<table>
<thead>
<tr>
<th>BAB I</th>
<th>PENDAHULUAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Latar Belakang Penelitian .................................. 1</td>
</tr>
<tr>
<td>1.2</td>
<td>Identifikasi Masalah ........................................ 4</td>
</tr>
<tr>
<td>1.3</td>
<td>Tujuan Penelitian ........................................... 5</td>
</tr>
<tr>
<td>1.4</td>
<td>Kegunaan Penelitian .......................................... 5</td>
</tr>
<tr>
<td>1.5</td>
<td>Kerangka Pemikiran .......................................... 6</td>
</tr>
<tr>
<td>1.6</td>
<td>Metode Penelitian ............................................ 8</td>
</tr>
<tr>
<td>1.7</td>
<td>Lokasi dan Waktu Penelitian ................................ 9</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>BAB II</th>
<th>TINJAUAN PUSTAKA</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Sistem Pengukuran Kinerja Perusahaan ..................... 10</td>
</tr>
<tr>
<td>2.1.1</td>
<td>Pengertian Kinerja ........................................... 10</td>
</tr>
<tr>
<td>2.1.2</td>
<td>Pengertian Kinerja Perusahaan ................................ 10</td>
</tr>
<tr>
<td>2.1.3</td>
<td>Tujuan dan Manfaat Pengukuran Kinerja ..................... 11</td>
</tr>
<tr>
<td>2.2</td>
<td>Sistem Pengukuran Kinerja Secara Tradisional dengan</td>
</tr>
<tr>
<td></td>
<td>Berbasis pada Aspek Kinerja ................................ 13</td>
</tr>
<tr>
<td>2.2.1</td>
<td>Laporan Keuangan ............................................. 13</td>
</tr>
<tr>
<td>2.2.1.1</td>
<td>Jenis-jenis Laporan Keuangan ................................ 13</td>
</tr>
<tr>
<td>2.2.1.2</td>
<td>Tujuan Laporan Keuangan .................................... 14</td>
</tr>
<tr>
<td>2.2.2</td>
<td>Analisis Rasio dalam Laporan Keuangan ................... 15</td>
</tr>
</tbody>
</table>
BAB II KINERJA PERUSAHAAN DENGAN MENGGUNAKAN *Balanced Scorecard*

2.3 Kinerja Perusahaan dengan Menggunakan *Balanced Scorecard* .......................... 18

2.3.1 Pengertian *Balanced Scorecard* ............................................ 19

2.3.2 Konsep *Balanced Scorecard* .......................................... 21

2.3.3 *Balanced Scorecard* Sebagai Sebuah Sistem Manajemen .............................................. 24

2.3.4 Keunggulan Sistem Pengukuran Kinerja *Balanced Scorecard* .............................................. 26

2.4 Empat Perspektif dalam *Balanced Scorecard* .............................................. 27

2.4.1 Perspektif Keuangan ....................................................... 27

2.4.2 Perspektif Pelanggan ..................................................... 31

2.4.3 Perspektif Proses Bisnis Internal .................................. 35

2.4.4 Perspektif Pembelajaran dan Pertumbuhan .................... 38

2.5 Pihak-pihak yang Berperan dalam Pelaksanaan *Balanced Scorecard* .............................................. 42

BAB III OBJEK DAN METODE PENELITIAN

3.1 Objek Penelitian ................................................................. 44

3.1.1 Gambaran Umum PT. PLN (Persero) .......................... 44

3.1.2 Gambaran Umum PT. PINDAD (Persero) .................. 46

3.1.3 Gambaran Umum PT. KAI (Persero) ......................... 47

3.2 Metode Penelitian ............................................................. 48

3.2.1 Metode Pengumpulan Data ............................................. 49

3.2.2 Unit Analisis .............................................................. 50

3.2.3 Operasionalisasi Variabel ............................................ 50

3.2.4 Pengujian Validitas dan Reliabilitas Instrumen .......... 51

3.2.4.1 Pengujian Validitas Instrumen .............................. 51

3.2.4.2 Pengujian Reliabilitas Instrumen ....................... 52

3.3 Analisis Data ................................................................. 53
BAB IV HASIL PENELITIAN DAN PEMBAHASAN

4.1 Hasil Penelitian ................................................................. 57
  4.1.1 Uji Validitas .............................................................. 58
  4.1.2 Pengujian Reliabilitas ................................................. 58
  4.1.3 Perspektif Keuangan .................................................. 60
    4.1.3.1 Rasio Likuiditas ................................................. 60
    4.1.3.2 Rasio Solvabilitas .............................................. 63
    4.1.3.3 Rasio Rentabilitas .............................................. 65
    4.1.3.4 Rasio Aktivitas ................................................. 69
  4.1.4 Perspektif Pelanggan .................................................. 71
    4.1.4.1 Market Share .................................................. 72
    4.1.4.2 Survei Customer Satisfaction ............................... 73
  4.1.5 Perspektif Proses Bisnis Internal ............................... 74
    4.1.5.1 Proses Inovasi ................................................ 74
    4.1.5.2 Proses Operasional .......................................... 77
    4.1.5.3 Proses Layanan Purna Jual ................................ 77
  4.1.6 Perspektif Pembelajaran dan Pertumbuhan .................. 78
    4.1.6.1 Kapabilitas dan Produktivitas Pegawai .................. 78
    4.1.6.2 Kapabilitas Sistem Informasi ............................... 81
    4.1.6.3 Motivasi, Pemberdayaan, dan Keselarasan Pegawai .... 82
  4.2 Pembahasan ................................................................... 85
    4.2.1 Penerapan Balanced Scorecard dalam Mengukur Kinerja Perusahaan pada PT. PLN (Persero), PT.PINDAD (Persero), dan PT. KAI (Persero) .... 85

BAB V SIMPULAN DAN SARAN

5.1 Simpulan .......................................................................... 92
5.2 Saran ............................................................................. 93

DAFTAR PUSTAKA

LAMPIRAN