

## **ABSTRACT**

*PT. Telekomunikasi Indonesia, Tbk (Telkom) as State-Owned Enterprises (SOEs) have a dual role, once as a business company that must be managed professionally, and also as the development agent with obligation to accelerate the infrastructure development of information technology, telecommunications, and digital to support the economy growth of Indonesia, in order with government's mandate to carry out the commitments that stated in Indonesian Broadband Plan (IBP) 2014-2019.*

*Telkom through its 7 territorial-based Regional Divisions (Divre) which provide fixed broadband access services throughout Indonesia. Its subscriber by early 2018 reached 3 million lines or 57.69% of market share (the largest) but it was only 4.50% compared to the target of access to household penetration of IBP 2019.*

*Telkom is demanded to increase productivity, especially the increasing number of subscribers and operating revenue, while resource availability is not equal for each Division, also the trend of employee number that decreased significantly due to massive retirement. Based on the productivity of each Divre, there are correlation differences if observed by the contribution of employee number and productivity, also revenue.*

*This research is performed to reveal and compare the efficiency of 7 Regional Divisions in Telkom during the period 2016 - 2018 using Data Envelopment Analysis DEA method. Out of 7 Divre observed, the conclusion is that Divre E and Divre B has the highest efficiency values while the lowest is Divre G. Meanwhile, the variables that have strong correlates with the level of Divre's efficiency are number of employees (input), number of subscribers (output) and operating revenue (output). The efficiency level and its strongly correlated variables can be a reference for the efficiency improvement program in Telkom Regional Division.*

**Keywords :** *Data Envelopment Analysis DEA, Efficiency, Telecommunication*