

## Rancangan pengukuran dan penentuan indikator kinerja perguruan tinggi swasta dengan balanced scorecard (studi kasus : Universitas Darma Persada, Jakarta)

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### Abstrak

Perguruan tinggi swasta saat ini tengah memasuki pasar kompetitif. Untuk itu perlu penataan sasaran dan kebijakan agar proses belajar mengajar dalam menghasilkan lulusan, proses pemasaran Iulusannya, proses manajemen serta birokrasi dapat terkendali melalui pengukuran kinerja.

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Dalam mencapai tujuan dan menjadikannya PTS yang diminati, dan memiliki daya saing pada masa akan datang maka penerapan pengukuran kinerja dengan Balanced Scorecard sebagai alat untuk menilai keberhasilannya dapat digunakan. Karena pengukuran kinerja dalam jangka panjang tidak cukup ditinjau dari perspektif Keuangan

(Financial Perspective). Dengan Balanced Scorecard melengkapi pengukuran tersebut dengan Customer Perspective, Process internal Business, serta Learning and Growth.

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Aplikasi pengukuran ini dilakukan dengan menterjemahkan visi, misi dan strategi melalui perencanaan tujuan, target dan ukuran-ukuran serta inisiatif strategis. Dari hasil pengukuran dengan menggunakan kriteria penilaian, skala yang ditetapkan Serta bobot yang dirancang diketahui katagori masing-masing perspektif apakah katagori baik, sedang dan jelek/rendah untuk selanjutnya dilakukan penelusuran terhadap terhadap penyebab dan akibat.

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Dari measures yang ditetapkan diaplikasikan menjadi indikator yang memungkinkan (list of possible indicator) digunakan sebagai indikator yang akan dipilih melalui matriks prioritas. Selanjutnya dari seluruh objectives diuraikan pada unit-unit departemen Balanced Scorecard, yaitu dalam unit departemen Maintenance, Marketing dan Production, merupakan objectives yang dipilih menjadi Strategic Objectives pada matriks prioritas. Melalui penyusunan Balanced Scorecard PTS UNSADA dengan menggunakan Matriks Prioritas dapat diketahui strategic objectives dan indikator terpilih kemudian ditentukan indikator proses (lag indikator) sebagai pemacu dalam mengontrol pencapaian target yang akan dicapai dari strategic objectives.

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Perencanaan Strategi (Strategy Planning) yang akan dilakukan supaya terarah pada target yang diharapkan dalam mencapai tujuan dalam visi

<hr><i>Private University is entering competitive market today. Therefore, it should arrange its policy and target in order to the process of teaching and learning could yield graduates, marketing process, as well as management and bureaucracy that are controlled through work measurement. In reaching its aim to be wanted-private university and to have highly competitive among other private universities in the future, it should implement work gauging with Balanced scorecard as a tool to grade the achievement that could be

used. Because the work measuring in long term is not enough if it is viewed from Financial perspective. The Balanced Scorecard completed the measurement with Customer Perspective, Process Internal Business Perspective, and Learning and Growth Perspective.

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The implementation of this gauging was carried out with depicting vision, mission and strategy through planing determination of aim, target, and indicators as well as strategic initiative. From the results of measurement with grading criteria, and implemented scale as well as planned quality, each prospective category is comprehended whether it is good, mediocre and bad. And further investigation of it's reason and out put could be carried out.

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The decided measurers were indicators that enable list of possible indicator could be utilized as would-be-chosen indicator through matrix of priority. And then from the whole objectives is distributed into Balanced Scorecard department units, that are in maintenance department unit, marketing and production that are also as strategic objective at the matrix of priority.

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Through Balanced Scorecard with Matrix Priority, the strategic Objectives and selected indicators of the university could be perceived and it's used, as trigger to control the achievement of the University targets.

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In order to the strategy planning, which would be carried out, is aimed to the expected target in achieving vision, mission and the Master Development Plan. It needs to determine time frame on the achievement level. The Dimension of Implementation time could be detailed in long-term, medium term, and short term. It needs strategy initiative to succeed the achievement of each aim and the would-be-reached the target, and they could be renewed if the target change is carried out.</i>