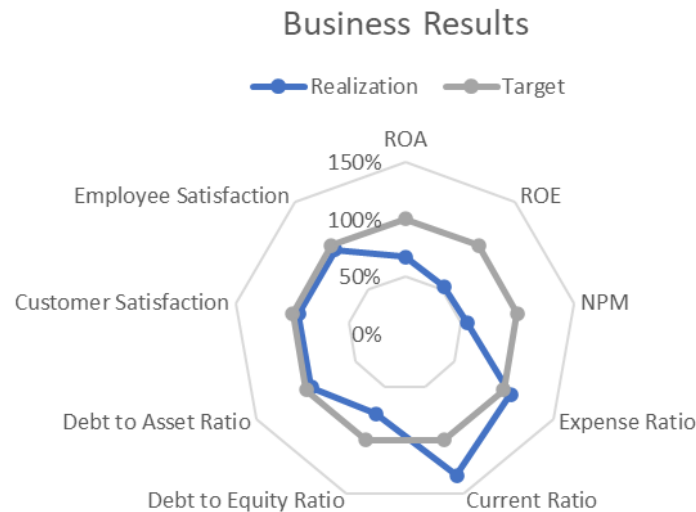
Digital currently does not possess a performance management system that is capable of prioritizing continual improvement, extending beyond internal reporting.

### Display

Providing exact information publicly, particularly when it pertains to the performance of teams or individuals inside the organization, will enhance self-motivation and foster a supportive atmosphere. Quantitative data, which represents measurement outcomes, is commonly utilized. Publishing data provides the organization with the advantage of evaluating specific areas and enhancing performance. Graphical displays are the most straightforward method for presenting performance information. When constructing graphical displays, it is important to utilize large fonts to ensure simple readability and incorporate a variety of colors to attract attention. In addition, desirable graphic attributes for display purposes encompass user-friendly design, effortless upgradability, accessibility, and comprehensibility. The following is a performance report for PT. Privy Identitas Digital in 2023.

**Table 2 Display of Business Results**

<i>Indicator</i>	<i>Realization</i>	<i>Target</i>	<i>%</i>
ROA	12%	18%	33%
ROE	8%	15%	47%
Net Profit Margin (NPM)	12%	22%	45%
Expense Ratio (ER)	88%	78%	-11%
Current Ratio	150%	100%	-33%
Debt to Equity Ratio	40%	50%	25%
Debt to Asset Ratio	38%	40%	5%
Customer Satisfaction	95%	100%	5%
Employee Satisfaction	92%	100%	9%



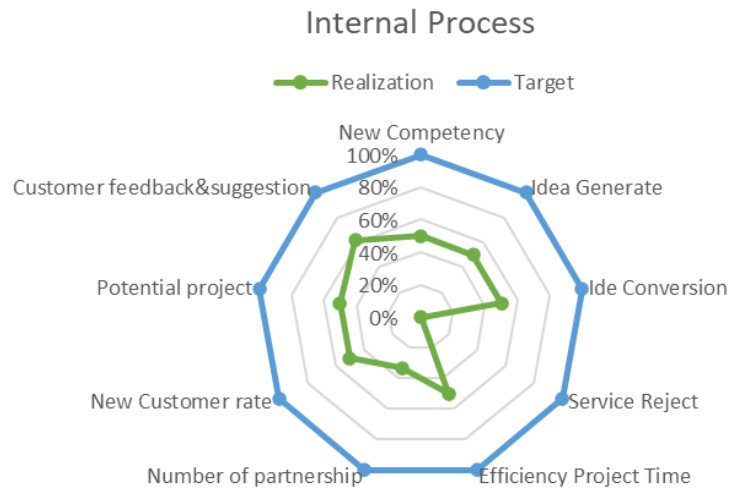
**Figure 3 Display of Business Results**

The table and figure above demonstrate how certain aspects of the company's performance have not yet achieved their desired objectives. The only metrics that have exceeded their expectations are the Current Ratio and Expense Ratio, suggesting that the company's business operations require improvement. To optimize the company's profitability, it may be necessary to decrease the expenses ratio, hence reducing spending costs. In addition, cultivating robust relationships with customers, employees, and suppliers will have a favorable effect on the company's performance, leading to increased profitability and decreased expenses.

**Table 3 Display of Internal Process**

<i>Indicator</i>	<i>Realization</i>	<i>Target</i>	<i>%</i>
New Competency	1 Compete	2 Compete	50%
Idea Generation	1 Idea	2 Ideas	50%
Idea Conversion	1 Idea	2 Ideas	50%
Service Rejection	2 Rejects	2 Rejects	100%
Efficiency Project Time	2 Days Completed	1 Day Completed	-100%
Number of Partnerships	1	3	67%
New Customer Rate	5	10	50%
Potential Project	1	2	50%
Customer Feedback and Suggestion	65%	90%	38%

## Proposed Corporate Performance Management Using Knowledge-Based Performance Management System (KBPMS) For Privy

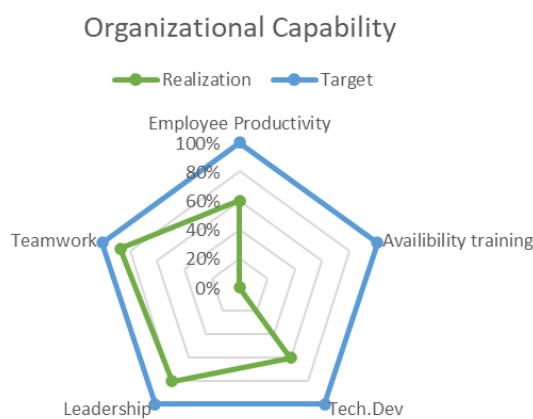


**Figure 4 Display of Internal Process**

The table and figure above indicate that there are significant areas for improvement in the company's internal procedures, encompassing all aspects. The company's service performance remains exceedingly deficient in every aspect.

**Table 4 Display of Organizational Capability**

<i>Indicator</i>	<i>Realization</i>	<i>Target</i>	<i>%</i>
Employee Productivity	15	25	40%
Availability Training	0	1	100%
Technology Development	3	5	40%
Leadership	80%	100%	20%
Teamwork	87%	100%	13%



**Figure 5 Display of Organizational Capability**

The table and diagram above demonstrate the company's incompetence to offer employee training, which may lead to a deficiency in staff skills. The company's decline in performance may be attributed to insufficient staff training, resulting in an absence of

excitement for professional growth among the employees. It is anticipated that the company would offer training on an annual basis in the future.

### Performance Measurement

Before initiating the measurement of each variable specified in the design of the performance management system, it is advisable to reevaluate the accuracy and consistency of the measurement tools. To adopt this technique, it is most practical to carry out the tests outlined in the table below, as suggested by (Wibisono et al., 2016).

**Table 5 Reliability Test**

No.	Test Type	Information
1.	The Truth Test	Are we properly evaluating the factors we are going to measure?
2.	The Relevancy Test	Are we properly evaluating the intended performance metrics?
3.	The Consistency Test	Is the data collection process consistent regardless of the person conducting the measurement?
4.	The Access Test	Is the accessibility of measurement data relatively easy?
5.	The Clarity Test	Is there a potential for ambiguity in interpreting the measurement results?
6.	The So-What Test	Is it possible and likely that data reports will be followed further?
7.	The Timelines Test	Is it possible to access data regularly and respond right away?
8.	The Cost Test	Will the expenses collected be significant?
9.	The Gaming Test	Could the measurement potentially lead to unexpected consequences or generate unproductive behavior?

### Evaluation

According to (Wibisono et al., 2016), performance evaluation is the act of comparing performance to pre-established plans or criteria. It is important to establish a benchmark for performance measurement, which can be done internally or externally, in order to set a level of achievement. Internal benchmarking involves comparing performance against both the highest level of achievement or the average performance from a previous period. External benchmarking involves comparing performance against direct competitors or similar companies in the same industry. When

## **Proposed Corporate Performance Management Using Knowledge-Based Performance Management System (KBPMS) For Privy**

benchmarking for assessment purposes, it is of greatest significance that the criteria employed be both realistic and demanding.

### **Diagnosis**

Diagnosis refers to the systematic identification of the underlying factors that contribute to performance deviations, with the ultimate goal of determining strategies for achieving the desired level of performance (Wibisono et al., 2016). Performance diagnosis is vital due to the tendency of management to offer different explanations for performance variances.

In order to make a diagnosis, it is necessary to determine the fundamental variables that have led to a certain event or condition. Qualitative explanations missing correct facts are highly risky as they may fail to cover all potential situations. As a result, it is important to have a cause-and-effect diagram for every variable in order to better understand the true root causes.

### **Follow Up**

Two major dimensions of corrective measures must be addressed: the technical aspect and the strategic aspect. From a technological perspective, the priority typically focuses on the immediate future. The factors affecting every indicator of performance can vary for each organization, therefore any enhancements should be customized to suit the particular needs of the company. At the same time, the strategic part focuses mainly on decision-making at upper management levels and for long-term objectives. Resource-oriented improvement components typically have a strategic aspect. As a result, strategic action-taking necessitates making compromises, which involve prioritizing choices.

### **Refreshment**

The final phase of the performance management system is called the refreshment stage, and it consists of an all-encompassing evaluation that makes use of the most recent research and the expertise of professionals. An emphasis is placed on the ongoing maintenance of the system that has been designed, underlining the relevance of leadership, commitment, and stakeholder involvement for the effectiveness of the system over the long run.

In order to be effective, a performance management system needs to be flexible and periodically updated to accommodate changes in the company's environment. These changes can be caused by a variety of variables, including competition, regulations, community demand, customer expectations, and technological advancement. In addition, it is of the utmost importance that it adapt to the performance criteria and procedures that are always evolving. It is imperative that the system places a high priority on addressing critical issues such as leadership, dedication, and the involvement of stakeholders. Continuous surveillance is essential for preventing errors and ensuring that the company's goals are consistently met in order to ensure optimal performance.

### Implementation Plan

The strategy for implementation will take into account specific actions, individuals who have been designated as responsible for each task, and the projected amount of time required for each activity.

**Table 7 Implementation Plan**

No.	Activities	Person In Charge	Duration (Day)
1.	Introduction about performance management system	Top Management	1
2.	Presentation of the analysis about the current situation of PT. Privy Identitas Digital, and explain the advantage of implementing performance management system	Top Management	1
3.	Brainstorming about foundation and basic information stage	Top Management	1
4.	Examination of the company's internal and external environment	Top Management	1
5.	Explanation and introduction about stage 2 in designing KBPMS for new strategy for PT. Privy Identitas Digital	Top Management	3
6.	Explanation about proposed variable, linkage and benchmarking	Top and Middle Management	4
7.	Explanation about Stage 3: Implementation	Top and Middle Management	4
8.	Resource Allocation	Top and Middle Management	2
9.	Designing report of the KBPMS	Top and Middle Management	2
10.	Cost benefit ratio analysis	Top and Middle Management	2
11.	Leadership training	Human Resources	2
12.	Employee training	All employees	5
13.	Developing technology	IT	14
14.	Digital marketing	Marketing	5
15.	Designing display of KBPMS	Top and Middle	3

		Management, IT	
16.	Socialization the new KBPMS	All employees	3
17.	Performance measurement	Top management	Continuous process
18.	Evaluation of measurement	Top management	Continuous process
19.	Diagnosing of improvement	Top management	Continuous process
20.	Follow up	All employees	Continuous process

The following schedule plan is offered in a day-by-day format, organized according to the month, as defined in the table provided below

[illegible]



## **Conclusion**

The conclusion of this research is :

1. The performance management system is essential for measuring business performance, benchmarking against competitors, and setting standards for future achievements.
2. Different levels of management require different types of reports to support their decision-making processes.
3. Socialization of the performance management system is crucial due to the significant gap between top management and operational-level employees.

**Proposed Corporate Performance Management Using Knowledge-Based Performance  
Management System (KBPMS) For Privy**

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