

## ABSTRAK

### PENGUKURAN KINERJA PERUSAHAAN DENGAN MENGGUNAKAN METODE *BALANCED SCORECARD*

Studi Kasus Pada PT. Tigaraksa Satria.Tbk, Yogyakarta

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Penelitian ini bertujuan untuk mengukur kinerja manajemen PT.Tigaraksa Satria.Tbk dengan menggunakan metode *Balanced Scorecard*. Kinerja manajemen PT. Tigaraksa Satria.Tbk diukur dari empat perspektif dari *Balanced Scorecard*: 1) Perspektif Keuangan, 2) Perspektif Pelanggan, 3) Perspektif Proses Bisnis Internal, 4) Perspektif Pertumbuhan dan Pembelajaran.

Jenis penelitian ini adalah studi kasus pada PT.Tigaraksa Satria.Tbk. Teknik pengumpulan data berupa *interview*/wawancara, dokumentasi, dan kuesioner yang ditujukan kepada manajer, karyawan, pelanggan PT.Tigaraksa Satria.Tbk. Teknik analisis data yang digunakan *net profit margin* (NPM), *return on investment* (ROI), *return on equity* (ROE), *multiaribute attitude model* (MAM).

Hasil penelitian menunjukkan bahwa kinerja manajemen PT.Tigaraksa Satria.Tbk ditinjau dari: (1) persektif keuangan adalah sangat baik (rasio NPM, ROI, dan ROE mengalami peningkatan dari tahun ke tahun); (2) perspektif pelanggan adalah baik (pangsa pasar, profitabilitas pelanggan dan jumlah pelanggan mengalami peningkatan meskipun retensi dan akuisisi pelanggan mengalami fluktuasi, serta kepuasan pelanggan mencapai hasil yang puas (MAM=102,6), belum mampu membawa kepuasan pelanggan ketingkat yang sangat baik). (3) perspektif proses bisnis internal adalah baik (PT. Tigaraksa Satria.Tbk sudah melakukan proses operasi, proses inovasi, dan layanan purna jual). (4) perspektif pertumbuhan dan pembelajaran adalah baik (kepuasan karyawan mencapai hasil yang puas (MAM=91,76) terhadap atribut komunikasi, penghargaan,dan dukungan, sedangkan kepuasan manajer hanya menunjukkan sikap ragu-ragu (MAM= 161,84) terhadap kapabilitas karyawan, kapabilitas sistem informasi, serta motivasi, pemberdayaan, dan keselarasan).

## **ABSTRACT**

### **MEASUREMENT of COMPANY'S PERFORMANCE USING BALANCED SCORECARD METHOD**

**A Case Study at PT. Tigaraksa Satria.Tbk, Yogyakarta**

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The aim of this research was to measure the management performance of PT.Tigaraksa Satria.Tbk based on Balanced Scorecard method. The management performance of PT. Tigaraksa Satria.Tbk was measured from four perspectives of Balanced Scorecard: 1) financial perspective, 2) customer perspective, 3) internal business process perspective, 4) growth and learning perspective.

This research was case study at PT.Tigaraksa Satria.Tbk. The techniques of data collection were interviews, documentation, and questionnaire addressed to manager, employees, and customers of PT.Tigaraksa Satria.Tbk. The data analysis techniques used were net profit margin (NPM), return on investment (ROI), return on equity (ROE), multiattribute attitude model (MAM).

The result of this research showed that PT.Tigaraksa Satria.Tbk's management performance as seen from: (1) the financial perspective was very good (NPM, ROI, and ROE improved from year to year); (2) the customer perspective was good (markets shares, customers profitability and customers numbers improved although retention and acquisition of customers was fluctuative, and the customers satisfaction reached good result (MAM=102,6), but was not yet able to bring the satisfaction customers to very good level). (3) the internal business process perspective was favorable (PT. Tigaraksa Satria.Tbk had done the operation process, inovation process, and after sales services process). (4) growth and learning perspective was good enough (employee's satisfaction reached was satisfied result (MAM=91,76) for the attributes on communications, appreciation, and support, while manager,s satisfactions showed the hesitating attitude (MAM= 161,84) on employee capabilities, information system capabilities, motivation, empowerment, and alignment)