

## INTISARI

**Tujuan**—Tujuan penelitian ini yaitu untuk mengevaluasi pengembangan indikator kinerja PPATK dengan menggunakan alat analisis cetakbiru kinerja (*performance blueprint*) dan mengetahui faktor apa saja yang berperan dalam pengembangan indikator kinerja PPATK.

**Desain/Methodologi/Pendekatan**—Penelitian ini menggunakan pendekatan kualitatif studi kasus dengan melakukan analisis dokumentasi menggunakan alat analisis *performance blueprint* dan analisis wawancara menggunakan alat analisis data tekstual. Data yang digunakan yaitu data primer melalui wawancara dan data sekunder berupa dokumentasi.

**Temuan**—Hasil analisis dokumentasi menemukan bahwa proses bisnis PPATK masih belum selaras berdasarkan visualisasi *program logic model*. Pengembangan indikator kinerja belum memberikan gambaran alur logika yang sesuai, mulai dari RPJMN sampai dengan rencana strategis dan masih terdapat ketidaksesuaian informasi pada rencana strategis sampai dengan laporan kinerja. Indikator Kinerja Program (IKP) mayoritas berorientasi kuantitas hasil (5%), kualitas hasil (75%), dan kualitas upaya (20%). IKP juga telah berorientasi outcome masyarakat (15%) dan outcome layanan (85%). IKP memenuhi kriteria SMART (60%). Perencanaan kegiatan telah memenuhi kriteria frekuensi dan target (100%), namun belum memenuhi kriteria intensitas (9%). Hasil analisis wawancara menemukan sebelas faktor yang berperan dalam pengembangan indikator kinerja yaitu: pola pikir, proses bisnis, zona nyaman, kompetensi teknis, regulasi, rencana kegiatan, proses penyusunan renstra, komitmen manajemen, monitoring dan evaluasi, ganjaran dan hukuman, dan pengelolaan data kinerja.

**Batasan/Implikasi**—Penelitian ini memiliki implikasi terhadap kementerian/ lembaga dan lembaga pengatur untuk menerapkan rerangka *performance blueprint* dalam proses pengembangan indikator kinerja. Keterbatasan penelitian ini ialah alat analisis *performance blueprint* belum memiliki kriteria penilaian, dan penelitian ini menggunakan metode kualitatif saja sehingga hasil kesimpulan masih minimalis.

**Originalitas/Nilai**—Penelitian ini memberikan sumbangsih pengetahuan mengenai pengaruh isomorfisme institusional, terutama isomorfisme normatif pada instansi pemerintah pusat. Selain itu, penelitian ini merupakan penelitian pertama yang menggunakan rerangka *performance blueprint* lebih lengkap dengan enam jenis analisis.

Kata kunci: *performance blueprint*, *program logic model*, kuadran friedman, SMART, FIT, isomorfisme koersif, isomorfisme mimetik, isomorfisme normatif.

## ***ABSTRACT***

**Objectives**—The purpose of this research is to evaluate the development of PPATK performance indicators using Performance blueprint analysis tools and to know what factors are instrumental in the development of PPATK performance indicators.

**Design/methodology/approach**—this study uses a qualitative approach with case studies by conducting a documentation analysis using performance blueprint analysis tools and an interview analysis using textual data analysis tools. The data used are primary data through interviews and secondary data in the form of documentation.

**Findings**—Documentation analysis results found that the PPATK business process is still not aligned based on the visualization of the logic model program. The development of performance indicators has not provided a picture of an appropriate logic flow, ranging from RPJMN to strategic plan and still there are discrepancies of information from the strategic plan up to the performance report. The program performance indicators (IKP) are mainly oriented to the quantity of results (5%), the quality of results (75%), and the quality of efforts (20%). IKP have also been oriented to community outcomes (15%) and service outcomes (85%). IKP meet the SMART criteria (60%). Activity planning has fulfilled the frequency and target criteria (100%), but has not fulfilled the intensity criteria (9%). The results of the interview analysis found eleven factors that play a role in the development of performance indicators namely: mindset, business process, comfort zone, technical competence, regulation, activity plan, process drafting, management commitments, monitoring and evaluation, reward and punishment. and performance data management.

**Limitation/implication**—this research has implications for ministries/institutions and regulatory agencies to implement performance blueprint developments in the development process of performance indicators. The limitation of this research is that performance blueprint's analytical tools do not yet have the criteria of assessment, and this research used only a qualitative method, therefore, the result conclusions are still minimum.

**Originality/value**—this research contributes to knowledge of the influence of institutional isomorphism, especially normative isomorphism at central government agencies. In addition, this research is the first research to use the performance blueprint more completely, with six types of analysis.

**Keywords:** performance blueprint, program logic model, quadrant Friedman, SMART, FIT, coercive isomorphism, mimetic isomorphism, normative isomorphism.