

ABSTRACT

PT. Telekomunikasi Indonesia (Telkom), Tbk. as telecommunications company in Indonesia, claimed to realize its organization as according to vision, mission, and strategic company in order to able to face tight emulation in the future. To face the competition which is progressively tighten, PT. Telkom, Tbk. have to formulate and evaluate strategy continuously to hold out and winning competition. Kandatel Telkom Jakarta Utara has to own good performance and have correct performance measurement so that able to show company performance as a whole.

One of method of performance measurement is Balanced Scorecard which is capable to translate framework of performance measurement that based on vision, mission, and the organizational strategy into four different comprehensive perspective, which are financial, customer, internal business process, and also learn and growth.

The improvement on system of performance measurement produces indicators influencing company performance. The indicator influence depended from weight of each indicator. The indicators influencing degree depend on weight of each indicator. The indicators are :

- 1. Finance Perspective : Back rent percentages(0.2240), TENI & Speedy revenue(1.0895), TIC 007 & wireline revenue(0.6426), C3MR (0.3355), Wireless revenue(0.1562), CAPEX efficiency (0.06), Sales rate(0.1789), Sales factor(0.1646), Labor cost(0.0383), Operating and maintenance cost(0.051), Marketing cost (0.0616), Administration and general cost (0.0362), Employee ratio per customer(0.4385).*
- 2. Customer Perspective: Customer Satisfaction Degree(0.0805), Level of fulfillment SLG PSB(0.3433), Level of fulfillment SLG GGN(0.3122), Level of fulfillment SLG GGN Level of fulfillment SLG GGN Ulang(0.3361), CLI personal customer(0.1148), CSI personal customer(0.0886), CSI prime customer(0.0886), Number of customer complaint(0.2866), Total cost/ customer(0.1301), Total profit/ customer(0.0825), Net.Add LIS Wireline(0.0888), Net.Add LIS Wireless(0.0677), Net.Add LIS Speedy(0.0455), Market share TIC 007(0.0736), Availability of access network(0.4112).*
- 3. Internal Business Process Perspective : Flexi's sales percentages(0.1037), Speedy's sales percentages(0.0812), MbCfPE Score(0.3675), Tool and infrastructure supporter(0.0698), Additional Flexi outlet(0.6213), Telkom's platform implementation(0.0441), MTTI Speedy(0.5291), MTTR Speedy(0.167), MTTI Multimedia(0.1233), MTTR Multimedia(0.1416), Access network fulfillment degree(0.1299), Number of complaint solving(0.1558).*
- 4. Learning and Growth Perspective : Level of satisfaction work employees(0.2265), Level of career development(0.6268), Level participate training employees(0.1189), Amount of innovation(0.6578), Amount of suggestion(0.1533), NKU percentages per period(0.6174), Revenue/ employee(0.4607), Support of Information System level(0.1705).*

Performance measurement totally is conducted after performance of each perspective measured. Result of performance measurement of each is as follow:

- 1. Financial perspective has performance grade as 0,8874.*
- 2. Customer perspective has performance grade as 1,3037.*
- 3. Internal Business Process perspective has performance grade as 0,1973.*
- 4. Learn and Growth perspective has performance grade as 0,4369.*

The performance of Kandatel Telkom Jakarta Utara totally is 2,8253 and included in category poor. In other word, the expected target wasn't reached completely.