

# Implementation of the Balanced Score Card to Achieve Strategic Goals in the State Islamic Religious Colleges

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## Abstract

*Performance Management in State Islamic Religious Colleges (PTKIN) Indonesia are still often ignoring the identification of stakeholders and the primary performance indicator of management measurement goal. The Balanced Score Card (BSC) as a management approach translates the direction of Higher Education developing into an action based on the initiatives identity number and management measurement goal systems. In the context aims to determine the implementation of the Balanced Score Card at PTKIN with four perspectives which are connected as part of the chain driving to achieve the strategic point of Higher Education and performance of higher education results model. This research is qualitative research with the technique of data collection on observation, in-depth interviews, and documentation. The results paper shows that the Balanced Score Card is the performance integrating on management system at UIN Jakarta, UIN Yogyakarta, and UIN North Sumatera through the making of Score Cards with the processing of strategy maps to achieve its strategic point of higher education objectives. The Map Strategy is preparing as a companion model for its BSC implementation management goal of Higher Education.*

**Keywords:** *Balanced Scorecard, Strategic Objectives, Initiatives, and Performance Indicators*

## Abstrak

*Manajemen Kinerja di banyak Perguruan Tinggi Keagamaan Islam Negeri (PTKIN) di Indonesia masih sering mengabaikan identifikasi stakeholders dan sistem pengukuran indikator kinerja utama. Balanced Score Card (BSC) sebagai sebuah pendekatan manajemen menerjemahkan arah pengembangan Perguruan Tinggi pada aksi yang dilandasi oleh identifikasi inisiatif dan sistem pengukuran. Dalam konteks ini, penelitian ini bertujuan untuk mengetahui implementasi Balanced Score Card di PTKIN dalam empat perspektif yang dihubungkan sebagai bagian dari rantai pendorong untuk*

mencapai tujuan-tujuan strategis dan hasil capaian kinerja. Penelitian ini merupakan penelitian kualitatif dengan teknik pengumpulan berupa observasi, wawancara, dan dokumentasi. Hasil penelitian menunjukkan bahwa BSC diintegrasikan dalam sistem manajemen kinerja di UIN Jakarta, UIN Yogyakarta, dan UIN Sumatera Utara melalui pembuatan score cards dan/atau peta strategi dalam mencapai tujuan-tujuan strategis.

**Kata Kunci:** *Balanced Score Card, Tujuan Strategies, Inisiatif, dan Indikator Kinerja*

## Introduction

In a strategic performance measurement system in higher education, the strategy needs to align with incentives understood by academicians and the strategy can be appropriately implemented to achieve institutional goals. Performance Management in many State Islamic Religious Colleges in Indonesia often ignores stakeholder's identification and the leading indicators measurement system.<sup>1</sup>

With the Balanced Scorecard approach, organizations redefine their relationships with student, lecturer, administrative staff, executive team, other universities, society, and world of employment, reconstruct operational processes fundamentally, teach new soft skills to people in the organization, and apply new abstract management concepts, and emphasize work systems as team in implementing the strategy. In making a scorecard, the strategy replaces the budget as the center of the management process.

The number of PTKIs has on data collected by the Planning and Information System Section of the Secretariat of the Directorate General of Islamic Education, for the 2016/2017 Academic Year, around 610 PTKI nation. Currently, PTKIN amounts to 53 or  $\pm 8.5\%$  consisting of 11 State Islamic Universities (UIN), 23 State Islamic Institutes (IAIN), and 19 State Islamic Colleges (STAIN). While Private Islamic Religious Colleges (PTKIS) numbered around 557 or  $\pm 91.5\%$  consisting of 90 universities or 16.2%, 27 institutes or 4.8% and 440 colleges or 79.0%, the total number of students of PTKIs in the 2017/2018 Academic Year is estimated at more than 1 million students with around 42.1% of these students being PTKIN Students.

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<sup>1</sup> Venkatesh Umashankar and Kirti Dutta, "Balanced Scorecards in Managing Higher Education Institutions: An Indian Perspective," *International Journal of Educational Management* 21, no. 1 (January 23, 2007): 54-67, doi:10.1108/09513540710716821.

Research on the performance of Islamic Religious Colleges (PTKI) is essential to do because the high or low performance of PTKI will significantly influence its contribution to the quality of Islamic Higher Education and its results, while research conducted in Indonesia about the use of the BSC approach in education is still done. It is different from abroad, where research has been carried out on the implementation of the Balanced Scorecard in Higher Education. Also, this research is also useful to strengthen the applied scientific development culture such as management of education in Higher Education. UIN and IAIN which are PTKIN Models / Trustees ex officio have a strategic oversight function of PTKIS in their respective working areas. That is, indirectly this research automatically includes efforts to improve the performance of PTKIS.

Although recently, as many as eight PTKIN are among the top 100 quality universities in Indonesia, along with the development of Islamic education in Indonesia that continues to be carried out, but besides, there are many PTKIN in Indonesia whose institutional performance categorized as still low.

### **UIN Syarif Hidayatullah Using BSC to Achieve Strategic Goals in Developing Management**

Analysis of the achievement of strategic objectives at the State Islamic University in this study was conducted based on studies from the standpoint of performance management and the Balanced Scorecard approach. However, the findings in the field indicate that the increase in performance at the UIN Syarif Hidayatullah Jakarta was carried out through improving the quality of education carried out on a regular basis, starting from the input, process, and output through the implementation of ISO 9001: 2008 Quality Management System. Process systems are essential things that must be explained explicitly in ISO 9001 QMS at UIN. the Input-Process-Output Cycle (IPO) is a system that has a long and decisive link in the effort to produce services.<sup>2</sup>

The vision for 2017-2021 Jakarta Syarif Hidayatullah State Islamic University is "UIN Syarif Hidayatullah Jakarta as an Autonomous Higher

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<sup>2</sup> Tim Sekretariat ISO UIN Malang, *Implementasi Sistem Manajemen Mutu ISO 9001: 2000 di Universitas Islam Negeri Malang* (Malang: Sekretariat ISO UIN Malang, 2000), hlm. 60.

Education and excels in Islamic-Islamic Integration Research."<sup>3</sup> The mission reads translated as Providing access to quality higher education for the broader community equitably, Carrying out high-quality and superior research-based higher education for scientific development, social transformation, and increasing national competitiveness, and Organizing higher education in the framework of organizational structure and culture that is autonomous, religious, integrity, and accountable.<sup>4</sup>

The three mission points UIN Syarif Hidayatullah from technical and operational level are in 8 strategic goals items. It is including<sup>5</sup> with Increasing competitiveness and competency of graduates in the global world. It is Increasing student achievement in various fields at national and international levels it is Improving the performance of research-based education and teaching. It is to relevance users and to manage the industry. It is Improving the performance of research, scientific publications, social responsibility, and community service. It is Increasing international cooperation and reputation. It is Realizing a good college based on the application of Good University Governance. It is Improving the quality of human resources to build teaching activities, research, and publications of higher education. It is Developing quality infrastructure in creating excellent, efficient and effective services.

UIN Syarif Hidayatullah Jakarta establishes over quality target targets for critical characteristics that have an impact on efficiency, quality, cost reduction and also the public service target of Syarif Hidayatullah State Islamic University Jakarta. The quality target or target of the Syarif Hidayatullah UIN in Jakarta must be better than the achievement of the previous year. The quality target or target of the UIN Syarif Hidayatullah Jakarta will give clear direction regarding the expected improvement achieved from each person or department.

Quality is an assessment of the product or result, while performance is the work done in the process of producing the product or result. We should not jump directly to the quality achievement, because the quality and audit process includes audits of real performance quality, not just to complete administratively only what are the quantitative survey of work carried out

<sup>3</sup> "Dokumen Rencana Strategis UIN Syarif Hidayatullah Jakarta 2017 – 2021," n.d., hlm. 28.

<sup>4</sup> *Ibid.*, hlm. 29.

<sup>5</sup> *Ibid.*, hlm. 30-32.

that each activity carried out, and each work has carried out efficiently and effectively. However, in essence, the quality has not explained how the stages of work, how the works are carried out, and what requirements are needed to achieve a high level of performance?

BSC can be an alternative to develop PTKIN's improving performance model, namely by implementing ISO 9001 but not for certificates but for efficiency and improving performance. Why if PTKIN wants to implement ISO 9001 to improve its performance, but it is not necessary to obtain an ISO 9001 certificate might be implemented? Because it turns out from the research on performance management, it is clear that what is meant by the process approach in the ISO 9001 QMS is the various theories, processes, and concepts described in the performance management framework as well. So actually the framework of the ISO 9001 QMS with Performance Management is very similar and compatible. Like a car, the ISO 9001 QMS is the appearance of the outside body, while Performance Management is the engine. However, the truth is that the quality of the car is from the two parts that cannot separate from each other, because one is indeed part of the other which is closely interrelated, so it is difficult to distinguish between the processes in the quality management system and its performance management own.

Moreover, in ISO 9001 it does not standardize methods, does not limit the creativity of educational institutions. ISO 9001 only provides guidance on the characteristics of a good Quality Management System, in the form of requirements that must be fulfilled by the company to take recognizing as an educational institution that has fulfilled the criteria set by ISO 9001. Thus, here it can also be understood that the development of PTKIN improving performance is possible to do and can be adapted to each PTKIN conditions in stages and to determine the key performance indicators (KPIs).

The Balanced Score Card tries to translate a company's strategic direction and objectives into actionable initiatives and measurements. A balanced view includes at least four perspectives: financial, customers, internal business processes, and learning and growth-linked as part of a chain driving to the organizational outcomes. The measures incorporated in the Balanced Scorecard also provide a balance between the outcome measures

and the performance drivers, as well as a balance between internal and external measures.

The Balanced Scorecard approach applied by PTKIN which to be sample in this study has different nuances of description according to the different strategies, determining the priority of strategic goals, values, and readiness of the resources owned by each PTKIN. The executive team at PTKIN identified any Performance Indicators (PIs) of performance indicators in the strategy map that will use as Key Performance Indicators (KPIs). Whereas, the value here does not directly come from defining the mission, vision, and strategy map. Values arise from the alignment of performance priorities, projects, and initiatives made by the Chairmen of Study Programs and Faculty Leaders with the aim of the Chancellor, Deputy Chancellor, Campus Accountants, and the University Senate who directly create value.

In the Syarif Hidayatullah Jakarta, UIN 2017-2021 Strategic Plan has made several policies, one of which is the International Cooperation and Reputation Improvement Policy which is one of the main pillars in the Syarif Hidayatullah State Islamic University developing process. It seems from the addition of the position of Deputy vice Rector in charge of Increasing Cooperation. UIN throughout Indonesia does not design with The position of Deputy Chancellor IV.

At UIN Syarif Hidayatullah Jakarta, faculty leaders and managers of study programs are required to be able to carry out their duties and functions to achieve performance targets that are derived from their institutional strategic goals and are ready to evaluate their performance at any time and are willing to publish their performance results. The Performance Contract on the next page is an example of a scorecard performance measurement tool in the BSC approach.

The implementation of the Key Performance Indicators Contract 2018 Number: 01.20 / IKU-2018 Faculty of Tarbiyah And Teaching Science UIN Syarif Hidayatullah Jakarta is taking form in the strategic target. Chairman of the Islamic Education Management Master's Program, UIN Syarif Hidayatullah Jakarta says about stakeholders and learning Growth on strategic target on developing education management.

No	Perspective	Strategic target	No	Description of KPIs	2018 Target	Weight
1	Stakeholders	An increased quality culture based on ISO QMS in aspects of the field	1	index of student satisfaction with Lecturer Performance (scale 5)	3,9	10%
			2	Student satisfaction index on service quality (scale 4)	3,1	10%
		3	Students graduating on time with a minimum grade-point average GPA of 3.25	75%	10%	
		4	The number of studies published in accredited national journals	2	10%	
		5	Number of published studies in internationally reputed journals	2	10%	
		6	An average score of study program/department accreditation	355	10%	
		7	Lecturer ratio with students	1:27	10%	
2	Learning and Growth	Increased availability of highly qualified and competent lecturers	8	The percentage of lecturers holding doctoral degrees compared to the total number of permanent lecturers (PNS and Permanent BLU)	30%	10%
			9	Percentage of lecturer functional promotion	10%	10%
		10	Percentage of employees who are Minimum Performance Value of 90	75%	10%	
		Availability of human resource performance evaluation and supervision system				

\*Source: Dr. Jejen Musfah, MA (Chairman of the Islamic Education Management Master's Program, UIN Syarif Hidayatullah Jakarta)

On October 23, 2018, the Decree of the National Accreditation Board of Higher Education issues 2898 / SK / BAN-PT / Akred / M / X / 2018 with the status of accreditation B for the Islamic Education Management Study Program at the UIN Syarif Hidayatullah Jakarta Master's Program, which is officially the first accreditation process.

Achievement of equilibrium is at the core of the BSC system. Balance is among factors attending in three areas of performance that are financial

and nonfinancial indicators, internal and external constituents, and lag and lead indicators.<sup>6</sup>

By tracking the Key Performance Indicators (KPIs) that are appropriate in each of the three BSC roles, UIN Syarif Hidayatullah Jakarta publishes its Strategic Plan Documents, progress and achievements in institutional development on the university's website (<http://www.uinjkt.ac.id>) so stakeholders can see the progress of institutions and units.

Furthermore, UIN Syarif Hidayatullah Jakarta confirmed its ideals with its long-term vision to become World Class University. This status refers to a number of international reputations and recognition which are obtained measurably and refer to several parameters, including; first, the quality of human resources produced; second, the quality, relevance and benefits of research in developing science in solving humanitarian problems; and thirdly the contribution of institutions and academicians in encouraging massive socio-economic and cultural changes.

The essential institutional changes that developed the role activities of Islamic higher education institutions were the institutional transformation of the State Islamic Institute (IAIN) into the State Islamic University (UIN). It was significant progress and change to improve infrastructure on system development by the quality of human resources (HR). It is as well as making a real contribution to the development of science and global society levels. The three UINs names the State Islamic University (UIN) of North Sumatra, UIN Jakarta, and UIN Sunan Kalijaga Jogjakarta. There are having undergone institutional change transformation.

Institution's performance alignment occurs with the organization system. Psychological alignment is the emotional attachment of people at levels, particularly key unit leaders, to the purpose, mission, and values of the company. Moreover, if the firm is to sustain both performance and psychological alignment, it must also have the capacity for learning and

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<sup>6</sup> Cindy Brown, "Application of the Balanced Scorecard in Higher Education An Evaluation of Balance Scorecard Implementation at the College of St. Scholastica," accessed December 28, 2018, [www.scup.org/phe.html](http://www.scup.org/phe.html).



change.<sup>7</sup> Cokins mentioned that most organizations implementing a balanced scorecard performance measurement system implies an impact on employee teams and managers that is even more extreme—probably 5% math and 95% about people.<sup>8</sup> The Chancellor and his executive leadership can gather representatives of the campus academics in the University Leadership Meeting (Rakerpim) which is conducted periodically and is programmed to realize this organization with high commitment and high performance by solving the problems simultaneously.

In the PTKIN performance improvement model, the BSC is one component to put in its program. In the BSC, a measurement system is built that integrates measurement in the management system integrating tangible assets with intangible assets, commitments, and human resources. It sees to Figure 1.

Before reaching a world-class university (WCU), the stage that was passed by UIN Syarif Hidayatullah Jakarta was to become a Research University which was strengthened by the institutional status as a Legal Entity State University (PTN-BH). A Research University in UIN Syarif Hidayatullah Jakarta meets the minimum criteria. There follows The portion of research management is more significant than the portion of education and teaching. It is the location increasing research grants from lecturers from outside parties. It is the amount of research collaboration with industry and other institutions. It is the growth of a research culture among students, especially postgraduate students. The transformation into PTN-BH also requires the improvement of the institution's quality qualifications and study programs, optimizing non-service education income towards independence and increasing publications at the international level.

One aspect of the interpretation of the Vision of the UIN Syarif Hidayatullah Jakarta is Excellent in 50 Southeast Asian Universities (World Class Reputation Rank). In addition to being prominent in Indonesia, the

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<sup>7</sup> Michael Beer, *High Commitment, High Performance: How to Build a Resilient Organization for Sustained Advantage* (San Francisco: Jossey-Bass, 2009), hlm. 9–21.

<sup>8</sup> Gary. Cokins, *Performance Management: Finding the Missing Pieces (to Close the Intelligence Gap)* (John Wiley, 2004), 89, [https://books.google.co.id/books?id=ls--rVi7xRQC&printsec=frontcover&dq=Gary+Cokins,+Performance+Management+\(&hl=id&sa=X&ved=0ahUKEwjszPWsosLfAhUQSY8KHT-ABOIQ6AEIKTAA#v=onepage&q=Gary+Cokins%2C+Performance+Management+\(&f=false](https://books.google.co.id/books?id=ls--rVi7xRQC&printsec=frontcover&dq=Gary+Cokins,+Performance+Management+(&hl=id&sa=X&ved=0ahUKEwjszPWsosLfAhUQSY8KHT-ABOIQ6AEIKTAA#v=onepage&q=Gary+Cokins%2C+Performance+Management+(&f=false)

status of State University Legal Entities encourages regional-global public recognition with a marked entry of UIN Syarif Hidayatullah Jakarta into the ranks of the Top 50 Best Universities in Southeast Asia in the world rankings. Therefore, UIN Syarif Hidayatullah Jakarta also implements the ASEAN University Network Quality Assurance (AUN-QA) as one of its Quality Management Systems. AUN-QA Network<sup>9</sup> establishes the ASEAN quality assurance network in higher education with the responsibility to promote assurance quality in higher education institutions, raise the quality of higher education, and collaborate with both regional and international bodies for the benefits of the ASEAN community.

One source of confusion in the strategic management process involves misunderstandings of the role of projects and initiatives. For the minority of educational institutions that realize the importance of first developing their strategy maps before jumping ahead to designing their balanced scorecards, there is another methodology change.<sup>10</sup>

### **Strategy Map as A Companion Way to BSC Implementing for Managing Strategic Goals in UIN Sunan Kalijaga**

Field findings indicate that the increase in performance at Sunan Kalijaga UIN Yogyakarta does through improving the quality of education carried out regularly, starting from the input, process, and output through the implementation of an external quality assurance system by implementing ISO 9001 2008 version from TUV Rheinland Germany and currently upgraded to ISO 9001: 2015.

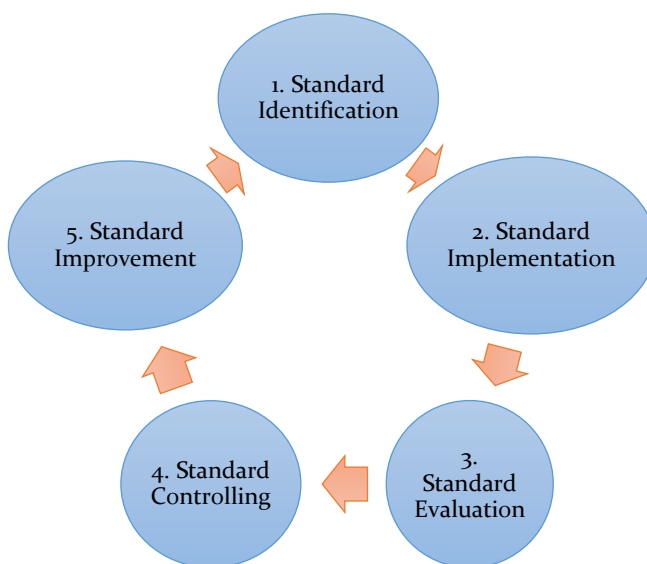
UIN Sunan Kalijaga Yogyakarta applies the Internal Quality Assurance Cycle (see Figure 2). For the working mechanism of Sunan Kalijaga UIN using the ISO mechanism 9001: 2015.<sup>11</sup>

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<sup>9</sup> "AUN-QA A Touch of Quality," accessed December 28, 2018, <http://www.aun-qa.org/>.

<sup>10</sup> Cokins, *Performance Management : Finding the Missing Pieces (to Close the Intelligence Gap)*, hlm. 147.

<sup>11</sup> Tim Penyusun, *Profil Lembaga Penjaminan Mutu UIN Sunan Kalijaga Jogjakarta* (Yogyakarta: LPM UIN Sunan Kalijaga, 2018), hlm. 7.



**Figure 1.**

**Internal Quality Assurance Cycle (SPMI) of Sunan Kalijaga UIN Yogyakarta**

With a quality management system (QMS) TUV-Rheinland ISO 9001 (see Figure 1), the management of an institution strives to achieve the following goals through systematic action in areas of the institution. It is taking the goal of the ability of the product and services to meet customer expectations can be understood and evaluated on a continual basis, The effectiveness of systematic action measuring on a regular basis, and The quality of the products or services related to customer needs continuously improved.

QMS TUV-Rheinland ISO 9001 Board evaluate and certify UIN Sunan Kalijaga Yogyakarta's quality management system according to the individual requirements of its the institution. The QMS TUV-Rheinland experts have many years of experience.<sup>12</sup> UIN Sunan Kalijaga Yogyakarta also implements the ASEAN University Network Quality Assurance (AUN-QA) as one of its

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<sup>12</sup> Konsultan ISO, "Prinsip Sistem Manajemen Mutu | Konsultan ISO 9001 | Training ISO 9001 | Pelatihan ISO 9001 | Sistem Manajemen Mutu | ISO 9001:2008 | Sertifikat ISO," 2011, <http://konsultaniso.web.id/sistem-manajemen-mutu-iso-90012008/prinsip-sistem-manajemen-mutu-iso-90012008/>.

Quality Management Systems. In ISO 9001: 2000 QMS, the system works based on the Deming's Cycle known as Plan-Do-Check-Action (PDCA).<sup>13</sup>

The ability of UIN Sunan Kalijaga Yogyakarta to implement the ISO 9001 QMS and to undergo Deming's PDCA Cycle supported by the adequate resources it has. The measure of university performance is not only based on classroom teaching but also includes research and community service. The three components are interconnected. Teaching without research means teaching something old. Community service without being based on research is not to connect with the directed project on scholarly purpose.<sup>14</sup> So, research became the foundation of the main components.

Process systems are essential things that must be explained explicitly in ISO 9001 QMS at State Islamic University. The reason is the Input-Process-Output Cycle (IPO) is a system that has a long and decisive link in the effort to produce products/services.<sup>15</sup> The IPO Values Framework process system is a structured approach to identifying, describing, agreeing, and documenting the management philosophy of an organization. Regarding what values need to managing inputs, processes, and outputs consistent with the principles and beliefs required by the entire organization in realizing its desired end-state.<sup>16</sup>

UIN Sunan Kalijaga Yogyakarta publishes Core Values of UIN Sunan Kalijaga in the development of institutions as reputable campuses, scores on the results of measurements of Education Personnel Satisfaction, and a framework applied at the operational process and activities level at the university website (<http://www.uin-suka.ac.id>) so stakeholders can see the progress of institutions and units.

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<sup>13</sup> Tim Sekretariat ISO UIN Malang, *Implementasi Sistem Manajemen Mutu ISO 9001: 2000 di Universitas Islam Negeri Malang*, hlm. V.

<sup>14</sup> Al Makin, *Sosialisasi Pembelajaran UIN Sunan Kalijaga 2017* (Yogyakarta: UIN Sunan Kalijaga, 2017), hlm. 1.

<sup>15</sup> Tim Sekretariat ISO UIN Malang, *Implementasi Sistem Manajemen Mutu ISO 9001: 2000 Di Universitas Islam Negeri Malang*, hlm. 60.

<sup>16</sup> H. Musthafa Kamal Pasha and Adabi Darban, *Muhammadiyah Sebagai Gerakan Islam : (Dalam Perspektif Historis Dan Ideologis)* (LPPI, 2000), hlm. 60, <https://books.google.co.id/books?id=lrDXAAAAMAAJ&q=Muhammadiyah+Sebagai+Gerakan+Islam&dq=Muhammadiyah+Sebagai+Gerakan+Islam&hl=id&sa=X&ved=oahUKEwiwoMqHo8LfAhULeisKHe8WCC4Q6AEIKTAA>.

The Core Values of UIN Sunan Kalijaga consist of (1 - 2) integrative - interconnective, (3 - 4) dedicated - innovative, and (5 - 6) general - continuum improvement. Core Values UIN Sunan Kalijaga internally is a system of values, spirit, and rail in the realization and implementation of the Three Principles of Higher Education. Core Values UIN Sunan Kalijaga is also a fundamental principle in the implementation of vision and mission, institutional programs, the system of implementing higher education, as well as the development of science, Islam and civilization based on Pancasila, the 1945 Constitution and the legislation which applies in the Unitary State of the Republic of Indonesia (NKRI).<sup>17</sup>

The strategy of a tool used map is the BSC. The main elements of the strategy map are strategic outcomes and their performance drivers. The strategy map should be the basis for the development of KPIs. Without a strategy map, there can be no agreement on what the most appropriate KPIs are in each perspective. In a BSC without a map, people would hardly adopt the KPIs, and they would not be committed either to them or to the strategy. In this kind of situation, KPIs creates consensus with the risk of developing too many KPIs which may create confusion.<sup>18</sup>

Strategy maps and scorecard systems facilitate academics to communicate among themselves in taking a right and appropriate actions. In BSC, the executive team at the university and the leaders in the faculty only need to monitor and evaluate the results of the KPIs scores that were successfully achieved by the Chair of the Study Program in their respective faculties. The KPIs and PIs selection takes strategy training maps for carried out well. It is taking maintained for higher level managers. The performance scores will share the results with the team of employee's university. The team will to be able to choose correctly and observant of the KPIs or PIs. They will automatically be able to increase their KPIs score. It will be able to realize the performance score charger to them.

The BSC framework provides tools to assist business organizations in mapping their performance improvement strategies and establishing connections throughout the various levels of the organization. Additionally,

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<sup>17</sup> *Ibid.*, hlm. 21-22.

<sup>18</sup> R. Othman, "How the Balanced Scorecard Can Fail: Some Caves," *Borneo Bulletin*, 2009.

the framework identifies cause-and-effect relationships. The strategy map component of the BSC provides a graphical description of the organization's strategy, including the interrelationships of its elements. This map is considered the blueprint for the organizational plan.<sup>19</sup>

The objectives of UIN Sunan Kalijaga towards a research university. The emphasis is on the research-based learning process by constantly encouraging student scientific work. Besides, UIN Sunan Kalijaga has efforts the implemented various things towards World Class University (WCU). Among them is by way of establishing international cooperation that is strategic and mutually beneficial. UIN Sunan Kalijaga also develop a scorecard designed to help achieve one of its primary goals in building UIN to become a leader in the field research study.

At UIN Jogjakarta the Key Performance Indicator (KPI) for the Innovation and Learning perspective consists of perceptions of university staff members about the workplace and the level of lecturer satisfaction with Sunan Kalijaga UIN services for whether the services provided by Sunan Kalijaga UIN are by the needs of lecturers. Based on the survey with 104 respondents presented in the Education Personnel Satisfaction Survey Document at Sunan Kalijaga UIN that is the average level of satisfaction of lecturers on the opportunity to continue further studies with 48.08%, promotion process 51, 92%, the availability of a budget for tri-darma activities 50%, leadership attention to lecturers 44.23%, and career development opportunities 50%.<sup>20</sup>

The document of the pleasure Education Personnel Survey at Sunan Kalijaga UIN states that the average level of pleasure with services is pleasure service availability facilities 46.15%, comfort of workspace 48.08%, work relations between lecturers and education staff 42.31%, peer communication with lecturers 46.15%, remuneration 51.92%, while the service of conformity to lecturer courses with knowledge possessed is delighted with a percentage of 50%.<sup>21</sup>

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<sup>19</sup> T. Lichtenberg, "Strategic Alignment: Using the Balanced Scorecard to Drive Performance," 2008.

<sup>20</sup> Dokumen Survei Kepuasan Tenaga Kependidikan "No Title," n.d., <http://uin-suka.ac.id/media/dokumen>.

<sup>21</sup> *Ibid.*

Related to the problem of creating that commitment, in this research the commitment level of the Lecturers, Administrative Staff, and Students at the three campuses study program. The results of these measurements see as in Column 6 in Table 1. For the categorization of the commitment scores in Column 7 of the same Table.

**Table 1.**  
**Level of Commitment, Performance Management at University, and Motivation and Job Satisfaction from Lecturers, Administrative Staff, and Students**

Column						
1	2	3	4	5	6	7
Lecturers	Motivation and Job Satisfaction	Category Score	Performance Management at University	Category Score	Commitment	Category Score
Number of items	46		50		28	
UIN North Sumatera	227,30	Satisfied	210,61	Very Good	101,96	Good
UIN Syahid Jakarta	245,63	Satisfied	203,38	Good	99,75	Good
UIN Suka Yogyakarta	253,75	Very Satisfied	199,38	Good	104,25	Good
Administrative Staff	Motivation and Job Satisfaction	Category Score	Performance Management at University	Category Score	Commitment	Category Score
Number of items	14		35		28	
UIN North Sumatera	69,2	Satisfied	147,5	Good	102	Good
UIN Syahid Jakarta	87,67	Very Satisfied	149,33	Good	110,33	Good
UIN Suka Yogyakarta	73	Satisfied	130,0	Good	98	Good
Student	Motivation and Job Satisfaction	Category Score			Commitment	Category Score
Number of items	25				22	
UIN North Sumatera	124,5	Satisfied			74,23	Unclear
UIN Syahid Jakarta	156,78	The Most Very Satisfied			87,56	Good
UIN Suka Yogyakarta	123,88	Satisfied			75,13	Good

The results of measurements on the commitment level from lecturers and administrative staff at UIN North Sumatera Medan, UIN Syahid Jakarta, and UIN Suka Yogyakarta show a good level of commitment. The results of measurements on the student's commitment level at UIN Syahid Jakarta and UIN Suka Yogyakarta show a good level of commitment. The acceptance of new students in these UINs has towards high school graduates who are superior, so their willingness to attend lectures and contribute to achieving campus ideals is undoubtedly higher.

While the student's commitment level at UIN North Sumatera Medan is still in the category of Unclear, that is, the commitment of students at UIN North Sumatera is in the critical area because they answer more on the score "3" which means it is not too good in areas. The level of commitment in the category does not mean that the commitment of the students is moderate/average. This level of commitment shows that students at UIN North Sumatera may excel in one or two areas, but in conducting lecture activities and contributing to achieving campus, ideals are still at a lesser level.

The main task of the university executive team is to design performance management in its institutions that can build commitment and motivation to realize the proposed goals. Communication plays a vital role in this process. Regarding the problem of creating performance management, in this study, the lecturers and administrative staff's performance management level at the three campuses studied were measured. The measurement results seem as in Column 4 in Table 1. The categorization of performance management scores appears in Column 5 in the same table.

Related to the problem of creating motivation and job satisfaction, in this study a measurement of the motivation and job satisfaction level of lecturers, administrative staff, and students were measured in the three campuses studied.<sup>22</sup> The results get in Column 2 in Table 1. For categorization

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<sup>22</sup> The motivation and job satisfaction measurement instrument using in this research was adapted from source Chris. Stride, Toby D. W, and Nick. Catley, *Measures of Job Satisfaction, Organisational Commitment, Mental Health and Job-Related Well-Being: A Bench-Marking Manual* (John Wiley & Sons, 2007), <https://books.google.co.id/books?id=BO8aotlTpgoC&printsec=frontcover&dq=Measures+Of+Job+Satisfaction,+Organisational+Commitment,+Mental+Health+And+Job-Related+Well->



of motivation scores and job satisfaction can be seen in Column 3 in the same Table.

At UIN Syarif Hidayatullah Jakarta, the Student's Motivation and Job Satisfaction level is very satisfied. One of the factors that influenced these results was in the preparation of the curriculum at UIN Syarif Hidayatullah Jakarta which paid attention to the needs of students for aspects of the quality, relevant, and representative curriculum.

### **BSC as The Implementing Tool of The Institutional Strategy in UIN North Sumatera**

The quality assurance process at UIN North Sumatera Medan is carried out internally and externally both in the field of academic and non-academic quality, to ensure conformity between work programs that have established with their implementation, which are in a system developing and monitoring evaluation of the implementation of the Strategic Plan. Monitoring the achievement of Strategic Plan is carried out through contracts of unit leadership performance measured every quarter and every year. The target indicators of the Strategic Plan that have been achieved by the civil service exceed the achievements of 2014-2016 in the aspects of benchmarking, leadership courses, professional educator certification, coursing and training on education staff, and improvement of lecturer education.<sup>23</sup>

The critical research for PTKI does not represent the majority of the ability to adopt the ISO 9001 Quality Management System and carry out the PDCA Deming Cycle. It is how the majority of these PTKIs who have minimal resources can deliver quality education through low-cost improving performance models, but it remains useful and has a significant positive impact on the development of sustainable institutions. The process of implementing and obtaining ISO 9001 certification requires a lot of time and funds. Consultation fees, certification fees, the cost of implementing ISO 9001 incur costs. As a result, many PTKIS and even large PTKIN such as UIN North Sumatra must rethink to implement ISO 9001. While the majority of PTKIs in

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Being&hl=id&sa=X&ved=0ahUKEwiirsfb08LfAhVUU3oKHWxvBZAQ6AEIKTAA#v=onepage&q=Measures Of Job Satisfaction%2C Organisational Commitment%2C Mental Health And Job-Related Well-Being&f=false13-16.

<sup>23</sup> "Borang Akreditasi Perguruan Tinggi UIN Sumatera Utara," 2017, hlm. 102.

Indonesia for operational costs are minimal, how much should they incur significant additional costs to implement ISO 9001 QMS. Many PTKI may have potential human resources in improving the quality of education services, but not concerning large funds ownership. It is a real change for PTKIs in Indonesia.

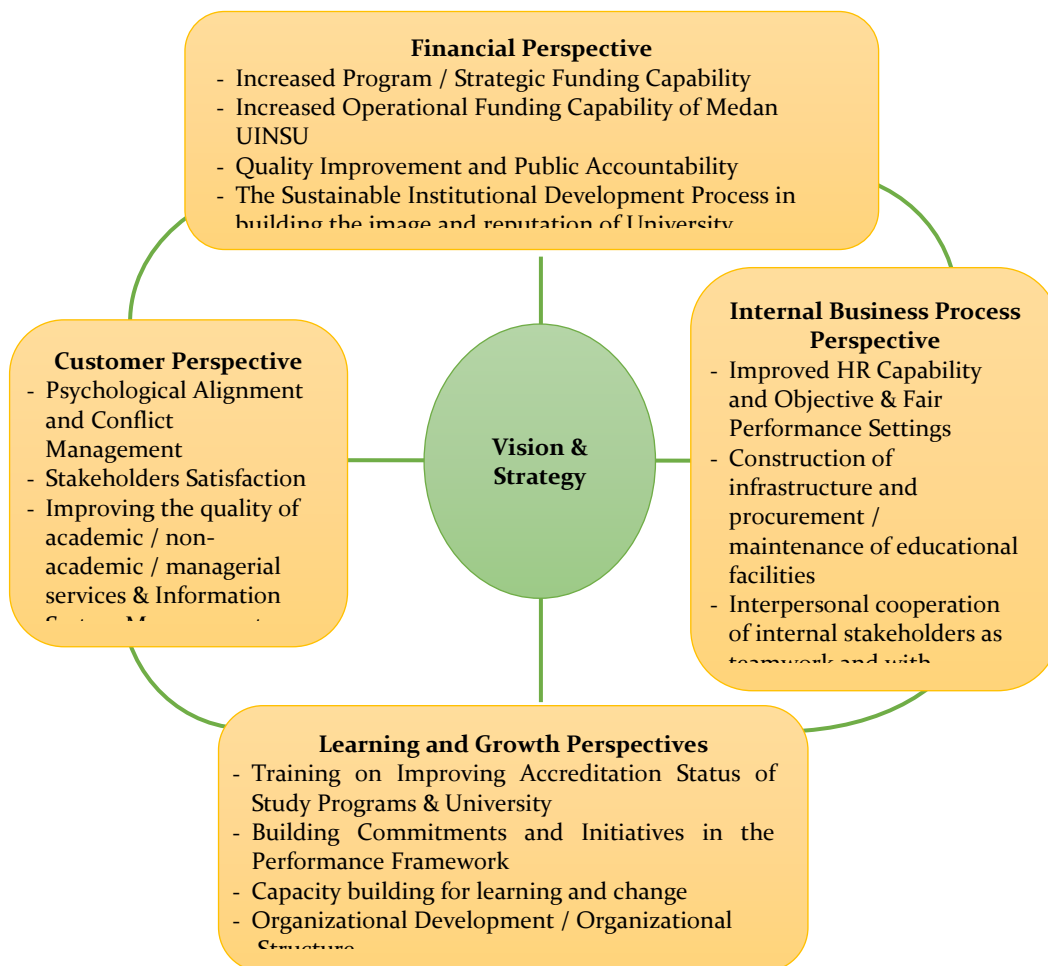
In the 2016-2020 period, UIN North Sumatera Medan targets to increase the status of institutional accreditation from B to A in 2020. It targets that by 2020 as many as 40% of study programs will have A rank, except for Study Programs which have just obtained operational permits from the Ministry of Religion Affairs and the Ministry of Higher Education, Technology, and Research.<sup>24</sup>

The sometimes-contradictory needs of internal constituent's university employees and internal processes that are external stakeholders in funders, legislators, and customers. It is the scorecard system. A vital function of the BSC is its use as a performance measurement system. The scorecard enables organizations to measure performance through a variety of lead and lag indicators relating to finances, customers, internal processes, and growth and development.<sup>25</sup> The scorecard system applied at PTKIN must be able to balance the aspects of the Tridharma of higher education as can be seen in the example in Figure 2.

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<sup>24</sup> "Dokumen Renstra UIN Sumatera Utara Medan 2016 – 2020," n.d., hlm. 15.

<sup>25</sup> Paul R. Niven, *Balanced Scorecard Step-by-Step for Government and Nonprofit Agencies* (J. Wiley & Sons, 2008), hlm. 23.



**Figure 2. Balancing Some Aspects in the Tridharma of UIN North Sumatra Medan with a Balanced Scorecard**

The institutional development process at PTKIN as described the important of underline in learning and growth perspective there are three factors that names Employee university capabilities, Information system capabilities, and Motivation, empowerment, and alignment.<sup>26</sup>

<sup>26</sup> Norton and Kaplan, *Balanced Scorecard: Menerapkan Strategi Menjadi Aksi* (Jakarta: Erlangga, 2000), hlm. 110.

## Conclusion

Based on the discussion and the analysis results of the BSC implementation achieves strategic objectives in the development of the State Islamic Religious Colleges as in the Strategic Objectives Achievement Analysis Section. The State Islamic Universities conclusions follow. Quality management UIN Syarif Hidayatullah Jakarta applies the ISO Quality Management System (ISO) 9001: 2008 and ASEAN University Network Quality Assurance (AUNQA). UIN Sunan Kalijaga Jogjakarta was also accompanied by an ISO 9001 Quality Management System from international institutions TUV-Rheinland and AUNQA. UIN Sunan Kalijaga Yogyakarta was developing programs to be done by implementing the PDCA strategy map. The UIN North Sumatera Medan is developing programs based on the SWOT Analysis above to do by balancing some aspects of Tridharma university with a BSC program.

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