

## **Chapter V**

### **CONCLUSION**

#### **A. Conclusion**

Performance evaluation is significant in supporting organization's strategic management. The performance evaluation may be used to define organization current position and can provide reference for organization to build its strategy based on its current position and its goal. On the other hand performance evaluation can be guidance for organization to improve its performance in gaining its excellence.

The implementing of balanced scorecard as performance measurement in two departments in Atma Jaya Yogyakarta University resulted as presented bellows:

##### **1. Customer perspective**

Numbers of students accepted in both departments are almost the same, though communication department received higher application. The ratio between students applied and students accepted in these two departments are still under 50%. This state is still far from ideal as stated by BAN-PT that give standard of student applied-and accepted have to be more than 95% or 0.95.

## 2. Financial Perspective

University dependency from student increases from 2% to 9% from 2006/2007 to 2008/2009 that reached more than 95%. This is a great number of dependency. It means that university still need to find and maximize other sources in raising fund to support university operational cost.

## 3. Internal process perspective

This perspective is measured by how excel the internal business process of the faculty in these areas: its academic excellence services, quality and currency of department and efficiency and effectiveness of services such as internal efficiency rate and number of graduated students per year.

### a) Academic excellence service

According to the finding and the analysis is good enough since more 60% of respondents students are “satisfy” and “very satisfy”.

### b) Quality and currency of department

Communication and management department both received A rank, means that quality of both departments are very good. This also means that the quality and currency of both departments may be viewed as equal.

c) **Efficiency and effectiveness of service**

The internal efficiency rate in management department is higher than communication department. Even it is higher 1 to 2% than university rate. But this state still far from ideal that is 22% as been required by the government.

4. **Learning and growth perspective**

a) **Employee's satisfaction**

The employee's satisfaction in management department is higher than in communication department. But still the gap between numbers of satisfy and dissatisfy employee are still near, since the numbers are very close.

b) **Employee's productivity**

Lecturers in management department gave higher contribution in research, books, article and journal writing than communication department.

c) **Lecturer's competency**

Management department has more sufficient of qualified lecturers based on their level of academic compare to communication department. This shall be considered by the department as one improvement that may increase status of the department and innovation by having more qualified lecturers with sufficient level of academic to support organization academic and teaching excellence.

## B. Suggestion

1. For the Department, based on this research writer suggest some suggestions, there are:

a. Suggestions for each department according to balanced scorecard four perspectives are as presented in bellow table:

**Table 5.1**  
**Suggestion on Management and Communication Department**

No	Perspectives	Management	Communication
1.	Customer perspective	Develop a customer oriented strategy, by improving the quality and marketing of department to gain growth in market share (new students)	Develop a customer oriented strategy, by improving the quality and marketing of department to gain growth in market share (new students)
2.	Financial perspective	finding and maximize other sources of income to support the operational cost of department.	finding and maximize other sources of income to support the operational cost.
3.	Internal process perspective	Improve department service to achieve higher or a more ideal rate of internal efficiency rate that is 22% as been required by government.	Improve department service to achieve higher or a more ideal rate of internal efficiency rate that is 22% as been required by government.
4.	Learning and growth perspective	Management department has a more ideal performance. This performance should be keep even improved by develop a strategy that	Improve the lecturers contribution on research, books, and journals writing Recruit new lecturers with sufficient level of

		support innovation, learning in skill and knowledge for the employee	academic Upgrading lecturers' competency and level of academic by sending some lecturers to <i>continue their study.</i>
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b. Balanced Scorecard approach not only can be implemented in management and communication department as performance measurement system. Also it can be implemented as a tool for a strategic management system.

2. It is hoped that further research may list a more complete measurements and indicators used in the evaluation, to capture a broader area of performance evaluated. This can give benefit for a deeper exploration and more accurate of performance evaluation of the department. It also hoped that next research not only implement balanced scorecard as performance measurement tool but as performance measurement system that can be used to build strategy and evaluate the implementation of balanced scorecard in department.

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## KUESIONER

Saya, Hendriane Namotemo, mahasiswa program Magister Manajemen UAJY. Saat ini saya sedang melakukan penelitian mengenai *“Implementation of Balanced Scorecard in Two Study Programs in Atma Jaya Yogyakarta University”*. Saya meminta bantuan bapak/ibu/sdr untuk mau mengisi kuesioner di bawah ini. Atas kesediaannya saya ucapkan terima kasih.

Isilah pernyataan dibawah ini dengan menggunakan tanda silang (X) untuk pernyataan yang sesuai:

1. Jenis Kelamin  Laki-laki   
Perempuan
2. Usia  < 30 tahun (dibawah 30 tahun)  
 31 – 40 tahun  
 41 – 50 tahun  
 <50 tahun (diatas 50 tahun)
3. Status belum kawin  kawin
3. Lama Bekerja  <5 tahun (dibawah 5 tahun)  
 6-10 tahun  
 11 – 15 tahun  
 > 15 tahun (diatas 15 tahun)

Isilah pertanyaan dibawah ini dengan menggunakan tanda centang (√) atau silang (X) sesuai dengan jawaban Anda.

- STP : Jika Anda **Sangat Tidak Puas**  
TP : Jika Anda **Tidak Puas**  
RR : Jika Anda **Ragu-ragu**  
P : Jika Anda **Puas**  
SP : Jika Anda **Sangat Puas**



No.	Pernyataan	STP	TP	RR	P	SP
1.	Seberapa besar tingkat kepuasan Anda terhadap system kompensasi yang diberikan organisasi					
2.	Seberapa besar tingkat kepuasan Anda terhadap tanggapan organisasi terhadap keinginan dan kebutuhan pegawai					
3.	Seberapa besar tingkat kepuasan Anda bekerja di Fakultas ini					
4.	Seberapa besar tingkat kepuasan Anda terhadap penghargaan dari organisasi bagi karyawan yang berprestasi					
5.	Seberapa besar tingkat kepuasan Anda terhadap gaji yang diterima bila dibandingkan dengan beban kerja yang diberikan					
6.	Seberapa besar tingkat kepuasan Anda terhadap kondisi lingkungan kerja Anda saat ini					
7.	Seberapa besar tingkat kepuasan Anda terhadap hubungan dengan rekan kerja					
8.	Seberapa besar tingkat kepuasan Anda terhadap hubungan kerja dengan atasan di tempat Anda bekerja					
9.	Seberapa besar tingkat kepuasan Anda terhadap kesempatan yang diberikan organisasi untuk pengembangan potensi karyawan					



	kuliah sesuai dengan rencana kuliah/silabi					
7.	Dosen di fakultas ini selalu memberikan motivasi belajar kepada saya					
8.	Dengan kuliah di fakultas ini, saya terlatih untuk bisa mempelajari dan memahami buku-buku dan bacaan lain secara mandiri					
9.	Dengan kuliah di fakultas ini, saya terbiasa berfikir secara sistematis, ilmiah dan rasional.					
10	Sistem perkuliahan di fakultas ini sering mengadakan diskusi sehingga saya terlatih untuk mengungkapkan pendapat dengan baik.					
11.	Saya puas dengan system layanan administrasi akademik di fakultas ini					
12.	Saya puas dengan system layanan administrasi umum dan keuangan di fakultas ini					
13.	Saya puas dengan system layanan administrasi perpustakaan di fakultas ini					
14.	Saya puas dengan system layanan administrasi pendukung (lab. Bahasa, lab. komputer, dll) di fakultas ini.					
15.	Saya puas dengan bimbingan dan konsultasi dosen.					
16.	Di fakultas ini sering menyelenggarakan seminar, stadium general, dan symposium untuk mahasiswa.					
17.	Di fakultas ini sering menyelenggarakan kursus dan pelatihan keterampilan untuk mahasiswa					
18.	Kegiatan intra maupun ekstra kampus yang ada di fakultas ini, melatih saya untuk dapat					

	berorganisasi dan menumbuhkan jiwa kepemimpinan dalam diri saya					
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15	Cosmas Dwi arta K., SE.	10.01.721	Staff	II/C	S1
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8	E. Sri Kristini	IIIb
9	P. Maryono	Iia
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11	Elisabeth Sulastiyanti	IIIb
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13	Th. Aji Baruno, S.Sos	IIIa

Student of  
communication

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Management student's

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servire in lumine veritatis

Communication Department employee's response

4	4	4	4	4	4	4	4	4
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*serviens in lumine veritatis*

