



**UNIVERSITY OF INDONESIA
FACULTY OF SOCIAL AND POLITICAL SCIENCES
DEPARTMENT OF ADMINISTRATIVE SCIENCE
POSTGRADUATE PROGRAM**

T H E S I S

**Performance Measurement Using Balanced Scorecard Approach of
PT. Jakarta International Container Terminal**

**Presented As Prerequisite to Achieve Master of Science (M.Sc.)
Degree in International Business Administration
A Major in Administrative Science**

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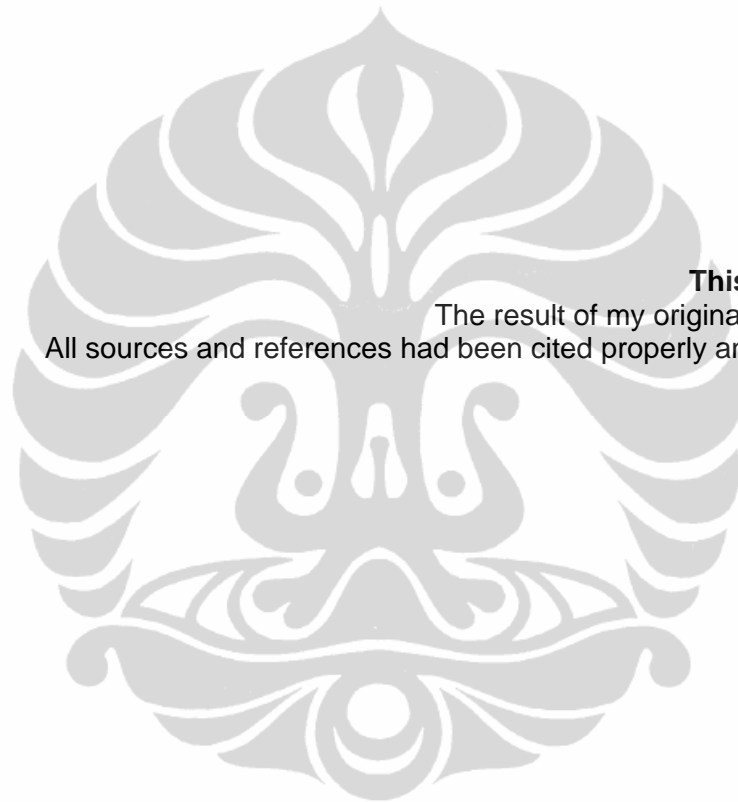
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STATEMENT OF ORIGINAL AUTHORSHIP



This Thesis is
The result of my original work, and
All sources and references had been cited properly and correctly

(Yanti Agustinova)

**UNIVERSITAS INDONESIA
FAKULTAS ILMU SOSIAL DAN ILMU POLITIK
DEPARTEMEN ILMU ADMINISTRASI
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PROGRAM STUDI ILMU ADMINISTRASI
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ABSTRAK

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Performance Measurement Using Balanced Scorecard Approach of PT. Jakarta International Container Terminal

xv + 126 halaman + 62 tabel dan 2 gambar

Daftar pustaka: 40 buku literature, 10 Laporan/makalah/seminar, 8 sumber internet, 3 thesis

Dalam beberapa dekade terakhir, telah banyak sekali dibuat telaah mengenai industri jasa terlebih sejak sektor ini menunjukkan perannya yang signifikan sebagai sumber utama pertumbuhan ekonomi. Dalam hal ini peneliti mempunyai ketertarikan secara khusus terhadap industri kepelabuhanan karena sektor ini memiliki peranan strategis dalam perdagangan dan perekonomian nasional yang sekaligus merupakan industri yang memberikan manfaat yang kompetitif bagi kepentingan nasional. Untuk itu, peneliti berkeinginan untuk menjadikan PT. Jakarta International Container Terminal (JICT) sebagai subyek penelitian karena peranan strategisnya yang penting di dalam kepelabuhanan di Indonesia dan juga karena keuntungan peneliti yang telah bekerja cukup lama di JICT.

PT. Jakarta International Container Terminal adalah sebuah perusahaan Joint Venture dimana sahamnya 48,9% dimiliki oleh PT. Pelindo II, 51% dimiliki oleh Hutchison Port Jkt Pte Ltd. yang dulu dikenal sebagai Grosbeak PTE Ltd. dan 0.1% oleh Koperasi Pegawai Maritim (KOPEGMAR). Sebagai sebuah terminal petikemas yang melayani jasa bongkar muat petikemas internasional, JICT telah berhasil menjadi terminal pilihan di Indonesia selama bertahun-tahun dan selama ini selalu memimpin dalam kompetisi dengan pelabuhan-pelabuhan lain di Tanjung Priok. Namun, tantangan bagi JICT adalah bagaimana JICT dapat menjadi pelabuhan yang mempunyai standar pelabuhan kelas dunia seperti pelabuhan Port Klang di Malaysia atau bahkan pelabuhan PSA (Port of Singapore Authority) di Singapura

Permasalahan yang terjadi saat ini bagi JICT adalah perusahaan ini lebih banyak mengandalkan pengukuran kinerja perusahaannya melalui pengukuran kinerja finansial dan indikator produktivitas operasional di lapangan, sehingga walaupun kedua indikator ini menunjukkan kinerja yang baik pada kedua aspek tersebut, namun keduanya merupakan indikator yang mewakili kinerja yang telah lampau. Indikator ini tidak dapat digunakan untuk menilai kemampuan perusahaannya untuk berkompetisi di masa depan. Untuk itu, JICT membutuhkan suatu pengukuran kinerja yang dapat memberikan mereka gambaran bagaimana mereka mempersiapkan diri dan mengelola setiap kesempatan yang ada untuk berkompetisi di masa depan.

Riset ini menggunakan teori *Performance Management* sebagai dasar kerangka pemikiran dan dengan mengacu kepada kerangka teori tersebut, peneliti memilih *Balanced Scorecard* sebagai metode untuk menganalisa kinerja JICT. Metode *Balanced Scorecard* ini memungkinkan JICT untuk mengevaluasi kinerjanya dengan menggunakan beberapa perspektif yang tidak hanya menggunakan perspektif finansial tapi juga perspektif dari sisi pelanggan, proses bisnis internal, dan juga aspek pembelajaran dan pertumbuhan. Riset ini menggunakan data primer dari survey terhadap pelanggan dan juga kepada karyawan JICT. Survey terhadap karyawan penting dilakukan untuk mengetahui tingkat kepuasan kerja yang sangat mempengaruhi kinerja karyawan dan tentunya berpengaruh kepada kepuasan pelanggan. Data sekunder digunakan untuk mengukur perspektif finansial dan proses bisnis internal.

Hasil dari pengukuran kinerja tersebut dengan menggunakan pendekatan *Balanced Scorecard* mengklasifikasikan JICT sebagai perusahaan yang mempunyai kinerja "Baik", dengan total nilai 68 dari total skor maksimum 85. Namun, penelitian ini menemukan bahwa manajemen JICT kurang berhasil dalam aspek yang penting dari kepuasan pelanggan yaitu dimensi empati. Hasil penelitian ini memberikan rekomendasi agar manajemen JICT lebih memfokuskan aspek ini untuk menyeimbangkan antara harapan pelanggan dan kemampuan perusahaan dalam melayani pelanggan. Selain itu, manajemen JICT perlu meningkatkan kemampuan inovasinya karena hasil survey mengindikasikan output yang tidak memuaskan dari produk inovasi yang telah dibuat oleh JICT. Rekomendasi dari hasil riset ini diharapkan dapat memberikan sumbang-saran bagi manajemen JICT dalam rangka menjadikan JICT sebagai sebuah pelabuhan petikemas berkelas internasional.

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ABSTRACT

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Performance Measurement Using Balanced Scorecard Approach of PT. Jakarta International Container Terminal

xv + 126 pages + 62 tables and 2 figures

Bibliography: 40 literature books, 10 reports/researches/seminar/papers, 8 internet sources, 3 thesis cited

There has been voluminous work regarding the service industry especially since this sector has demonstrated its importance as a major source of economic growth in recent decades in advanced economies. Of particular interest within this industry is the sea port sector owing to its strategic overall role in the national trade and economy as well as a source of competitive advantage for any nation. The author wishes to take up the subject of PT. Jakarta International Container Terminal (JICT) due to its strategic importance within the port authority and the author's vantage position working within the company for the past several years.

JICT is a Joint Venture company where 48,9% of its shares are owned by Indonesian Port Corporation (IPC) II, 51% by Hutchison Port Jkt Pte Ltd. formerly known as Grosbeak PTE Ltd. and 0.1% by Maritime Employee Cooperative (KOPEGMAR). As a leading terminal in handling international containers, JICT has managed for years to stay ahead of the competition among existing rivals in the strategic Tanjung Priok port, thereby establishing itself as the preferred terminal in Indonesia. Yet the challenge remains for JICT to be one of the world's leading container terminals in the likes of those in Singapore or even in Port Klang, Malaysia.

The problem however for JICT is that they have thus far relied only on financial and operational indicators for their performance measurement. While these indicators have served them well, they are lagging indicators that merely describe past performance. They could not help JICT in assessing their

capabilities for facing future competition. What JICT needs is a performance measurement that would allow them to give a handle on how best to prepare for and exploit any opportunities presented from the dynamics of future competition.

The theory of Performance Management presents the basis of the theoretical framework of this research. Within this framework the author selected the Balanced Scorecard approach as the method for studying JICT's performance. The Balanced Scorecard enables JICT to assess its performance from a set of perspectives to include not only a Financial perspective but also the Customer, the Internal Business Process and the Learning and Growth perspectives. This research used primary data from a survey of JICT long-standing customers as well as from its staffs and employees. The importance of employees' survey is to reveal the level job satisfaction which undoubtedly affect staffs performance and ultimately to customers' satisfaction. The secondary data is used to measure the financial and internal business process perspectives.

The overall result was JICT achieving a classification of 'Good' based on a total score of 68 out of 85. However, the research found that JICT management has fallen short of important aspects of customer expectation particularly on the empathy dimension. Such attention to this aspect is needed in order to balance the customer needs and the company's capability. More importantly JICT management needs to improve its innovative capability as the survey indicated an unsatisfactorily output from its existing innovations that have been in place for several years.

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Approach of PT. Jakarta International Container Terminal

This thesis had been defended in front of the Thesis Examination Committee, Department of Administrative Science Post Graduate Program Faculty of Social and Political Science, University of Indonesia on the first day in the month of July, year two thousand and eight, and declared as PASSED the examination.

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In the name of Allah, the Most Compassionate, the Most Merciful. All praises to Allah, and Peace and Blessings be upon His Messenger, Muhammad Rasulullah.

This thesis is submitted as to fulfill of the requirements for the degree of Master of Science or Magister Sains (MSi) in Administrative Sciences. The author wishes to attribute what is good therein to the Mercy and Glory of Allah and seek His Forgiveness for that which is not.

Appropriately, my deepest respects and thanks are addressed to the author's thesis supervisor, DR. I. Widyantoko Sumarlin, MPP, who have been extremely patience and dedication in assisting the author to complete the thesis. The author wishes to pass the gratitude to Pak Widi for all his dedication.

The author realizes that this thesis is indeed far from perfect, and that there remains room for improvement. In this regards, the author accepts any recommendation, criticism, suggestion that may be useful to improve the thesis content which may enrich the understanding of the container terminal business performance, which is in line to the objective of achieving the world class container port.

Herewith, the author would like to address the special appreciation to:

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Jakarta, 2008

FOREWORD

Despite her significance role as the biggest container port in Indonesia, PT. Jakarta International Container Terminal has a plenty room to improve its competitiveness among other ports in the region. In order to maximize its effort in providing the best quality of service to the customers, JICT should understand where actually JICT currently positions itself in the container port business.

The current JICT performance measurement using financial ratios and indicators, tend to leave JICT in the comfort zone as the financial indicator reflected a very good criteria when benchmarking to the standard of State Owned Enterprise defined indicators. In this opportunity, the author puts an attempt to measure JICT performance by using Balanced Scorecards approach, in which, the measurement will cover 4 (four) dimensions of financial perspective, customer perspective, internal business process perspective and learning and growth perspective.

The result of measurement can be used as a reference for JICT management to improve certain areas that highlights in this thesis. Some of the challenges for JICT today is how to improve its intangible assets becoming the source of growth for the company in the future.

Finally, the thesis concluded that this approach of historical data of four dimensions from Balanced Scorecards and also by using the survey to the employee and the customer of JICT, resulted to a "Good" rating in total measurement for the 4 (four) dimensions.

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