

## DAFTAR ISI

|  |             |
|--|-------------|
| <b>LEMBAR PENGESAHAN</b> .....                                   | <b>i</b>    |
| <b>LEMBAR PERNYATAAN ORISINALITAS</b> .....                      | <b>ii</b>   |
| <b>ABSTRAK</b> .....   | <b>iv</b>   |
| <b>ABSTRACT</b> .....  | <b>v</b>    |
| <b>KATA PENGANTAR</b> .....                                      | <b>vi</b>   |
| <b>DAFTAR GAMBAR</b> .....                                       | <b>xiii</b> |
| <b>DAFTAR TABEL</b> .....  | <b>xiv</b>  |
| <b>DAFTAR SINGKATAN</b> .....                                    | <b>xv</b>   |
| <b>DAFTAR ISTILAH</b> .....                                      | <b>xvi</b>  |
| <b>BAB I PENDAHULUAN</b> .....                                   | <b>1</b>    |
| I.1 Latar Belakang.....  | 1           |
| I.2 Perumusan Masalah .....                                      | 3           |
| I.3 Tujuan Penelitian .....                                      | 3           |
| I.4 Batasan Penelitian.....                                      | 3           |
| I.5 Manfaat Penelitian .....                                     | 4           |
| I.6 Sistematika Penulisan .....                                  | 4           |
| <b>BAB II LANDASAN TEORI</b> .....                               | <b>6</b>    |
| II.1 Manajemen Sumber Daya Manusia (MSDM).....                   | 6           |
| II.1.1 Pengertian Manajemen Sumber Daya Manusia .....            | 6           |
| II.1.2 Pentingnya Peranan Manajemen Sumber Daya Manusia .....    | 7           |
| II.2 Manajemen Kinerja.....                                      | 7           |
| II.2.1 Desfinisi Manajemen Kinerja .....                         | 7           |
| II.2.2 Definisi Kinerja Organisasi .....                         | 8           |
| II.2.3 Tujuan dan Elemen Manajemen Kinerja .....                 | 8           |
| II.2.4 Hambatan-Hambatan dalam Penerapan Manajemen Kinerja ..... | 10          |
| II.3 Rencana Strategi Organisasi.....                            | 10          |
| II.3.1 Visi .....  | 10          |
| II.3.2 Misi.....   | 11          |
| II.3.3 Sasaran Strategis .....                                   | 12          |
| II.3.4 Inisiatif Strategis .....                                 | 12          |
| II.4 Peta Strategi ( <i>Strategy Map</i> ) .....                 | 12          |

|   |   |           |
|---|---|-----------|
| II.5  | <i>Critical Factor Success ( CFS )</i> .....  | 13        |
| II.6  | Indikator Kinerja.....  | 13        |
| II.6.1  | Indikator.....  | 13        |
| II.6.2  | Karakteristik Indikator.....  | 14        |
| II.6.3  | Kinerja .....   | 14        |
| II.6.4  | Definisi Indikator Kinerja .....  | 14        |
| II.7  | <i>Key Performance Indicators (KPI)</i> .....   | 14        |
| II.7.1  | Definisi <i>Key Performance Indicators (KPI)</i> .....  | 14        |
| II.7.2  | Karakteristik KPI.....  | 15        |
| II.7.3  | Tahapan Perancangan KPI Melalui <i>Cascading Balanced Scorecard to Fungtional Scorecard</i> ..... | 16        |
| II.8  | Target .....  | 17        |
| II.9  | <i>Balanced Scorecard</i> .....   | 19        |
| II.9.1  | Definisi <i>Balanced Scorecard</i> .....  | 19        |
| II.9.2  | Keunggulan <i>Balanced Scorecard</i> .....  | 19        |
| II.9.3  | Kerangka Kerja <i>Balanced Scorecard</i> .....  | 20        |
| II.10   | Analytical Hierarchy Process (AHP).....   | 23        |
| II.10.1   | Pengertian AHP (Analitical Hierarchy Process) .....   | 23        |
| II.10.2   | Kelebihan dan Kelemahan AHP .....   | 23        |
| II.10.3   | Tahapan AHP .....   | 25        |
| II.10.4   | Prinsip Dasar AHP .....   | 27        |
| II.11   | <i>The 4 Disiplines of Execution (4DX)</i> .....  | 28        |
| <b>BAB III    METODOLOGI PENELITIAN .....</b>         |   | <b>29</b> |
| III.1   | Model Konseptual.....   | 29        |
| III.2   | Sistematika Penyelesaian Masalah .....  | 31        |
| III.2.1   | Tahap Pendahuluan .....   | 32        |
| III.2.2   | Tahap Pengumpulan dan Pengolahan Data .....   | 33        |
| III.2.3   | Tahap Analisis.....   | 36        |
| III.2.4   | Tahap Kesimpulan dan Saran .....  | 37        |
| <b>BAB IV    PENGUMPULAN DAN PENGOLAHAN DATA.....</b> |   | <b>38</b> |
| IV.1  | Profil Perusahaan .....   | 38        |
| IV.1.1  | Visi dan Misi TELKOM.....   | 38        |

|               |  |           |
|---------------|--|-----------|
| IV.1.2        | Sasaran Strategis TELKOM .....   | 38        |
| IV.1.3        | Struktur Organisasi TELKOM.....  | 38        |
| IV.2          | Profil <i>Human Capital Center</i> (HCC).....  | 38        |
| IV.2.1        | Visi dan Misi HCC .....  | 39        |
| IV.2.2        | Struktur Organisasi HCC .....  | 40        |
| IV.3          | Perancangan <i>Key Performance Indicators</i> Melalui Proses <i>Cascading</i> BSC..... | 40        |
| IV.3.1        | Visi dan Misi HCC .....  | 40        |
| IV.3.2        | Kontribusi dan Pengaruh HCC dalam Konteks Peta Strategi<br>Perusahaan .....            | 41        |
| IV.3.3        | <i>Customer</i> HCC .....  | 41        |
| IV.3.4        | Aktivitas, <i>Output</i> serta Harapan <i>Customer</i> HCC .....                       | 42        |
| IV.3.5        | Sasaran Strategis HCC.....   | 42        |
| IV.3.6        | Peta Strategi HCC .....  | 43        |
| IV.3.7        | Pengembangan Sasaran Strategis HCC kedalam Perspektif BSC ...                          | 44        |
| IV.3.8        | <i>Leading Indicator</i> dan <i>Lagging Indicator</i> .....                            | 47        |
| IV.3.9        | <i>Key Performance Indicators</i> .....  | 48        |
| IV.3.10       | Target dan Inisiatif Strategi .....  | 52        |
| IV.3.11       | Pengukuran KPI .....   | 53        |
| <b>BAB V</b>  | <b>ANALISIS DATA.....</b>  | <b>57</b> |
| V.1           | Analisis Kinerja Secara Keseluruhan .....  | 57        |
| V.1.1         | Analisis Pembobotan Seluruh Perspektif .....   | 57        |
| V.1.2         | Analisis Nilai Pencapaian HCC .....  | 58        |
| V.2           | Analisis Indikator Kinerja .....   | 58        |
| V.3           | Analisis <i>Key Performance Indicators</i> .....                                       | 60        |
| V.3.1         | Analisis Penentuan <i>Key Performance Indicators</i> .....                             | 60        |
| V.3.2         | Analisis Distribusi <i>Key Performance Indicators</i> .....                            | 60        |
| V.3.3         | Analisis KPI Perspektif Keuangan.....  | 61        |
| V.3.4         | Analisis KPI Perspektif Pelanggan .....  | 63        |
| V.3.5         | Analisis KPI Perspektif Proses Bisnis Internal .....                                   | 65        |
| V.3.6         | Analisis KPI Perspektif Pembelajaran dan Pertumbuhan.....                              | 67        |
| <b>BAB VI</b> | <b>KESIMPULAN DAN SARAN.....</b>   | <b>70</b> |
| VI.1          | Kesimpulan.....  | 70        |

|                            |           |
|----------------------------|-----------|
| VI.2 Saran .....           | 71        |
| <b>DAFTAR PUSTAKA.....</b> | <b>72</b> |