UNIVERSITAS
GADJAH MADA
Analisis Kinerja Digital Transformation Office pada Implementasi Transformasi Digital di PT Kereta Api Indonesia (Persero) dengan Pendekatan Balanced Scorecard
PANJI RAKHMAT GINANJAR, Nofie Iman Vidya Kemal, S.E., M.Sc. Ph.D.
Universitas Gadjah Mada, 2026 | Diunduh dari http://etd.repository.ugm.ac.id/

DAFTAR PUSTAKA

Barros, R. S., Pimentel, L., & Vaz, E. (2026). Implementing a performance management system in a public organisation: Barriers and outcomes. *Journal of Applied Accounting Research, 27(6), 1–21 (DOI 10.1108/JAAR-05-2024-0168).*

Chen, X., Deng, X., & Zeng, G. (2026). Performance evaluation and operation suggestions of human resources shared service center for balanced scorecard: A case study of R Group. *Journal of the Institution of Engineers (India): Series C.*

Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). SAGE Publications.

Fabac, R. (2022). Digital balanced scorecard system as a supporting strategy for digital transformation. *Sustainability, 14*(15), 9690.

Heracleous, L., & Gledhill, D. (2024). Why digital transformation may fail – And what can be done about it. *The Journal of Applied Behavioral Science, 60*(1), 215–219.

Hristov, I., Cristofaro, M., Camilli, R., & Leoni, L. (2024). A system dynamics approach to the balanced scorecard: A review and dynamic strategy map for operations management. *Journal of Manufacturing Technology Management, 35*(4), 705–743.

Hügle, T., & Grek, V. (2023). Digital transformation of an academic hospital department: A case study on strategic planning using the balanced scorecard. *PLOS Digital Health, 2*(11).

Kaplan, R. S., & Norton, D. P. (1996). *The balanced scorecard: Translating strategy into action*. Harvard Business School Press.

Liao, Y.-K., Wang, S., Vo, T. T., & Wu, W.-Y. (2025). An investigation of leading and lagging indicators for balanced scorecard: A meta-analytic approach. *SAGE Open, 15(4), DOI 10.1177/21582440251359833.*

McKinsey & Company. (2018). *Unlocking success in digital transformations*. https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/unlocking-success-in-digital-transformations

Miles, M. B., Huberman, A. M., & Saldaña, J. (2014). *Qualitative data analysis: A methods sourcebook* (3rd ed.). SAGE Publications.

Muttaqin, M. (2025). Digital transformation – The panacea for Indonesian railway. *Journal of Public Budgeting, Accounting and Financial Management, 38*(1), 197–215.

PT Kereta Api Indonesia (Persero). (2020). *Rencana jangka panjang perusahaan (RJPP) PT KAI 2020–2024* [Dokumen internal tidak dipublikasikan].

PT Kereta Api Indonesia (Persero). (2022a). *Digital transformation deliverables (BYYK)* [Dokumen internal tidak dipublikasikan].

PT Kereta Api Indonesia (Persero). (2022b). *Peraturan Direksi PT KAI Tahun 2022 tentang Susunan Organisasi Digital Transformation Office* [Peraturan internal perusahaan].

UNIVERSITAS
GADJAH MADA
Analisis Kinerja Digital Transformation Office pada Implementasi Transformasi Digital di PT Kereta Api Indonesia (Persero) dengan Pendekatan Balanced Scorecard
PANJI RAKHMAT GINANJAR, Nofie Iman Vidya Kemal, S.E., M.Sc. Ph.D.
Universitas Gadjah Mada, 2026 | Diunduh dari http://etd.repository.ugm.ac.id/

PT Kereta Api Indonesia (Persero). (2023). *Peraturan Direksi PT KAI Tahun 2023 tentang Susunan Organisasi Digital Transformation Office* [Peraturan internal perusahaan].

PT Kereta Api Indonesia (Persero). (2024). *Kajian maturitas organisasi digital PT KAI: Laporan final* [Laporan internal tidak dipublikasikan].

PT Kereta Api Indonesia (Persero). (2025a). *Laporan progres Transformation Office* [Laporan internal tidak dipublikasikan].

PT Kereta Api Indonesia (Persero). (2025b). *Peraturan Direksi PT KAI Tahun 2025 tentang Susunan Organisasi Division of Digital Innovation and Enablement Office* [Peraturan internal perusahaan].

PT Kereta Api Indonesia (Persero). (2025c). *Rencana jangka panjang perusahaan (RJPP) PT KAI 2025–2029* [Dokumen internal tidak dipublikasikan].

PT Kereta Api Indonesia (Persero). (n.d.). *Struktur Organisasi PT KAI*. Diakses 27 April 2026, dari https://kai.id/corporate/organization/

PT Perusahaan Listrik Negara (Persero). (2024). *Company profile PT Perusahaan Listrik Negara (Persero) 2023*. https://web.pln.co.id/statics/uploads/2024/12/COM-PRO-PLN-2023.pdf

PT Telekomunikasi Indonesia (Persero) Tbk. (2023). *Rencana jangka panjang perusahaan TelkomGroup*. https://eppid.telkom.co.id/

Rockart, J. F. (1979). Chief executives define their own data needs. *Harvard Business Review, 57*(2), 81–93.

Westerman, G., Bonnet, D., & McAfee, A. (2014). *Leading digital: Turning technology into business transformation*. Harvard Business Review Press.

Yin, R. K. (2018). *Case study research and applications: Design and methods* (6th ed.). SAGE Publications.