

## INTISARI

Penelitian ini bertujuan menganalisis peran *Balance Scorecard* dalam mendukung keberhasilan pelaksanaan sentralisasi *Shared Service Organization* (SSO) pada PT Pertamina Hulu Energi, serta mengungkap strategi yang tepat agar BSC dapat berperan maksimal dalam mendukung sentralisasi *Shared Service Organization* (SSO). Metode deskriptif dan metode verifikatif digunakan dalam penelitian, dengan data yang diperoleh secara langsung dari PT Pertamina Hulu Energi berupa informasi profil perusahaan, data operasional, dan laporan rencana serta *progress* implementasi proyek SSO, notulen rapat, dan bahan diskusi terkait. Kemudian guna menjawab permasalahan dalam penulisan digunakanlah analisis data secara kuantitatif deskriptif, dengan metode *Multiattribute Attitude Model (MAM)* sebagai pengukur dimensi BSC. Hasil yang didapat dalam penelitian ini bahwa *Balanced Scorecard* memberikan informasi yang lebih komprehensif, akurat dan tepat bagi pelaksanaan visi dan misi badan usaha melalui strategi yang dipilihnya. Selanjutnya dari empat perspektif BSC yang dievaluasi, proses bisnis internal perlu mendapat perhatian lebih dari manajemen.

**Kata Kunci:** *Struktur Organisasi, Shared Service Organization, Balanced Scorecard*

## ABSTRACT

*This study aims to analyze the role of the Balanced Scorecard in supporting the successful implementation of the Centralized Shared Service Organization (SSO) at PT Pertamina Hulu Energi as well as revealing the right strategy so that the BSC plays a maximum role in supporting the centralization of the Shared Service Organization (SSO). Descriptive methods and verification methods were used in the research, with data obtained directly from PT Pertamina Hulu Energi in the form of company profile information, operational data, and reports on plans and progress of SSO project implementation, minutes of meetings, and related discussion materials. To answer the problems in writing, descriptive quantitative data analysis was used, with the Multiattribute Attitude Model (MAM) as a measure of the dimensions of the BSC. The results obtained in the study indicate that the Balanced Scorecard provides more comprehensive, accurate and precise information for the implementation of the vision and mission of the business entity through the strategy it chooses. Furthermore, from the four BSC perspectives evaluated, internal business processes need more attention from management.*

**Keywords:** *Organizational Structure, Shared Service Organization, Balanced Scorecard*