

Desain balanced scorecard dalam pengelolaan kinerja corporate customer care center (C4) (Studi kasus di PT. Telkom divisi Enterprise Service Center)

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Abstrak

Perubahan bisnis telekomunikasi yang demikian pesat berkembang, salah satunya bidang regulasi, dimana saat ini PT Telkom sudah memasuki babak kompetisi. Perubahan-perubahan mendasar tersebut membuat paradigma PT Telkom berubah dari asset-based orientation menjadi customer-centric orientation, oleh karena itu seluruh kinerja PT Telkom harus benar-benar fokus kepada pelanggan. Balanced Scorecard menerjemahkan visi misi dan strategi ke dalam tujuan dan ukuran yang diorganisir ke dalam empat perspektif keuangan, pelanggan, proses bisnis internal, belajar dan tumbuh. Empat perspektif dari scorecard memungkinkan keseimbangan antara tujuan jangka pendek dan jangka panjang. Customer Care adalah merupakan suatu fungsi dalam organisasi Divisi Enterprise Service yang direpresentasikan oleh bidang Service Delivery & Assurance di level Divisi dan bagian Customer Care di level UCC (Unit Corporate Customer).

Tesis ini merupakan suatu penelitian deskriptif dimana penelitian meliputi pengumpulan data untuk diuji hipotesis atau menjawab pertanyaan mengenai status terakhir dari subyek penelitian yaitu Corporate Customer Care Center (C4) yang akan dianalisa dalam hal pengelolaan kinerja personel terpadu berbasis Balanced Scorecard. Pada akhir analisa didapatkan bahwa Balanced Scorecard mempunyai nilai koefisien korelasi sebesar $r = 0.558$ dengan nilai $p\text{-value} = 0.000$ yang artinya ada hubungan positif yang signifikan antara Balanced Scorecard berkorelasi dengan pengukuran kompetensi dimana jika nilai Balanced Scorecard naik maka secara pengukuran kompetensi juga nilai kompetensinya akan naik.

Telecommunication business, such as regulation, changes rapidly in which PT TELKOM has entered into a stage of competition. Fundamental changes shift PT TELKOM's paradigm from asset-based orientation to customer centric orientation that all PT TELKOM performance should really focus on customers. Balanced Scorecard translates vision, mission and strategy into goals and measures organized into four perspectives; finance, customer, internal business process, learning and growth. These four perspectives of the scorecard allow an equilibrium between short-term and long term, that is, those of finance, customers, business process and growth and learning. Customer Care is a function within the Enterprise Service Center Division organization represented by Service Delivery and Assurance at the level of Division and Customer Care department at the Unit Corporate Customer level.

This thesis is a descriptive analysis where research includes gathering data for hypothetical test or answering question of final status of the research object, i.e., corporate customer care center to be analyzed in the analysis of balanced scorecard-based. Finally was known that the Balanced Scorecard implementation had the value of the correlation coefficient as big as $r = 0.558$ with the value $p\text{-value} = 0.000$ that meaning that having significant positive relations between Balanced Scorecard had a correlation and the grating of competence where if the Balanced Scorecard value rose then in a mariner the grating of competence also his

value of competence will rise.</i>