

BALANCED SCORECARD PERFORMANCE OF BUSINESS STUDY PROGRAM OF TELKOM UNIVERSITY SURABAYA

Darlin Aulia¹

¹Telkom University, Jalan Ketintang 156 Surabaya, Indonesia
Email: darlinaulia@telkomuniversity.ac.id

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Abstract. The study examines the advancements made by Telkom University Surabaya in lecturer development, certification, and continuous education, which align with the institution's goals and contribute to high customer satisfaction as indicated by EDOM scores. The growth of the Digital Business program is highlighted through increased enrollment and the acquisition of external scholarships from Kedaireka and BIMA. Future strategies are outlined, focusing on enhancing financial independence, service quality, and strengthening partnerships with industry and government, all while aiming to improve faculty and program reputation. These initiatives are integral to supporting Vision 2025 objectives, emphasizing the advancement of research, collaboration with small and medium-sized enterprises (SMEs), and community service, thus driving comprehensive institutional progress.

Keywords: Digital Business, EDOM, service quality, financial independence

Abstrak. Studi ini meneliti kemajuan yang dibuat oleh Telkom University Surabaya dalam pengembangan dosen, sertifikasi, dan pendidikan berkelanjutan, yang selaras dengan tujuan institusi dan berkontribusi pada kepuasan pelanggan yang tinggi seperti yang ditunjukkan oleh skor EDOM. Pertumbuhan program Bisnis Digital disoroti melalui peningkatan pendaftaran dan perolehan beasiswa eksternal dari Kedaireka dan BIMA. Strategi masa depan diuraikan, dengan fokus pada peningkatan kemandirian finansial, kualitas layanan, dan memperkuat kemitraan dengan industri dan pemerintah, yang semuanya bertujuan untuk meningkatkan reputasi fakultas dan program. Inisiatif-inisiatif ini merupakan bagian integral dalam mendukung tujuan Visi 2025, yang menekankan pada kemajuan penelitian, kolaborasi dengan usaha kecil dan menengah (UKM), dan pengabdian kepada masyarakat, sehingga mendorong kemajuan institusi secara menyeluruh.

Kata Kunci: Bisnis Digital, EDOM, kualitas layanan, kemandirian finansial

INTRODUCTION

Telkom University of Surabaya (TUS) aims to maintain a high standard of education similar your paper discusses the implementation of the Balanced Scorecard (BSC) at TUS, emphasizing its role in enhancing performance measurement across education, research, and community service activities. Traditional evaluation methods have proven inadequate in assessing non-economic aspects like teaching quality, student satisfaction, and curriculum innovation. The BSC framework addresses these shortcomings through four perspectives: Financial metrics, Student Satisfaction and stakeholder engagement, Operational efficiency, and Learning and Growth focusing on innovation and employee development. Challenges include the lack of measurable indicators, incomplete data, and underutilization of digital technology for effective data collection and analysis. Addressing these issues is crucial for TUS to fully leverage the BSC in achieving its educational and operational objectives efficiently. The author, as a lecturer and researcher, would like to discuss more clearly about balanced scorecard performance measurement in the digital business study program of Telkom University of Surabaya using various data sources.

THEORETICAL FRAMEWORK

Telkom University Surabaya

On September 4, 2018, Telkom Institute of Technology Surabaya (TUS) was established by Telkom Education Foundation, focusing on the maritime, transportation, and logistics industries in Surabaya to support higher education in Eastern Indonesia. After five years, on December 7, 2023, TUS merged with Telkom University based on Decree No. 931/2023 from the Indonesian Ministry of Education and Culture.

Balanced Scorecard Performance Measurement

The Balanced Scorecard (BSC) by Kaplan and Norton (1992) aligns business activities with strategy through Learning and Growth, Business Processes, Customer, and financial perspectives, enhancing communication and performance monitoring.

BALANCED SCORECARD

Overview of the Digital Business Study Program

The S1 Digital Business Program at FEB Telkom University Surabaya, established in April 2021, adheres to SN-Dikti, APSMBI, and Telecom Digital Skill Matrix curricula. Accredited by PT BAN and ISO 21001, it collaborates with APERTI BUMN and PMI Indonesia for MBKM. Embracing Education 4.0, the program emphasizes financial efficiency, stakeholder management, process control, and professional development. It promotes inclusive decision-making and robust risk management. Recommendations include aligning KPIs with CMA standards and improving strategic planning for program vision and mission alignment, aiming to harmonize BSC resolutions with CMA frameworks for comprehensive enhancement, here are some recommendations: Enhanced Stakeholder Engagement: Improve communication and engagement mechanisms with students, faculty, and industry partners. Strengthening Control and Risk Management: Improve internal control systems and risk management strategies. Improved Performance Measurement and Reporting: Develop more comprehensive performance indicators and a transparent reporting system. Long-term Strategy Development: Focus on strategic planning and more structured execution to achieve the study programme's long-term goals. As such, the current resolution will better reflect the key principles taught in the CMA programme and improve the overall performance of the digital business studies programme. Balanced Scorecard Performance Measurement

Lecturer development (professional membership so that there are obligations for CPL or Graduate learning outcomes); further studies The S1 Digital Business program at Telkom University aims to produce graduates crucial for national development by increasing

lecturer numbers, advancing careers through workshops, supporting prospective teachers, and enhancing professional engagement with certifications. Lecturers participate in global and local seminars, with continuous education and competency certifications ensuring career development.

Regular program meetings

FEB TUS implements leadership according to the Statute for tridharma effectiveness. The study program is communicated through weekly meetings with the participation of the academic community. Informal lecturer-student communication is maintained. Regular internal evaluations are conducted every semester to ensure the quality of performance and prepare performance reports and study program evaluations.

Senior lecturers mentoring juniors (research team)

Senior lecturers at Telkom University Surabaya are deeply involved in higher education's core activities: education, research, and community service (PKM), overseen by the Institute for Research and Community Service (LPPM). In the last two years, the program conducted 41 research projects and 23 PKM activities, resulting in 2 publications in unaccredited national journals, 26 in accredited national journals, 3 in national seminar proceedings, and 10 in international proceedings. Additionally, they authored 9 textbooks focused on education.

Curriculum development

The Digital Business Study Program curriculum is based on the Telkom Digital Skill Matrix, ensuring relevance to future economic and business needs. This matrix covers planning, analysis, deployment, and operation of digital products, as well as assessing Soft Digital Competencies and Digital Mindset & Behavior.

Attachment 2. Digital Skill Mapping

The curriculum is outlined in the TUS 2022 Digital Business Curriculum document. It aims to develop digital business leaders with managerial competence and data analysis skills. The program employs various learning methods, including: Projects, Case Studies, Workshops, Certifications The curriculum is designed to address the evolving digital industry and its challenges. It focuses on equipping students with the necessary skills to manage infrastructure and digital services.

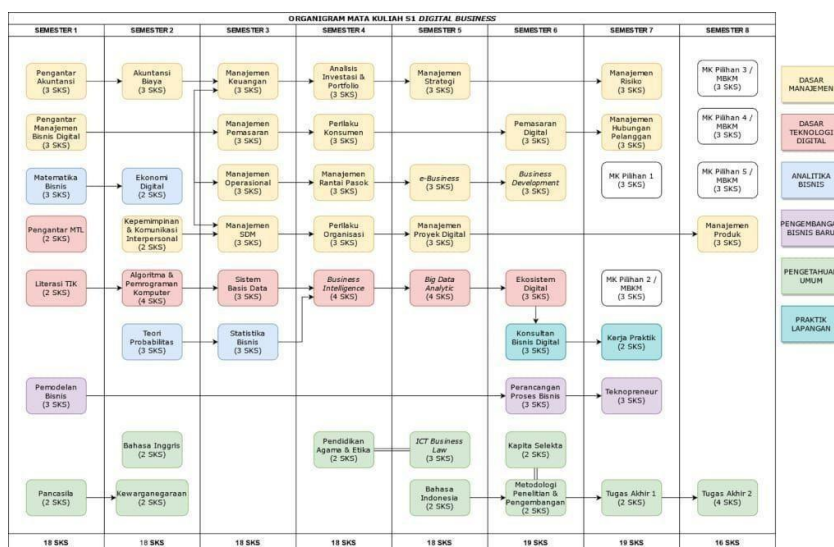


Figure 2. Digital Business Study Program Curriculum Internal Business Process Functional position of lecturer

The article emphasizes enhancing lecturer expertise through tailored training, certifications, and fast-tracking promotions per regulations to enable participation in national competition grants.

No	NIDN	Nama Dosen	Jabatan Saat Ini	Usulan ke	Bidang Ilmu	Tanggal Pengajuan	Status Usulan	Keterangan	Aksi
1	0727048809	USABDILLAH UMAR	Asisten Ahli, 150	Lektor, 200	Teknik	2023-12-22	Baru	Mohon penulisan fakultas pada data...	Aksi
2	0722119101	FANNUSH SHOFI AKBAR	Tenaga Pengajar, 0	Lektor, 200	Teknik	2023-12-15	Pencetakan PAK	Pencetakan PAK	Aksi
3	0709039401	DEWI RAHMAWATI	Asisten Ahli, 150	Lektor, 200	Teknik	2023-10-23	Pencetakan PAK	Pencetakan PAK	Aksi
4	0401018801	AYU ENDAH WAHYUNI	Asisten Ahli, 150	Lektor, 300	Teknik	2023-09-27	Pencetakan PAK	Pencetakan PAK	Aksi
5	0725059004	NOERMA PUDJI ISTYANTO	Asisten Ahli, 150	Lektor, 200	Teknik	2023-09-26	Pencetakan PAK	Finalisasi penilaian	Aksi
6	0714079701	RIZKY FEHALDO MAULANA	Tenaga Pengajar, 0	Asisten Ahli, 150	Teknik	2023-09-20	Pencetakan PAK	Pencetakan PAK	Aksi
7	0725059301	DIMAS ADIPUTRA	Asisten Ahli, 150	Lektor, 300	Teknik	2023-06-15	Pencetakan PAK	Pencetakan PAK	Aksi
8	0728059203	ISA HARIZ	Asisten Ahli, 150	Lektor, 200	Teknik	2023-06-14	Pencetakan PAK	Pencetakan PAK	Aksi
9	0702048705	WAHYU ANDY	Asisten Ahli, 150	Lektor, 200	Teknik	2023-06-14	Pencetakan PAK	Pencetakan PAK	Aksi

Figure 3. Lecturer Functional Position Submission Process

Teaching evaluation (RPS met SLOs met)

The S1 Digital Business Studies Program aligns with TUS Higher Education and Learning Process Standards, focusing on achieving sixth-level Learning Outcomes (ELO). Evaluation methods include tasks, quizzes, final projects, and written tests emphasizing high-order thinking skills (HOTS). The structured learning process adheres to quality standards and is governed by Learning Process Standard No.REK- SPMIA-SD-03, ensuring regular faculty evaluation meetings for effective implementation.

Guidelines for the standard fulfillment of learning outcomes

The S1 Digital Business Study Program's Curriculum Book outlines Course Learning Outcomes assessed via assignments, Midterm Exams, and Final Semester Exams, each with specified weights. These assessments gauge Graduate Learning Outcomes as per curriculum guidelines. Results impact Grade Point Averages (GPA) accessible via the Igracias academic portal, facilitating convenient access for students, lecturers, and staff.



Figure 4. iGracias Academic Portal

iGracias DASHBOARD 2324/2 fannisanaya ENG Logout

TOEFL ITP® Online

Date	Time	Maximum Registration	Maximum Payment
23 April	08:00 - 11:00	7 April	9 April

April 2024

Test Fee: Rp 550.000

Authorized Test Center: Telkom University

TOEFL ITP

Further Information Registration Link: <https://iac.telkomuniversity.ac.id/tes-bahasa/itp>

19 MAR 2024: Fakultas Teknik Elektro, Telkom University

06 MAR 2024: Lolos Abdimas DRTPM 2024

06 MAR 2024: Fakultas Rekayasa Industri, Telkom University

Figure 5. iGracias Dashboard

National and/or international accreditation

Since its 2021 inception, FEB TUS's S1 Digital Business Studies Program has excelled,



PERKUMPULAN LEMBAGA AKREDITASI MANDIRI EKONOMI MANAJEMEN BISNIS DAN AKUNTANSI

SERTIFIKAT AKREDITASI

Berdasarkan Keputusan LAMEMBA No. 1015/DE/A.5/AR.10/II/2024, menyatakan bahwa

Program Studi **Bisnis Digital** pada Program Sarjana
Institut Teknologi Telkom Surabaya, Kota Surabaya
 Terakreditasi dengan peringkat:
Baik Sekali

Sertifikat Akreditasi ini berlaku 5 (lima) tahun
 sejak tanggal **2 Februari 2024** sampai dengan **2 Februari 2029**

Jakarta, 2 Februari 2024
Dewan Eksekutif



Prof. Dr. Ina Primiana, S.E., M.T.
 Ketua



achieving ISO 21001 compliance, BAN PT accreditation, and LAM EMBA excellence. Collaborations with APERTI BUMN, ADIDES, and Telkom Group enhance offerings. TUS also facilitates international exchanges, enriching global learning experiences through partnerships with institutions like Mapua University, Philippines.

Customer perspective

Student satisfaction with lecturer teaching (EDOM)

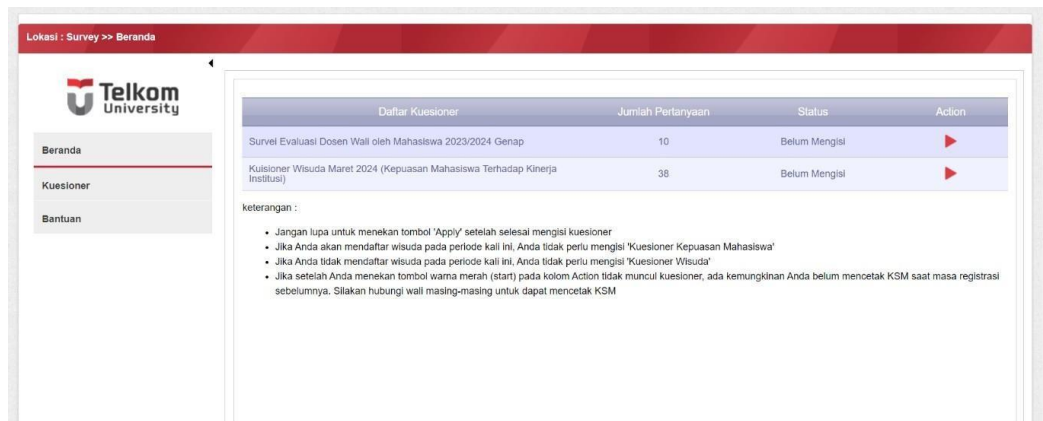


Figure 5. Evaluation Survey of Guardian Lecturers

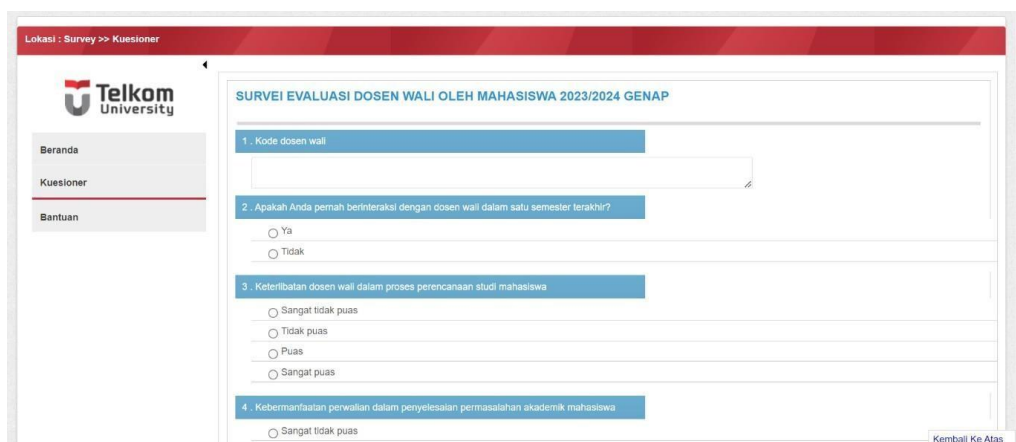


Figure 6. Evaluation Survey of Guardian Lecturers



Figure 7. Evaluation Survey of Guardian Lecturers

To ensure that the lecturer meets the performance targets, the student assesses the performance of the teacher, and the head of the department evaluates and validates the SKP. The BKD evaluation is carried out by the assessor to ensure the faculty fulfils the performance target of the FEB TUS awarded the teacher with the EDOM and the best achievement.

Student satisfaction with university services

The TUS IGracias platform evaluated student and faculty satisfaction in governance, HR

management, financial services, and facilities, showing high satisfaction across study programs, including an increase in the Digital Business Studies Program from 2021/2022 to 2022/2023. Detailed results are available at this link <https://spm.itelkom-sby.ac.id/kepuasan-mahasiswa-FEB-genap-tahun-2021/#>. The study also examines lecturer satisfaction in finance, facilities, IT services, staff support, training, JFA, serdos certification, tridharma activities, and textbooks, highlighting effective management and improved professionalism at TUS. Overall, the results indicate TUS successfully meets the academic and professional needs of students and lecturers, reflecting its commitment to improving education and services.

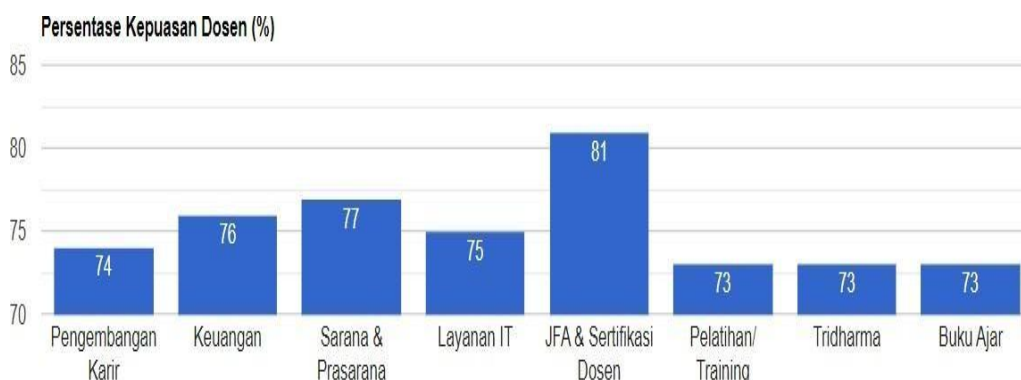


Figure 8. Results of TUS lecturer satisfaction survey in 2023

The survey was conducted by collecting *self-administered* data using the IGracias system. The scope of the survey includes aspects of career development satisfaction, financial service satisfaction, facilities and infrastructure satisfaction, information technology service satisfaction, and training/training satisfaction. The survey measurement results can be seen in the following graph,



Figure 9. TUS landfill satisfaction survey results in 2023

User satisfaction (intern)

Merdeka Belajar Program - Kampus Merdeka at Telkom University Surabaya offers internship or field practice activities with facilities provided in collaboration with industry. Students can do internships according to agreements with industry partners.

Off-campus learning activities include internships, entrepreneurship, community dedication, and industry visits. Students have the opportunity to internship in various Telkom Group regional divisions to broaden their knowledge of telecom business processes and gain an understanding of curricula, learning outcomes, and lessons from an industry perspective.

Attachment 3. Industries that become Telkom University Surabaya Partners

Financial Performance

Number of new students and total student body

Admission procedures at TUS, including for new, international, and credit transfer students, align transparently with the institution's vision, mission, and graduate profile. The S1

Digital Business Study Program has seen enrollment growth: from 80 students in 2021 to 96 in 2022, and 110 in 2023, totaling 286 registered students.

External grants (funding from outside in addition to tuition fees)

FEB TUS autonomously manages research funding under Higher Education Law No. 12 of 2012, Article 62, including internal grants via LPPM and national grants from Kemenristekdikti. Internal grants are for lecturers with NIDN, based on TUS Annual Tariff Decree, while others can participate as research members. From 2021 to 2023, total funding was Rp. 646,518,000, with Rp. 611,418,000 from LPPM and Rp. 335,100,000 from Dikti. Seven Digital Business lecturers conducted 33 research projects, averaging Rp. 46,180,000 per lecturer annually.

METHODS

This research uses a descriptive qualitative method using primary data in the form of research papers from various sources such as ScienceDirect and Emerald, as well as other relevant reference sources.

CONCLUSION/RECOMMENDATION

Telkom University Surabaya has made significant strides in lecturer development, certification, and continuous education. Internal processes align well with university goals, maintaining high customer satisfaction, as shown by EDOM scores. The Digital Business program is growing, with increased enrollment and external scholarships from Kedaireka and BIMA. Future strategies aim to enhance financial independence, improve service quality, strengthen industry and government partnerships, and boost faculty and program reputation. These initiatives support Vision 2025 goals for advancing research, SME collaborations, and community service, driving comprehensive institutional progress.

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