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Research Paper

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Analysis of Company Performance using the Balanced Scorecard Method at PD. BPR Bank Pasar Bangli Regency

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ABSTRACT: This study aims to measure and analyze the performance of PD. BPR Bank Pasar Bangli Regency uses the Balanced Scorecard method. This research was conducted in PD. BPR Bank Pasar Bangli Regency. The number of samples taken is a customer sample of 100 people and a sample of 44 employees, using probability sampling method, especially simple random sampling. Data collection was carried out through interviews and questionnaires. The company's performance from a financial perspective shows very good category. The Company's performance from a customer perspective has been very good. Company performance in terms of internal business process perspective PD. BPR Bank Pasar Bangli Regency showed a good performance. The company's performance from a learning and growth perspective has shown very good results. Overall company performance using the Balanced Scorecard method shows very good category. This research is expected to be used as a reference for PD. BPR Bank Pasar Bangli Regency to plan the right strategy in the future.

KEYWORDS: *performance, company performance, balanced scorecard*

I. INTRODUCTION

According to Mulyadi (2001), company performance is used as a measure of the company's total achievement in achieving the strategic goals that have been set by the selected strategic initiatives. The measurement of company performance traditionally only relies on the financial aspects which are only useful for short-term goals without paying attention to the company's long-term sustainability. With the Balanced Scorecard, the weaknesses that have been mentioned can be anticipated by measuring each perspective, so that these limitations can be reduced. According to Kaplan and Norton (2000), the Balanced Scorecard is a measure of executive performance that requires a comprehensive measure with four perspectives, namely a financial perspective, a customer perspective, an internal business perspective, and a growth and learning perspective.

Information regarding company performance is also important for Rural Banks (BPRs) because it can provide an overview of the sustainability of Rural Banks so that they can assist various parties in making decisions. Development and supervision of rural banks is carried out by Bank Indonesia.

PD. BPR Bank Pasar Bangli Regency is a Peoples Credit Bank owned by the Bangli regency government. Apart from being regulated and supervised by Bank Indonesia, PD. BPR Bank Pasar Bangli Regency was also regulated and supervised by the Financial Services Authority (OJK) and the Bangli Regency Regional Government, so that the implementation of its operations is regulated by various kinds of regulations. In 2019, the Bangli Regent issued a Regent Decree which stated that the PD. BPR Bank Pasar Bangli Regency was the holder of the Village treasury. Another regulation that is also binding on the PD. BPR Bank Pasar Bangli Regency is a Regent Decree which states that the election of the BPR board of directors is fully determined by the Bangli Regent.

Based on the background described, the researcher's motivation in this study was to find information on how well the performance on PD. BPR Bank Pasar Bangli Regency because of the pressure from the government, whether PD. BPR Bank Pasar Bangli Regency is able to carry out their operations well. Currently PD. BPR Bank Pasar Bangli Regency or known as BPR is already advanced in Bangli Regency compared to several years ago, so in this case the researcher wants to measure and analyze the performance of the PD. BPR Bank Pasar Bangli Regency using the Balance Scorecard method.

The performance analysis is carried out covering all aspects, both operational and non-operational of the bank. There are many methods that can be used to determine the performance of a bank which are also commonly adopted by banks in the world, apart from those generally applicable in Indonesia in accordance with Bank Indonesia regulations known as "Bank Soundness Level Assessment".

II. METHODS

This research was conducted on PD. BPR Bank Pasar Bangli Regency. The population in this study were all customers, that is about 18,827 people and all employees of the PD. BPR Bank Pasar Bangli Regency about 78 people. The method of determining the sample for customers and employees uses probability sampling, specifically simple random sampling technique. From the calculation of the sample, it is obtained that the sample of PD. BPR Bank Pasar Bangli Regency's customers needed is 100 people and the sample of employees taken is 44 people. This research uses a questionnaire, and the list of questions is structured in the form of multiplechoice questions. Documentation data in this study are in the form of financial reports and company profiles. Primary data in this study are respondent's answers about the balanced scorecard perspective on customers or customers and employees of PD. BPR Bank Pasar Bangli Regency, and secondary data in the form of financial reports, namely the Balance Sheet and Income Statement during 2018-2019, as well as the number of employees in 2018-2019.

Data collection was carried out through interviews and questionnaires. The data analysis technique of this study is to use four perspectives. First, the financial perspective is analyzed using financial ratios. Financial ratio analysis is an analysis of the results of calculations by comparing the numbers in the financial statements to determine the financial position of a company and to assess management performance in a certain period.

There are four important factors in this research, namely a) the capital factor as measured by the CAR ratio, b) the quality factor of productive assets is measured by the ratio of KAP and PPAP, c) the profitability factor is measured by the ratio of ROA and BOPO, d) The liquidity factor is measured by the ratio CR and LDR. The second perspective is a customer perspective measured using a customer satisfaction questionnaire. The third is the perspective of internal business processes as measured by looking at the capacity of the infrastructure, the rate of innovation growth, and the after-sales service questionnaire by employees. Finally, the fourth perspective is a learning and growth perspective as measured by a questionnaire on employee satisfaction and employee retention rates.

From the four perspectives, a comprehensive assessment will be carried out using a composite index. The formula for calculating the overall performance of the PD. BPR Bank Pasar Bangli Regency Balanced Scorecard is as follows (Juniati, 2012):

$$IK = a. PK + b. PP + c. PBI + d. PB$$

Information:

IK = Composite Index

PK = Financial Perspective

PP = Customer Perspective

PBI = Internal Business Process Perspective

PB = Learning and Growth Perspective

a; b; c; d = weighted performance of each perspective

The weight of the performance indicators is obtained based on interviews with key respondents, namely the President Director of PD. BPR Bank Pasar Bangli Regency.

III. RESULT AND DISCUSSION

Researchers have distributed questionnaires to members and employees of PD. BPR Bank Pasar Bangli Regency and it is known that 44 questionnaires were distributed to employees, 44 of which were returned and completely filled out. There were 100 questionnaires distributed to customers, 100 questionnaires were returned and were completely filled out.

Table 1. Respondents Characteristic in Customer Perspective

No	Respondents Characteristic		Total	
			(People)	Percentage (%)
1	Gender	Male	43	42.57
		Female	57	57.43
	Total		100	100
2	Age	20 - 30 years old	23	22.77
		31 - 40 years old	35	35.64
		41 - 50 years old	28	27.72
		> 50 years old	14	13.86
Total		100	100	
3	Last Education	SHS	60	59.41
		VHS	12	11.88
		Bachelor Degree	12	12.87

		Others	16	15.84
Total			100	100
4	Length of Being a Customer	< 5 years	44	44.55
		6 - 10 years	29	28.71
		> 10 years	27	26.73
Total			100	100

Source: Research Data, 2021

Based on Table 1, it can be seen that respondents from the customer perspective are dominated by female with 57.43 percent. Respondents from the age aspect were dominated by 31-40 years old with 35.64 percent. Respondents from the last education aspect were dominated by SHS with 59.41 percent, and respondents from the old aspect were dominated by customers for less than 5 years with 44.55 percent.

Table 2. Respondents Characteristic in Learning and Growth Perspective and Internal Business Process Perspective

No	Respondents Characteristic		Total	
			(People)	Percentage (%)
1	Gender	Male	16	36.36
		Female	28	63.64
		Total	44	100
2	Age	20 - 30 years old	28	63.64
		31 - 40 years old	5	11.36
		41 - 50 years old	6	13.64
		> 50 years old	5	11.36
Total			44	100
3	Last Education	SHS	23	52.27
		VHS	2	4.55
		Bachelor Degree	2	4.55
		Others	17	38.64
Total			44	100
4	Years of Service	< 5 years	25	56.82
		6 - 10 years	9	20.45
		> 10 years	10	22.73
Total			44	100

Source: Research Data, 2021

Based on Table 2, it can be seen that respondents from a learning and growth perspective as well as an internal business process perspective are dominated by women with 63.64 percent. Respondents from the age aspect were dominated by 20-30 years old with 63.64 percent. Respondents from the last education aspect were dominated by SMA with 52.27 percent, and respondents from the aspect of working tenure were dominated by less than 5 years with 56.82 percent.

Table 3. Results of the Analysis of Financial Perspectives

Years	Ratio						
	CAR	KAP	PPAP	ROA	BOPO	CR	LDR
2018	22,9%	2,0%	100,0%	3,73%	74,00%	22,30%	67,98%
2019	22,7%	2,3%	100,0%	2,48%	77,37%	33,85%	49,08%

Source: Research Data, 2021

Table 3 shows that all financial ratios give a very healthy category. This shows that the company's performance provides positive and good results so as to provide more trust for customers. The company is able to provide customer needs in financial terms that the company is able to serve well. Company performance that shows very healthy performance has 5 points in each category so that the calculation for the financial performance perspective by assessing 7 aspects with 5 points in each category so that the total value obtained is

35 from the maximum total value of 35. This shows the company has good performance. good and able to provide good service to customers and able to attract customer trust well in the future.

Table 4. Calculation Results of Company Performance from a Customer Perspective

No	Indicator	AlternativeAnswers					Average	Category
		TD	D	N	A	SA		
1	You are satisfied with the service of PD. BPR Bank Pasar Bangli Regency.	0	0	7	67	27	4.20	Very Good
2	Information about the services offered can be easily accessed by you as a customer.	0	1	9	65	26	4.15	Good
3	You are satisfied with the price / interest rate set by PD. BPR Bank Pasar Bangli Regency.	0	7	19	56	19	3.86	Good
4	Services offered by PD. BPR Bank Pasar Bangli RegencyWe are in accordance with your needs as a customer.	0	3	11	58	29	4.12	Good
5	Complaints from customers are handled directly by the company.	0	1	12	56	32	4.18	Good
Total							4.10	Good

Source: Research Data, 2021

Table 4 shows that the company performance from the customer perspective has a good category with an average value of 4.10.

Table 5. Calculation Results of the Application of the Balanced Scorecard from a Customer Perspective

No	Indicator	AlternativeAnswers					Average	Category
		TD	D	N	A	SA		
1	Services provided by PD. BPR Bank Pasar Bangli Regency.	0	2	18	54	27	4.05	Good
2	Ease of access to information about the services offered by PD. BPR Bank Pasar Bangli Regency.	0	3	19	54	25	4.00	Good
3	Pricing for services offered by PD. BPR Bank Pasar Bangli Regency.	0	7	23	49	22	3.85	Good
4	The variety of services offered by PD. BPR Bank Pasar Bangli Regency.	1	5	17	53	25	3.95	Good
5	Capabilities ofPD. BPR Bank Pasar Bangli Regency in resolving customer complaints.	2	3	25	47	24	3.87	Good
Total							3.94	Good

Source: Research Data, 2021

Table 5 shows that the application of the balanced scorecard from the customer perspective has a good category with an average value of 3.94.

Table 6. Calculation Results of the Application of the Balanced Scorecard from a Customer Perspective

Years	New Product	New Activity	Total of Product and Activity	Innovation Growth Rate
2018	0	3	13	23%
2019	1	6	20	35%

Source: Research Data, 2021

Based on Table 6, it appears that PD. BPR Bank Pasar Bangli Regency continues to innovate by improving the quality of the products offered and also developing new banking technology-based products and activities to answer the needs of customers and employees.

Table 7. Calculation Results of Company Performance from the Perspective of Internal Business Processes

No	Indicator	Alternative Answers					Average	Category
		TD	D	N	A	SA		
1	The company conducts research and development activities before marketing products to customers.	0	0	1	26	17	4.36	Very Good
2	The company always adapts its operating process with new technology.	0	0	0	24	20	4.45	Very Good
3	Operations are in accordance with the target cost, time and quality.	0	0	3	34	7	4.09	Good
4	Evaluation and continuous improvement are carried out in operations to improve service quality.	0	1	1	26	16	4.30	Very Good
5	After sales service is carried out to resolve customer complaints.	0	0	3	30	11	4.20	Good
Total							4.28	Very Good

Source: Research Data, 2021

Based on Table 7, the company performance from the perspective of internal business processes has a very good category with an average value of 4.28.

Table 8. Calculation Results of the Balanced Scorecard Application from the Perspective of Internal Business Processes

No	Indicator	Alternative Answers					Average	Category
		TD	D	N	A	SA		
1	Research and development activities are carried out by the company.	0	0	9	21	14	4.11	Good
2	The company's operating processes are adapted to the new technology.	0	0	4	20	20	4.36	Very Good
3	The company's operating activities are always adjusted to target costs, time and quality	1	0	3	17	23	4.39	Very Good
4	Conducted evaluation and continuous improvement in each operational activity.	0	0	4	14	26	4.50	Very Good
5	Carry out after-sales service by the company.	1	0	7	20	16	4.14	Good
Total							4.30	Very Good

Source: Research Data, 2021

Based on Table 8, the application of the balanced scorecard from the perspective of internal business processes has a very good category with an average value of 4.30.

Table 9. Results of Calculation of Company Performance from a Learning and Growth Perspective

No	Indicator	Alternative Answers					Average	Category
		TD	D	N	A	SA		
1	The facilities provided by the company have supported the	0	0	5	29	10	4.11	Good

	work of every employee.							
2	There is a compensation program that supports the appreciation of outstanding employees	0	0	1	29	14	4.30	Very Good
3	Every employee can access all the information contained in the company	1	5	11	19	8	3.64	Good
4	The company improves employee performance through training and education	1	0	2	26	15	4.23	Very Good
5	The company regularly holds seminars to improve the quality of employee resources	1	0	2	30	11	4.14	Good
Total							4.08	Good

Source: Research Data, 2021

Based on Table 9, the company performance from a learning and growth perspective is in a good category with an average value of 4.08.

Table 10. Results of Calculation of Company Performance from a Learning and Growth Perspective

No	Indicator	Alternative Answers					Average	Category
		TD	D	N	A	SA		
1	The company always pays attention to and provides facilities to support the work of every employee.	0	0	5	24	15	4.23	Very Good
2	Compensation programs are provided to support the appreciation of outstanding employees.	0	0	4	20	20	4.36	Very Good
3	Employees are given easy access to the information needed	0	1	8	19	16	4.14	Good
4	The company conducts training and education.	0	0	6	25	13	4.16	Good
5	The company regularly holds seminars to improve the quality of employee resources	0	1	9	20	14	4.07	Good
Total							4.19	Good

Source: Research Data, 2021

Based on Table 10, the application of the balanced scorecard from a learning and growth perspective has a good category with an average value of 4.19.

Table 11. Employee Retention Calculation Results

Years	Total of Employees Leaving	Total of Employees	Employee Retention
2018	0	64	0%
2019	0	74	0%

Source: Research Data, 2021

Table 11 shows that the percentage of employee retention in 2018 and 2019 respectively has a value of 0%. This means that there are no employees who leave in the 2018 and 2019 periods at the company. Based on these data, it can be concluded that employees feel comfortable while working so that the number of employees who leave is 0 or not.

Table 12. Employee Productivity Calculation Results

Years	Operating Profit	Total of Employees	Employee Productivity
2018	5.358.510.125	64	83.726.721
2019	5.571.683.756	78	71.431.843

Source: Research Data, 2021

Table 12 shows that the value of employee productivity from 2018 to 2019 has decreased. It happened due to a slight increase in operating profit obtained in 2019 and was accompanied by an increase in the number of employees.

All of the company performance appraisal is calculated using a composite index. Here is the result of the index calculation by giving weight to each of the BSC perspectives so that later results will be obtained that reflect the company's overall performance. This weight is obtained based on the results of interviews with company members, while the results of the interviews conducted are as follows.

$$CI = \frac{20(100)+30(80.4)+30(85.8)+20(82.7)}{100} = 86.40\%$$

The results of the composite index in the period 2018 and 2019 shows that the value of the financial perspective is 100%, the internal business process perspective is 85.5%, the learning and growth perspective is 82.7%, and the customer perspective is 80.4%. So that the composite index value obtained is 86.4%.

IV. CONCLUSION

Based on the research result, the company's performance from a financial perspective were in very good category. The company's performance from a customer perspective has been very good. Company performance in terms of internal business process perspective on PD. BPR Bank Pasar Bangli Regency showed a good performance. The company's performance from a learning and growth perspective has shown very good results. Therefore, the overall company's performance using the Balanced Scorecard method were in very good category.

This research can be used as an input for PD. BPR Bank Pasar Bangli Regency in terms of improving company performance after the company performance appraisal was carried out in this study. As suggestions from the research results, the company need to reconsider the interest rates for loans and savings provided to customers, reconsider the incoming revenue target, time, and quality, so that employees are able to carry out their duties properly and on time. Motivating employees to push their limit, conduct seminars or sessions on performance measurement using the balanced scorecard method because it can be used as a tool to measure performance.

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