

## ABSTRAK

### **PENILAIAN KINERJA MANAJEMEN DENGAN MENGGUNAKAN *BALANCED SCORECARD* STUDI KASUS PADA PT ANGKASA PURA I SELAPARANG MATARAM**

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Tujuan penelitian ini adalah untuk mengetahui kinerja manajemen PT Angkasa Pura I Selaparang Mataram. Kinerja PT Angkasa Pura I akan diukur dengan menggunakan metode pengukuran *balanced scorecard*.

Jenis penelitian yang dilakukan adalah studi kasus di kantor cabang PT Angkasa Pura I Selaparang Mataram. Teknik pengumpulan data berupa wawancara, kuesioner dan dokumentasi. Teknik analisis data dengan menggunakan teknik analisis rasio rentabilitas, profit margin dan operating ratio, analisis prosentase, analisis Multi Atributattide Model dan evaluasi secara deskriptif.

Hasil analisis data tersebut adalah sebagai berikut: 1) Perspektif keuangan perusahaan buruk karena rasio rentabilitas dan profit margin mengalami penurunan dan operating ratio mengalami peningkatan. 2) Perspektif *customer* perusahaan buruk karena dari 4 ukuran yang dilakukan yaitu pangsa pasar, retensi *customer*, akuisisi *customer* dan kepuasan *customer* hanya kepuasan *customer* saja yang baik. 3) Perspektif proses bisnis internal perusahaan baik. Perusahaan mampu melakukan 3 proses yaitu proses inovasi, proses operasi dan layanan purna jual yang ada dalam *balanced scorecard*. 4) Perspektif pertumbuhan dan pembelajaran perusahaan baik, karena sikap karyawan terhadap atribut komunikasi, dukungan dan penghargaan dari manajer dan sikap manajer terhadap atribut komunikasi, dukungan dan kapabilitas karyawan juga puas.

## ABSTRACT

### THE EVALUATION OF THE MANAGEMENT PERFORMANCE USING *BALANCED SCORECARD* A CASE STUDY AT PT ANGKASA PURA I SELAPARANG MATARAM

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The purpose of this research was to find out the management's performance of PT Angkasa Pura I Selaparang Mataram. The performance of PT Angkasa Pura I Selaparang Mataram was measured using *balanced scorecard* measurement method.

The research was a study case in the branch office of PT Angkasa Pura I Selaparang Mataram. The technique of data gathering were interview, questionnaire and documentation. The techniques of data analysis were rentability ratio, profit margin and operating ratio, percentage analysis, Multiattribute Attitude Models and descriptive evaluation.

The result of the analysis of the datas are: 1) The finance perspective of the company was not good, because rentability ratio and profit margin decreased where as the operation ratio increased. 2) The customer perspective of the company was not good. It was obviously seen from 4 forms such as market share, customer retention, customer acquisition and customer satisfaction, the good one was only customer satisfaction. 3) The internal bussines process perspective of the company was good. The company was able to do 3 process, such as innovation process, operating process and after sales process which existed in *balanced scorecard*. 4) The growth and the learning process of the company was good. The employee's attitude, supports and appreciation toward communication attribute was satisfying. The manager's attitude, support and capability towards communication attribute was also satisfying.