DESIGN OF PERFORMANCE MANAGEMENT SYSTEM IN NON-PROFIT ORGANISATION BASED ON INTEGRATED PERFORMANCE MANAGEMENT SYSTEM

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Abstract- Rumah Kepemimpinan, as a Non-Profit Organisation, has been running for more that a decade, however, they face the same problem regarding to their performance every year. They have a problem in reaching their annual donation inflow target and they seem that they cannot overcome the problem. It was finally found that they do not have a good performance management system. Therefore, this research is conducted to identify the performance variables that help Rumah Kepemimpinan to improve their organisation's performance. There are three research objectives in this paper, analyse the current vision and mission of Rumah Kepemimpinan to meet the criteria of good vision and mission, identify the new strategies for Rumah Kepemimpinan, and identify the Performance Variables of RK in 2016 based on IPMS Framework. The method used to develop the performance management system is by analysing the vision and mission, assessing the current external and internal condition, identifying the critical success factors, and defining the performance variables based on IPMS Perspective. The data is gathered by discussion with the management, explore information through internet and look to the internal document of Rumah Kepemimpinan. The data analysis shows that the vision and mission of Rumah Kepemimpinan has met the criteria of good vision and mission. The current external-internal condition assessment shows that Rumah Kepemimpinan should apply the "Hold and Maintain" strategy. The discussion with the management and analysis of current external-internal condition of Rumah Kepemimpinan are resulting sixteen Critical Success Factors (CSFs). They are the factors which determine the success of Rumah Kepemimpinan. The CSFs are broken down into performance variables. There are forty-three performance variables that have been identified. By having new performance variables that represents the current condition and align to the vision, Rumah Kepemimpinan will be on the right track in reaching their vision.

Keywords: Performance Management System, Integrated Performance Management System Framework, Non-Profit Organisation, Rumah Kepemimpinan, Critical Success Factors, Performance Variables

Introduction

It cannot be denied that many global organisations, whether profit or non-profit, have developed their own performance management system. The purpose of the performance management system is to help the management to manage the performance of the organisation. There are many performance management system frameworks have been developed, including the Balanced Scorecard (BSC) and the Performance Prism. Each framework has their own characteristic, so has the framework that will be used for this research, the Integrated Performance Management System Framework (IPMS). The IPMS is being used because of its adaptability to non-profit organisation such as Rumah Kepemimpinan. The IPMS lets the strategist to identify their own Critical Success Factors (CSFs). CSFs are the critical issues that determine the success of the organisation. The IPMS is a bit different from the BSC and the Performance Prism which already set their "Critical Success Factors". For instance, the BSC put Financial, Customers, Internal Business Process and Learning & Growth as their generic

CSFs. The Performance Prism put stakeholders' contribution and satisfaction, the strategy, the process and the capability of organisation as their CSFs.

As a non-profit organisation that has been running for more than a decade, Rumah Kepemimpinan has just developed their performance management system based on the Balanced Scorecard framework in the early of 2015. The purpose of developing the performance management system was to improve their organisation's performance. The developed performance management system was helpful to show the performance of Rumah Kepemimpinan based on the four-perspectives of the Balanced Scorecard; Learning and Growth, Internal Business Processes, Customers, and Financial. However, there were sign of problems regarding to the implementation of performance management system. The problems can be summarise as "their current framework was not a proper framework to be used", "the analysis of their performance management system was not much representing current condition" and also "there is no direct sign that the developed perfomance management system was aligned to the vision statement".

The main purpose of this research is to identify the performance variables that help Rumah Kepemimpinan to improve their organisation's performance. However, to identify performance variables, there are some analysis to be done. There are three research objectives in this paper, analyse the current vision and mission of Rumah Kepemimpinan to meet the criteria of good vision and mission based on Wibisono (2012), identify the new strategies for Rumah Kepemimpinan, and identify the Performance Variables of RK in 2016 based on IPMS Framework.

Generally, the perfomance management system that is based on the Balanced Scorecard framework will include the objective, measures, target and initiatives. This research is based on Integrated Performance Management System with some limitation. In this research, the analysis will be limited to the step 2 (step of designing) of IPMS Framework. The author also does not conduct the identification of relationship between the performance variables and the benchmarking process. The output of this research will be the performance variables of Rumah Kepemimpinan.

Literature Review

The Framework: Integrated Management Performance System
In this Integrated Performance Management System Framework, there are three perspectives of performance variables; Business Results, Internal Business Processes and Resources Availability. The interesting thing is that each perspective are related each other. We can conclude that good business results are coming from good internal business processes. Good internal business processes are coming from good resources availability. Here are the perspectives of IPMS Framework in Wibisono (2012):
1. Business Results
   Most of organisation, in many cases, a firm, believe that financial results is the only thing that matters. However, in this IPMS Perspective, there are two kinds of results. The purpose is to widen the mind-set of the organisation, especially firm, that financial results shouldn't be the only thing they pursue.
   Business Results are divided into two categories:
   • Financial Results
   • Non-Financial Results
2. Internal Business Processes
   Internal Business Process is related to activity that happened inside the organisation. There are several processes inside the organisation that should be considered.
   • Innovation
   • Operation Process
   • Marketing
   • After-sales Service

3. Resources Availability
   This perspective is related to the intangible assets that is owned by the organisation. The resources are able to create changes in the organisation, or firm. Business Results are related to the Resources Availability.
   The three categories of Resources Availability are:
   - Human Capital
   - Technological Capital
   - Organisational Capital

There are five steps (step 0 to step 4) of developing performance management system (PMS) as it is explained by Wibisono (2012). Only three steps will be explained since this research only conduct the three early steps.

1. Step 0: Basic Principle

Understanding of the knowledge and the principles of PMS should become the foundation of the practitioner. This includes the knowledges of various kind of PMS Framework, the core principles of PMS and context of PMS.

2. Step 1: Basic Information

Basic information of the environments of the organisation, both internal and external, are needed for developing the PMS. The information may include the organisation, government and society, market and competitors, goods and services which are produced. A tool in Strategy Formulation Stage, which is proposed by Fred R. David in his book, Strategic Management, may be used.

3. Step 2: Design

This step is a process of developing, or analysing current, vision and mission that represents the current condition, availability of resource and the future ambition. The process also includes of exploring the organisation's strategies and choosing a proper framework of PMS. That process is needed for further step of picking the performance variables, linking the variables and choosing the benchmark.

Strategic Management Analysis

The strategic management process consists of three stages: strategy formulation, strategy implementation and strategy evaluation (David, 2013). Strategy formulation starts from developing vision and mission, identifying an organisation's opportunities and threats, determining strengths and weaknesses, defining long-term objective, generating alternative strategies, and choosing particular strategies to execute. The strategy formulation stage includes of deciding what new business to enter, what business to abandon, how to allocate resources, and how to avoid a hostile takeover. However, in this research, which the outcome is to identify the Performance Variables, the process will be limited only to Strategy Formulation. The output from Strategy Formulation stage is very important to identify the Critical Success Factors of the organisation.

Vision and Mission Analysis

Many organisations develop both a mission and a vision statement. David (2013) help the strategist to understand the differences between vision and mission, whereas the mission statement answers the question "what is our activity?" the vision statement answers the "what are we going to become?" To evaluate the vision and mission of an organisation, Wibisono (2012) has explained six criteria of good vision and four criteria of good mission. The criteria is being used as tools to analyse the vision and mission statement. However, the criteria of good vision and mission is not a rigid things, some experts might have different opinion regarding this vision and mission analysis .

External and Internal Factors Evaluation

"An external audit focuses on identifying and evaluating trends and events beyond the control of a single firm" (David, 2013: 92). The External Assessment examines the tools and concepts needed to conduct an external strategic management audit (sometimes called environmental scanning or industry analysis). The purpose of an external audit is to develop finite lists of opportunities and threats. "Finite lists" means that the organisation only identify chosen key variables of external forces.

Based on David (2013: 124), "the internal assessment focuses on identifying and evaluating an organisation's strengths and weaknesses in the functional areas of business…" A summary step of conducting an internal assessment is to construct an Internal Factor Evaluation (IFE) Matrix. The output of this matrix is the summary of the weighted scores for every lists which represent the organisation's current condition of internal factors.

Internal – External Matrix

As it explained by David (2013: 216), "The Internal-External (IE) Matrix places an organisation's various division in a nine-cell display." The IE Matrix is based on two dimensions: the EFE total weighted scores on the y-axis and the IFE total weighted scores on the x-axis, which both of them have been constructed before. The IE Matrix can be divided into three major regions that have different strategy implications which are grow and build strategies, hold and maintain strategies, and harvest or divest strategies.

Critical Success Factors

Identifying the Critical Success Factors can be considered as "the effort to identify vital issues that very important for an organisation" (Wibisono, 2012: 94). The CSFs are affecting directly to the organisation's condition. They are the key factors that should be measured to know how success the organisation related to the vision, mission, organisation's value and the strategic plan of the organisation. Identifying these CSFs will be better by having a discussion with the top management of the organisation, as they do understand what they and the organisation are doing. As it is suggested by Soemohadiwidjojo (2015), this question is appropriate to determine the CSF, "What should the organisations do to be success?"

Performance Variables

Performance Variables represent the effort that improve the performance of the organisation. As it it is explained in Wibisono (2012: 100), "quantitative performance variables are more preferred because they are objective and not time-consuming to be measure, however, qualitative performance variables are also needed because of some aspects of the organisation that cannot be measured only by numbers." Variables also represent the time, either present, past or future. Three example of each variables are; total expenses (past), remaining budget (present) and budget for investment (future). Balanced combination of present, past and future variables are necessary to develop a performance management system.

Methodology

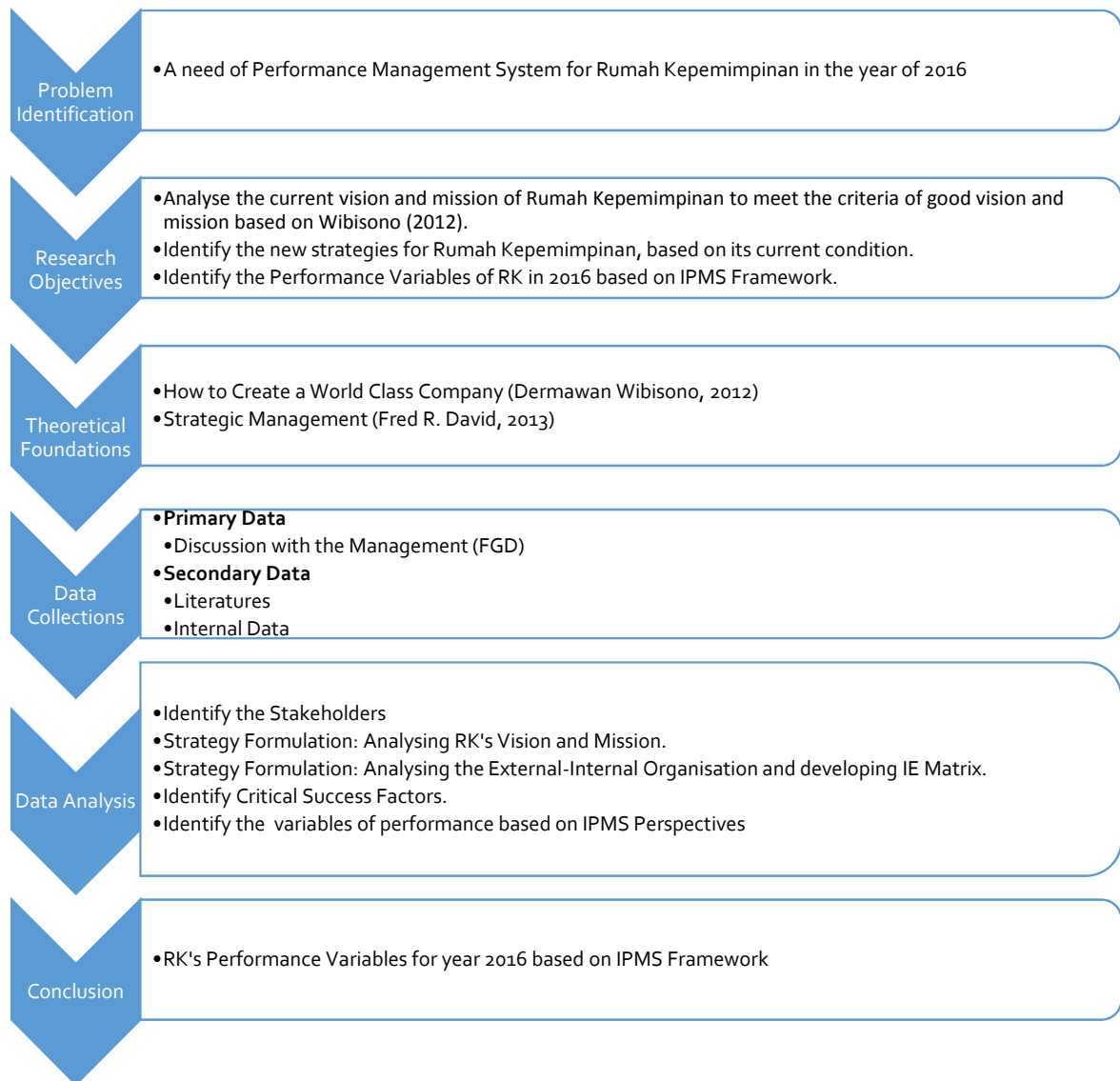In this research, author uses five steps to reach the research objectives.

Problem Identification	• A need of Performance Management System for Rumah Kepemimpinan in the year of 2016
Research Objectives	• Analyse the current vision and mission of Rumah Kepemimpinan to meet the criteria of good vision and mission based on Wibisono (2012). • Identify the new strategies for Rumah Kepemimpinan, based on its current condition. • Identify the Performance Variables of RK in 2016 based on IPMS Framework.
Theoretical Foundations	• How to Create a World Class Company (Dermawan Wibisono, 2012) • Strategic Management (Fred R. David, 2013)
Data Collections	• **Primary Data** 　• Discussion with the Management (FGD) • **Secondary Data** 　• Literatures 　• Internal Data
Data Analysis	• Identify the Stakeholders • Strategy Formulation: Analysing RK's Vision and Mission. • Strategy Formulation: Analysing the External-Internal Organisation and developing IE Matrix. • Identify Critical Success Factors. • Identify the variables of performance based on IPMS Perspectives
Conclusion	• RK's Performance Variables for year 2016 based on IPMS Framework

Figure 1. Research Methodology

Data Collection and Analysis

In this research, the data is acquired by qualitative method. "Qualitative Research is an exploratory research. It is used to gain an understanding of underlying reasons, opinions and motivations" (Wyse, 2011). It also used to uncover the opinions and dive deeper into the problems. Qualitative data collection methods are including focus groups discussion, individual interviews and observations. The interviews for this research is conducted from Oct 1 to Nov 27, 2015 with the management who is represented by Mr. Ahadiyat as the Human Resource Manager of Rumah Kepemimpinan.

The author also acquired data which are related to the organisation's profile and performance, such as organisational structure, vision and mission, and annual report. Besides, researcher also acquired secondary data through internet to find additional information about the external environment of Rumah Kepemimpinan. Those data are needed to conclude critical success factors and explore feasible strategies to reach the goal.

Identify the Stakeholders

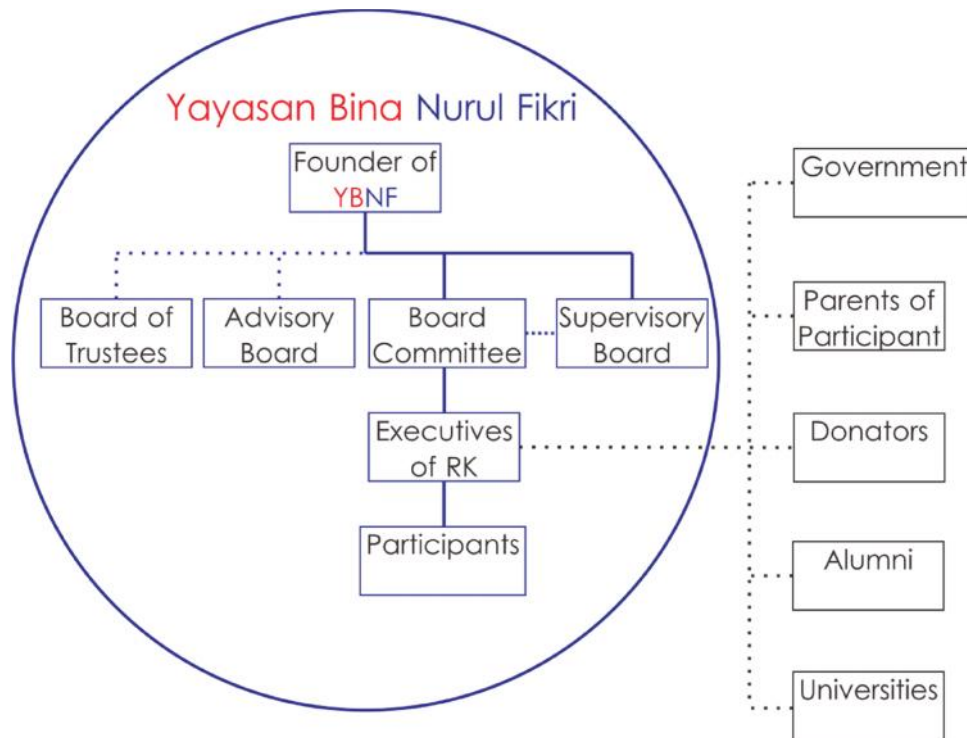The figure below is showing the stakeholders of Rumah Kepemimpinan and its chain of relationship.

Figure 2. Stakeholders of Rumah Kepemimpinan

The lists below are the explanation of every stakeholders; their contribution and satisfaction. Almost every stakeholders believe that "reaching the vision of Rumah Kepemimpinan" is their satisfaction.

Founder of Yayasan Bina Nurul Fikri (YBNF)

Founder of YBNF is a position which is given to the founder of the institution. He has the authority of Rumah Kepemimpinan, which is being delegated to the Board of Committee. The Founder also has responsibility to make sure that the fund is available for every operations process in Rumah Kepemimpinan. It also implies that the funds available for Rumah Kepemimpinan is to achieve the vision of Rumah Kepemimpinan.

Board of Trustee and Advisory Board of YBNF

Board of Trustee and Advisory Board are actually positions that have no particular responsibilities. Public figures such as politicians, entrepreneurs, military leaders and religious leaders, who have a close relationship to Rumah Kepemimpinan, were placed in those two positions. Thus, everyone will believe that RK is supported by various influential persons in Indonesia. However, members of Board of Trustees and Advisory Board (consists of public figures) are legal to state that they contribute in Rumah Kepemimpinan. They will benefit the position.

Board of Committee of Rumah Kepemimpinan

The Board of Committee delegates their authority to the executive to run the organisation. The Board's job is to make sure the right team is at the "helm", not to be at the "helm" themselves. Every strategic decisions must be approved by the Board of Committee. The Board also responsible for RK's fund availability. Achieving the vision of Rumah Kepemimpinan is their satisfaction. They realise that they are in their way to contribute themselves to Indonesia.

Supervisory Board of YBNF

Supervisory Board is a group of peoples who will supervise the RK Executives. They also has responsibility to assess the performance of the executives. Their satisfaction is fulfilled when Rumah Kepemimpinan reach its vision.

Executives of Rumah Kepemimpinan

The Executives of Rumah Kepemimpinan run the organisation. They handle day-to-day operational activities in order to reach the vision of Rumah Kepemimpinan. They also responsible of maintaining

the relationship with the donators and seeking another potential donators. They are responsible of making sure that the funds are effectively managed. Their satisfactions are "reaching RK's Vision".

Participants of Rumah Kepemimpinan

Participants of RK are the students which were being treated by RK. They have responsibility to follow every programs which are held by Rumah Kepemimpinan, as the part of scholarship program. They also need to meet the minimum "criteria of RK's Participants" if they don't want to be disqualified. After two-years of coaching and development program, their status will become the Alumni of Rumah Kepemimpinan.

A bit different from the other stakeholders, their satisfactions are not only "by becoming the alumni that align to the vision of Rumah Kepemimpinan". The sort-term satisfaction of the RK's Participant is to receive all the benefit from RK Scholarship, which are monthly fund, training and coaching programs and housing.

Government

As a legal institution, Rumah Kepemimpinan also make a relation with the government. The relation implies that government is one of RK's stakeholder. Government requires legal status of Rumah Kepemimpinan. The government, then, will let Rumah Kepemimpinan to be exist.

Parent of Participants

Parent of Participants are the stakeholder, even though they don't really have a direct relation to Rumah Kepemimpinan. However, they are the "person in charge" if something happened to the participants.

Donators

Donators are one of the most crucial stakeholders. Most of the funds are get from the donators. They give the funds to Rumah Kepemimpinan to support the vision of Rumah Kepemimpinan in Human Development. Donators are divided into two categories; Individual and Institutional.

Alumni

Two years after coaching and development program, the participants of RK will become the Alumni. Then, they will have more responsibilities, to maintain the organisation by their collective fund and also to realise the vision of RK. In order to do those things, they want Rumah Kepemimpinan supports them by RK's networking.

Universities

Universities are the stakeholders of Rumah Kepemimpinan. They "provide" Rumah Kepemimpinan a "market", which is the students. The universities want Rumah Kepemimpinan to have a good program for their student to develop the students. They will get benefits if the alumni of Rumah Kepemimpinan (who is also alumni of the university) are becoming leaders in the future.

Summary of Stakeholders' Identification

Rumah Kepemimpinan should understand who the crucial stakeholders that need attention more are. By the summary above, the crucial stakeholders, which is outside the management of Rumah Kepemimpinan, are the participants, donators, alumni, universities, Board of Committee and the government. This is concluded from how impactful are their existence to Rumah Kepemimpinan.

Strategy Formulation: Analysing RK's Vision and Mission
Vision of Rumah Kepemimpinan

To create future leaders who have a comprehensive Islamic understanding, high level of integrity and credibility, maturity, moderate paradigm, and awareness to the nation and the state.

There are six criteria of good vision (Wibisono, 2011). Below is the criteria of good vision and the analysis:

- State the ambition or goals or organisation in the future.

  Rumah Kepemimpinan states their goal in their vision statement. They want to become an institution that creates future leaders who has several characteristics.

- Concise, clear, focus and it is a standard of excellence.

The vision is stated in one concise sentence. It is clear and only focusing in one thing, which is to "create future leaders with several characters that must be embodied in him". The vision also represent the organisation's standard of excellence.

- Realistic and feasible

By "measuring the distance" between Rumah Kepemimpinan and their vision, we can analyse wheter the vision is realistic or not. As it is stated, Rumah Kepemimpinan had a vision to "create future leaders" since RK was established in 2002. More than twelve years has already passed, RK has graduated more than five hundred alumni. Some alumni, as it was explained before, have been recognised as a potential leader on their circle of influence. Achmad Zaky (the founder of bukalapak.com), Shofwan Al Banna (the winner of 39th St. Gallen Symposium) and Goris Mustaqim (sociopreneur) are the proof that vision of Rumah Kepemimpinan is realistic.

- Attractive, and inspire a commitment & enthusiasm.

Rumah Kepemimpinan is a non-profit organisation. They offer a vision, not money, for their employees. The vision of Rumah Kepemimpinan is attractive, and inspire a commitment and enthusiasm. What makes employees want to work in RK because of the vision is inspiring a commitment and enthusiasm for the employees.

- Easy to be remembered and understood by the employees, also it is impressing all of the stakeholders.

The vision of RK is stated in one sentence, it is not hard to be remembered and understood. The goal is to create future leader while the future leaders are being described as persons that have a comprehensive Islamic understanding, high level of integrity and credibility, maturity, moderate paradigm and awareness to the nation and state. The vision also represent RK's noble goal. The vision of RK's impressed its stakeholders.

- The level of achievements can be traced.

RK stated their Own Idealism along with the vision and mission. In the last paragraph, they stated their hope and goal, which is "... to create a better and dignified Indonesia, and also the Grace of Allah, Lord of the worlds." RK's Vision statement imply two things, number of RK's alumni who contribute to Indonesia and number of alumni who have gained the characteristics of RK's alumni are essential in measuring how close Rumah Kepemimpinan reaches the vision. That means the achievement of RK vision can be traced. The only thing needed is to define the periodical achievement in number. That can be inputted to become the KPIs of Rumah Kepemimpinan.

Mission of Rumah Kepemimpinan

1. Train and develop the best students to become the nation leaders
2. Expand the institution throughout Indonesia
3. Deliver and spread the Alumni of Rumah Kepemimpinan among the people of Indonesia as a strong leader
4. Prepare the Alumni of Rumah Kepemimpinan to have a role in every strategic institution or organisation, for the sake of the nation and the state.

Below is the criteria of good mission and the analysis based on Wibisono (2012):

- Broad enough to be implemented for years after the mission was stated officially.

The four mission statement of Rumah Kepemimpinan are broad enough to be implemented for years because they contain no specific instruction or direction which are related to a temporary event.

- Specific enough to communicate the direction.

Not only broad enough to be implemented, four mission of Rumah Kepemimpinan are specific to tell how the vision will be achieved. The missions explain four strategies to achieve the vision; to train and develop the students, to expand the institution, to deliver and spread the alumni among the people, and to prepare the alumni to have role in strategic institution.

- Focus on the organisation's competencies or capabilities.

Analysing the mission of Rumah Kepemimpinan, there are four strategies that can be noted from the mission statements. The four strategies were based on the competencies or capabilities of the organisation. RK's capabilities are related to its peoples. Note that Rumah Kepemimpinan is

developing people, the people will be attached to Rumah Kepemimpinan. As Rumah Kepemimpinan is graduating their alumni, the number of people (alumni) will increase and RK will be supported by those people.

- Free from jargon and meaningless words.

Jargon is a type of language that is used in particular context and may not be well understood outside of it. Every missions of Rumah Kepemimpinan are using general words that need no particular educational background to understand its meaning. Furthermore, there are no indication of meaningless words as every words of each mission have their purposes.

Summary of the Vision and Mission Analysis
Based on the criteria of good vision and mission, RK's vision and mission can be concluded as a good vision and mission. Rumah Kepemimpinan does not need to re-create their vision and mission.

Strategy Formulation: Analysing the External-Internal Organisation and developing IE Matrix.
The tables below are the external and internal factors evaluation of Rumah Kepemimpinan, based on the discussion with the management.

Table 1. External Factors Evaluation – Opportunities and Threats

No	External Factors Evaluation	Weight	Rating	Weighted Score
	Opportunities			
1	Mid-class Indonesian are predicted increasing in 2016 (Economic F.)	0,04	2	0,08
2	About 500 of 789 Alumni are financially productive	0,1	3	0,3
3	Availability of internet access in 7 regional of RK to get in touch with target market; students and donators. (Tech. F.)	0,08	3	0,24
4	Difficult Entry Barrier that makes competition of getting donators is stable. (Potential Entry of New Competitors)	0,04	3	0,12
5	Availability of information sharing between NPOs, especially to develop partnership or solve particular problems (Rivalry Among Existing Firm)	0,04	2	0,08
6	Alumni networks in 36 countries in the world.	0,06	2	0,12
7	RK Alumni Association, which outside the structure, is supporting Rumah Kepemimpinan	0,1	3	0,3

No	Threats			
1	Economic recess in Indonesia that predicted will be affecting the total donation received (Economic F.).	0,06	1	0,06
2	At least 5 existing programs which are nearly similar to RK are affecting the competition of getting the students (Rivalry Among Existing Firm).	0,06	1	0,06
3	Most CSR of companies are handled by their own corporation, not to a third-party such RK (Bargaining Power of Customer).	0,09	2	0,18
4	Natural disasters that damage assets of RK (Natural Environment F.)	0,04	2	0,08

5	External assumption that RK is affiliated with one political party in Indonesia which gives negative review from donators and students. (Political F.)	0,04	2	0,08
6	Next year inflation rate will be predicted "rising" (Economic F.)	0,06	1	0,06
7	Psychological condition of most Indonesian that less interested to "charity program" because they are busy "helping themselves". (Socio Cultural F.)	0,09	1	0,09
8	Extra-curricular activities are less preferred by most students (Socio-cultural F.)	0,1	2	0,2
	Total (Opportunities and Threats)	**1**		**2,05**

PESTEL Analysis is being used to evaluate the external condition of Rumah Kepemimpinan. PESTEL Analysis stands for Political, Economical, Sociocultural, Technological, Environmental and Legal. Those are the issues that might be affecting Rumah Kepemimpinan. It is important to note that Rumah Kepemimpinan might be not affected by all of the issues.

Table 2. Internal Factors Evaluation – Strengths and Weaknesses

	Internal Factors Evaluation	Weight	Rating	Weighted Score
No	**Strengths**			
1	Database alumni is updated, good communication is built between RK and Alumni.	0,09	4	0,36
2	Good RK's branding program to affiliate Public Figures to Rumah Kepemimpinan.	0,05	3	0,15
3	Excellent emotional bonding between employees and Rumah Kepemimpinan (Management)	0,07	4	0,28
4	New programs to give additional donation streams are developed (Research and Development)	0,07	2	0,14
5	Good programs to maintain the relationship with the public figures in Indonesia.	0,07	3	0,21
6	7 famous universities in Indonesia are covered by Rumah Kepemimpinan	0,05	3	0,15
7	Good non-formal approach programs of RK to enhance the emotional bonding between participants and RK through supervisor-participants relationship.	0,07	3	0,21

	Weakness			
1	Source of donation which did not meet the annual budget plan (Financial)	0,1	1	0,1
2	Cost management in every regional isn't optimally handled. (Financial)	0,09	2	0,18
3	Capability of human resources in every division have not met standard, they have no (or little) experience related to their task.	0,09	1	0,09
4	Limited employees to handle tasks	0,03	2	0,06

6	6 of 7 Dormitory have not met the standard of excellent dormitory, benchmark: Dormitory in Jakarta.	0,05	1	0,05
7	Low marketing program that affects to the low organisation's branding and public recognition. (Marketing)	0,09	2	0,18
8	RK Asset (building) in Jakarta is not well optimised for additional revenue streams. (Management)	0,05	2	0,1
9	RK Participants are not being involved in RK's management activity to help RK.	0,03	2	0,06
	Total	**1**		**2,32**

The table above is showing the result of internal examination. The author, along with the management, is examining the strength and weaknesses of Rumah Kepemimpinan. The examination includes the tangible and intangible things of Rumah Kepemimpinan. The summary of both External and Internal Factors Evaluation is that Rumah Kepemimpinan should implement a "Hold and Maintain" activity. Strategies for "Hold and Maintain" are Product Development or Market Penetration. Those strategies are theoritically proper to be used for year 2016.

Identify Critical Success Factors.
CSFs can be concluded by interviewing the management of Rumah Kepemimpinan and analysing the previous external and internal factors evaluation. The interview to Mr. Ahadiyat during 1-10-2015 to 27-11-2015 revealed that Rumah Kepemimpinan had some issues and goals that should be noticed and solved by the end of 2016. He, who represented Rumah Kepemimpinan, believed that these issues below are really important to be noted.
In 2016:
- Rumah Kepemimpinan financial condition is good. "Good" means that the funds is at least sufficient for annual operational costs.
- RK Offices (and dormitory) in 7 regions are financially independent. The head office in Jakarta is no longer responsible for their monthly operational expenses.
- RK Offices in 7 regions are having their own business unit to cover their monthly operational expenses.
- RK Offices in 7 regions have their authority in managing their teams, for instance: recruiting the supervisors.
- Employees' competencies should be developed to optimise their work.
- RK will become the role-model of leadership institution. RK will develop their own leadership theories and practices which can be applied to other institutions. As for example, AMDI (Astra Development Management Institute) is the leadership training institution for Astra Daihatsu that develop their own theories and practices about leadership.

Based on the interview, there are several issues which are crucial for Rumah Kepemimpinan. Financial condition, employees' competencies and public recognition are the CSF of Rumah Kepemimpinan. After considering the interview process and the IE Matrix, the CSFs of Rumah Kepemimpinan are:
1.   Financial Health
Financial Health hold a critical role in Rumah Kepemimpinan. It cannot be denied that every activities in Rumah Kepemimpinan need funds. Donation inflow will affect the whole organisation. Therefore, RK should make sure that the annual and monthly donation inflow are reaching the minimum expense that has been forecasted.
2.   Customer's Satisfaction
Recalling from the previous explanation, the customers in Rumah Kepemimpinan are the Participants, Alumni and the Donators. They are the crucial stakeholders as they are the main part of

business activity of Rumah Kepemimpinan. Keeping them satisfied will benefit the Rumah Kepemimpinan.

3. Government's Satisfaction

Rumah Kepemimpinan must be supported by legal documents to run the organisation in Indonesia. Government needs particular legal documents to let Rumah Kepemimpinan operated. Problems with government will halt the activity of Rumah Kepemimpinan.

4. Board Committee's satisfaction

Board Committee has an authority to dissolve Rumah Kepemimpinan if they believe that Rumah Kepemimpinan is no longer capable to achieve the vision. That is why keeping the board committee satisfied is important for the organisation.

5. Customer's participation

As it was mentioned before that customers (donators, alumni and participants) are the crucial stakeholder in Rumah Kepemimpinan. Their participations are affecting to the activity of Rumah Kepemimpinan. For instance, supportive alumni would be beneficial for Rumah Kepemimpinan, especially if they can handle the financial needs of Rumah Kepemimpinan.

6. Public Recognition

One way to measure how good RK's market penetration is the recognition of public. An increase of market share will result in a higher recognition from the target market; students of university and the donators. That is why Public Recognition is one of desirable outputs of market penetration strategy.

7. Innovation of Programs and Methods

The strategies that generated through IE Matrix show that Product Development is one of the strategies that will be beneficial for Rumah Kepemimpinan at the current time. Product Development is an activity of improving or modifying present products or service to "increase sales". Term of "sales" could be define as "how much donation that RK could get" or "how much students that RK could make them interested to join the program". Therefore, any activities that innovate the way of doing something in order to get a better output can be called as "increase sales".

8. Standard Operating Procedures

Rumah Kepemimpinan has just get their new director in 2014. New program proposed by the director for Rumah Kepemimpinan is to create a well-managed organisation. SOP has been included in prior KPIs, however, they just put the numbers of SOP that should be made. There is possibility of "achieving the target" but actually, "the SOP made was not enough". For the next period, RK must be sure that all of the SOP needed has already been created.

9. Cost Management

As an organisation in early phase of growing, cost management is one thing that matters. Cost management will affect the financial health and other non-financial output. For instance, by managing the cost effectively, the saved-fund can be allocated for market penetration and product development activities.

10. Asset Management Plan

Rumah Kepemimpinan has two kind of donators; individual and institutional. Institutional donators prefer to evaluate the plan for the funds they give. Therefore, asset management plan is something to be done. However, this issue is not only related to the relation between Rumah Kepemimpinan and the institutional donators, it is needed to value the organisation. Asset Management Plan is important to make sure that all of the asset has been well managed, which lead "cost-effectivity" and "financial health".

11. Advertisement and Promotion

Recalling the generated strategies through IE Matrix, the Market Penetration is one strategy that fit for current RK's condition. It is believed that Market Penetration needs greater marketing efforts. That is why advertisement and promotion are included in the list of CSF for Rumah Kepemimpinan.

12. Employees' satisfaction

Satisfied employees will affect their performance. The employees' turnover rate will also decrease. Employees' compliance to the regulation of Rumah Kepemimpinan will increase. In conclusion, satisfied employees will affect organisation's performance. Therefore, Rumah Kepemimpinan must keep their employees satisfied.

13.   Employees' participation

Running the whole organisation needs employees' participation. Performance is one kind of the employees' participation. Participation is an essential thing for every organisation. There is no organisation that runs-well without the participation of its employees.

14.   Employees' competencies

"Put the right man in the right place", said the expert. The words tell the truth, though. "Right man" is described as the person who has competencies or capabilities of doing something. Thus, competencies are the basic thing that should be considered in hiring an employee. For instance, a position of marketing director will be suitable for a person that has experiences in marketing, whether theoretically or practically. It is a question when a marketing director is filled by a person who has no idea of marketing activities.

15.   Knowledge sharing

Knowledge sharing is one of many ways to generate innovative ideas. The methods are just the same as SWOT Analysis. All of the information is presented in one place and the information are being analysed to explore new innovative strategies. Fortunately, knowledge sharing is not only as the way of generating idea, it also helps the organisation to preserve their "intangible asset" such as ideas, cultures and values by spreading them into all of the employees.

16.   Understanding of Vision and Mission

Communicating the vision and mission, in order to understand it, is beneficial for the organisation. That will lead employees to know "why they do the job" and "how their job align to the achievement of vision and mission". Knowing the "why" will affect their working motivation. Working motivation will affect their performance, which is crucial to the organisation's performance.

Identify the variables of performance based on IPMS Perspectives

The first step to "identify what performance variables are needed" is by matching the CSFs into the sub-perspective of IPMS Framework. Then, the question of "how the CSFs are affecting the organisation" should be answered. Therefore, the explanation of CSFs in the previous sub-chapter are very crucial. The explanation will help us to define what variables that affect the performance of the organisation. The variables called as performance variables.

The CSFs are categorised into three perspectives of IPMS Framework. Below is the results:

- Perspective of Business Results
  - Financial Results
    - Financial Health (CSF)
  - Non-Financial Results
    - Customer's, Government's, Board Committee's Satisfaction (CSF)
    - Customer's Participation (CSF)
    - Public Recognition (CSF)
- Perspective of Internal Business Processes
  - Innovation
    - Innovation of Program and Methods (CSF)
  - Operation Process
    - Standard Operating Procedures (CSF)
    - Cost Management (CSF)
    - Asset Management Plan (CSF)
  - Marketing
    - Advertisement and Promotion (CSF)
- Perspective of Resources Availability
  - Human Capital
    - Employees' Satisfaction (CSF)
    - Employees' Participation (CSF)
    - Employees' Competencies (CSF)

- o Organisational Capital
  - Knowledge Sharing (CSF)
  - Understanding of Vision and Mission (CSF)

Below is the table that shows the performance variables for each CSF. The objectives of each performance variable is also presented.

Table 3. List of Performance Variables

Critical Success Factors	Objectives	Performance Variables
Financial Health	To measure Total Annual Donation	Total Annual Donation
	To measure Monthly Donation Inflow	Monthly Donation Inflow
	To measure the increase of Monthly Donation	Increase in Monthly Donation Inflow
Customer's Satisfaction	To measure Donators' satisfaction rate	Donator's satisfaction rate
	To measure Participants' satisfaction rate	Participant's satisfaction rate
	To measure the financial management activity	Financial audit results
	To measure Alumni's satisfaction rate	Alumni's satisfaction rate
	To know the activities and achievement of RK	Activity Report
Government's Satisfaction	To know the compliance of RK to legal aspect	Compliance to legal aspect
Board Committee's satisfaction	To measure Board Committee's satisfaction rate	Board committee's satisfaction rate
	To measure the achievements of RK to the Vision	Assessment of "Value of RK" in Participants and Alumni
		Achievement of RK's Vision
Customer's participation	To measure Participants' compliance to the program	Participant's attendance in scheduled programs
	To measure Participants' turnover rate	Participant's turnover rate
	To measure Donator's consistency	Donator's consistency in monthly donation
	To measure the increase of total Donator	Increase in Donators
	To measure Alumni's monthly participation	Alumni's participation to monthly donation
	To measure the increase of Alumni's participation	Increase in Alumni's participation
Public Recognition	To develop recognition of 9 universities	Recognition of Existence from 9 Universities
	To develop recognition of the prospect participants in 9 universities	Recognition of the prospect participants in 9 Universities
	To develop recognition of prospect donators and participants	Recognition of prospect donators and participants
	To develop new programs and methods for RK	Benchmark activities for fund raising methods and Scholarship Programs

Innovation of Programs and Methods		Programs developed for RK's Participants
		Methods developed for donation activities
		Participants leadership project
Standard Operating Procedures	To measure the SOP Availability in RK	Clear SOP in every division
	To know the RK's compliance rate to the SOP and Regulation	Compliance to the SOP and/or regulation and/or schedule of program
Cost Management	To cut off unimportant expenses	Cost-saving of expenses
Asset Management Plan	To record all of the assets of RK	Assets' recording
	To measure how effective the asset is being used	Assets' utilisation plan
Advertisement and Promotion	To develop engagement with universities	Partnership program with 9 Universities
	To develop engagement with University's Student Organisation	Partnership program with Students Organisation in 9 Universities
	To develop engagement program with alumni	Engagement program with alumni
	To develop engagement program with student	Engagement program with student
	To develop engagement program with donators	Engagement program with donator
Employees' satisfaction	To measure employees' satisfaction rate	Employees' satisfaction rate
Employees' participation	To measure employees' turnover rate	Employees' turnover rate
	To measure employees' performance	Employees' performance
Employees' competencies	To develop employees' competencies	Employees' training and development
	To develop employees' performance	Employees' qualification
Knowledge sharing	To develop managers' engagement and comprehensive view	Knowledge sharing between managers
	To develop employees' engagement and comprehensive view	Knowledge sharing between staffs
Understanding of Vision and Mission	To develop employees' understanding of Vision and Mission	Employees' understanding of Vision and Mission

The list above is the final result of this research. There are forty-three performance variables that will be concerned by the management. Those performance variables are reflecting the important action that should be done by Rumah Kepemimpinan.

Conclusion

The analysis of vision and mission is resulting no problems to the current vision and mission of Rumah Kepemimpinan. The vision and mission of Rumah Kepemimpinan is meeting the criteria of good vision and mission. Therefore, there is no need to change the current vision and mission. The strategies that match the current condition of Rumah Kepemimpinan for 2016 are Hold and Maintain. This strategy can be described as activities of developing product and penetrating the market. Those strategies are based on the assessment of the current condition of Rumah Kepemimpinan. There are forty-three performance variables that should be measured to know how good the performance of Rumah Kepemimpinan in the year of 2016 is. Those performance variables are based on sixteen CSFs.

By having new performance variables that represents the current condition and align to the vision, Rumah Kepemimpinan will be on the right track in reaching their vision.

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