

**ABSTRAK**

**EVALUASI KINERJA BERDASARKAN *BALANCED SCORECARD***

Veronica Retno Pujihastuti  
102114079  
Universitas Sanata Dharma  
2015

Tujuan penelitian ini adalah untuk mengetahui bagaimanakah kinerja Kantor X bila dievaluasi berdasarkan *balanced scorecard*. Latar belakang penelitian ini adalah karena adanya pandangan negatif masyarakat terhadap pelayanan di Kantor X. Penulis ingin mengidentifikasi kinerja Kantor X berdasarkan empat perspektif *balanced scorecard* yaitu perspektif pelanggan, perspektif keuangan, perspektif proses bisnis internal dan perspektif pembelajaran dan pertumbuhan.

Penelitian ini adalah penelitian studi kasus. Penelitian ini dilaksanakan di Kantor X. Teknik pengumpulan datanya adalah dokumentasi, observasi, kuesioner dan wawancara. Partisipan dalam penelitian ini adalah Direktur, Kepala Bagian Unit dan pegawai di Kantor X serta masyarakat pengguna layanan Kantor X. Mereka adalah seorang Direktur, 9 orang Kepala Bagian Unit dan 38 orang pegawai di Kantor X serta 100 masyarakat pengguna layanan Kantor X. Teknik analisis data dalam penelitian ini adalah analisis pengukuran efisiensi dan pengukuran efektivitas dan analisis *Multiattribute Attitude Model (MAM)*.

Hasil penelitian menunjukkan bahwa: (1) kinerja Kantor X ditinjau dari perspektif pelanggan menunjukkan kondisi yang sangat memuaskan. Dari hasil perhitungan *MAM* ditemukan nilai kepuasan pelanggan terhadap keandalan, mutu dan keterukuran dari Kantor X adalah sebesar 49,6; (2) kinerja Kantor X ditinjau dari perspektif keuangan menunjukkan kondisi tidak efisien namun efektivitasnya berimbang; (3) kinerja Kantor X ditinjau dari perspektif proses bisnis internal menunjukkan bahwa inovasi dan kemudahan dalam pelayanan untuk pelanggan sudah terealisasi dengan baik; (4) kinerja Kantor X ditinjau dari perspektif pembelajaran dan pertumbuhan menunjukkan kondisi yang sangat memuaskan. Hasil perhitungan *MAM* ditemukan nilai kepuasan Direktur dan Kepala Bagian Unit terhadap kemampuan, kualitas informasi serta motivasi, inisiatif dan pendelegasian wewenang pegawai adalah sebesar 60,76 dan hasil perhitungan *MAM* lainnya pada perspektif yang sama menunjukkan nilai kepuasan pegawai terhadap komunikasi, motivasi, dukungan dan penghargaan dari Direktur dan Kepala Bagian Unit adalah 41,93.

Kata kunci: *balanced scorecard*, kinerja, Kantor X.

**ABSTRACT**

**PERFORMANCE EVALUATION USING BALANCED SCORECARD**

Veronica Retno Pujihastuti  
NIM: 102114079  
Sanata Dharma University  
2015

The aim of this research was to understand the performance of Office X if it was evaluated based on balanced scorecard. The background of this research was because of the negative thinking happened in the society toward the Office X's services. The writer would like to identify the performance of Office X based on four perspectives of balanced scorecard namely the customer's perspective, the financial perspective, the internal business process perspective and the learning and growing perspective.

This research was case study research. This research had been done in Office X. The data collected techniques were documentation, observation, questionnaire and interview. The participants of this research were the Director of Office X, nine sub-division leaders of Office X, thirty-eight employees of Office X and one-hundred costumers of Office X. Data analysis techniques in this research were the efficiency and the effectiveness measurement analysis and the Multiattribute Attitude Model (MAM) analysis.

The result of this research showed that: (1) the performance of Office X identified from the customer's perspective presented was very satisfying. From the MAM calculation, the satisfying valued of the customers identified toward the reliability, the quality and the measurability of Office X were about 49,61; (2) the performance of Office X seen from the financial perspective displayed was inefficient condition but the effectiveness of this perspective was balance; (3) the performance of Office X investigated from the internal business process perspective showed that the innovation and the customer service had been realized well; (4) the performance of Office X viewed from the learning and growing perspective presented was very satisfying condition. From the MAM calculation, the satisfying valued of the director and the sub-division leaders identified toward the ability, the information quality and motivation, the initiative and the handover authority of the employees were about 60,76 and the satisfying valued of the employees identified toward the rewards, motivation, support and the communication were about 41,93.

Keywords: balanced scorecard, kinerja, Kantor X.