

Implementation of the Balanced Scorecard as a measuring tool for company performance (Case Study at PT. ARS Maju Sentosa)

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Abstract.

The background of this research is how to implement a balanced scorecard to calculate performance in a company. With the opportunity score k method, it can be seen whether the company can develop or not or what things can affect a company that will develop. The method used in this study is to use the literature review method, and use trials on existing data in the company, with this data it can be seen that the real results of the company can progress and develop. The problem raised in this research is how to find out what things can improve the performance of all companies. Therefore, with the balanced scorecard method, it will be known what things are the weaknesses and strengths of a company that will develop so that it can corrected early. the purpose of this research is how to find out the application of the balanced scorecard hood score to work performance in a company so that it can be known what things can affect and be influenced by a company so that things can be fixed that are the shortcomings of a company.

Keywords : *Balanced Scorecard, measuring tool, company, performance.*

I. INTRODUCTION

Today, there are still many companies that just measure performance using financial benchmarks. For example, to improve profits and ROI, managers can reduce their employee training and training efforts, including investing in systems and technologies that will benefit future businesses [1]. Fiscal capacity increases in the short term but decreases in the long term. Ignoring common non-financial and intangible valuation aspects from both internal and external sources, managers are now, especially in the future, misleading the company [2]. Financial performance is based solely on historical performance and cannot fully drive a company towards its corporate goals [3]. To be successful, you need to invest and manage your intellectual property. It has a good relationship with consumers that enables companies to maintain the loyalty of existing consumers and serve new consumer segments and market areas effectively and efficiently through intellectual assets. Because it can be built. Introducing the innovative products and services that your target consumer segment wants. Producing high quality products and services at low cost and with short waiting time. Empower and motivate employees to continually improve process capabilities, quality and response times [4].

In this case, the company's success cannot be motivated or measured in the short term by traditional financial accounting models alone. Balanced scorecards are a new framework for integrating the sizes obtained from strategies [5]. While maintaining the financial size of the previous performance, the balanced scorecard introduces additional drivers that include consumers, internal business processes, and learning and growth perspectives. Balanced scorecards are more than just measurement systems. Companies can use balanced scorecards as a basis for setting up a framework for their management processes. A company can first create a Balanced Scorecard for a limited purpose, for example to gain clarity and consensus and focus on the strategy, and then communicate the strategy to all members of the company. In other words, the Balanced Scorecard trains management and organizations in general to consider their business from four perspectives finance, customers, learning and growth, and internal business that connects short-term operational management with long-term business vision [6]. To do strategy traditionally, there are still many companies that measure performance solely on the financial side. Companies are short-term profit-oriented and tend to ignore the long-term survival of their business [7].

Therefore, the author tried to analyze the company's performance by applying some simple measurements using the Balanced Scorecard approach [8]. The issues discussed in this study are as follows. What are the performance measurements used in PT. ARS MAJU SENTOSA. And how does the company work when measured using the Balanced Scorecard measurement system. The goal to be achieved is to determine the performance of PT. ARS MAJU SENTOSA as measured in terms of the Balanced Scorecard [9]. The advantage of this study is that the Balanced Scorecard provides the organization with information about performance measurements and benefits in establishing a more comprehensive performance measurement. To enhance the author's knowledge and insight in applying some of the theories the author learned in the lecture. To provide information on how other stakeholders can use the Balanced Scorecard to measure a company's performance [10].

II. LITERATURE REVIEW

Performance measurement feedback from the accountant to management provides information on how well the measurement reflects the plan. It also emphasizes that managers may need to make corrections or adjustments in future planning and management activities. Performance measurement as an activity to measure the performance of an activity or the entire value chain [11]. From the above definition, we can conclude that a performance measurement is a measurement of a measurement made in various value chain activities that exist within the enterprise. The measurement results are then used as feedback to provide insights into the successful implementation of the plan and when the organization needs to coordinate planning and management activities. The main goal of performance measurement is to motivate employees to achieve their organization's goals and to adhere to pre-defined behavioral standards to achieve desirable behaviors and outcomes [12]. The general purpose of performance measurement is to determine the contribution of a part of a company to the entire organization. It provides the basis for assessing the performance of each manager. Motivate managers to consistently lead departments in a way that is in line with the company's main goals [13]. For this reason, performance measurement systems must meet the requirement that the system must reflect the organization's understanding that the performance measurement system needs to monitor the performance of the organization and deliver the performance of the organization's primary objectives.

Performance measurement systems need to measure important aspects or differences in an organization's performance in order to achieve important goals [14]. The advantage of a good performance measurement system is that it connects performance to customer expectations. This allows the company to get closer to the customer and help everyone in the organization keep the customer happy. Motivate employees to serve as part of their customer chain and internal suppliers. Identify various types of waste and encourage efforts to reduce waste (waste deduction). Almost vague strategic goals are set to accelerate the learning process of the organization. Build consensus to make a difference by rewarding expected behavior. With the advent of various new paradigms that require businesses to operate in a customer-centric manner, effective performance measurement systems are based on each activity and the characteristics of the organization itself from the customer, so at least with prerequisites [15]. Must be perspective. Evaluate different activities using customer-validated performance metrics. It aligns with all aspects of service delivery that affect clients and provides a comprehensive assessment. It provides feedback to help all members of the organization identify issues that may be fixed [16]. The Balanced Scorecard as a measurement and management system that confirms the performance of a business unit from four perspectives: finance, customers, internal business processes, learning and growth. Therefore, the Balanced Scorecard is a management, measurement, and control system that enables managers to quickly, accurately, and comprehensively understand performance. To measure success using the Balanced Scorecard, look at the areas of your company from four perspectives: financial, customers, business processes, and learning and growth processes. The cause and effect mechanism makes the financial perspective the main benchmark. This is described as a driver (a key indicator) by operational parameters from three other perspectives [17].

In addition, balanced scorecard also provides a frame of mind to describe the company's strategy into operational aspects. Before the Balanced Scorecard is implemented, at the time of preparation (building)

Balanced Scorecard, first clearly spelled out the vision, mission, and company strategy of the company's top management, because this determines the next process in the form of strategic transactions of operational activities. With the Balanced Scorecard, the purpose of a business unit is not only expressed in a financial measure, but further elaborated into the measurement of how the business unit creates value for existing and future customers, and how the business unit must improve its internal capabilities including investments in people, systems, and procedures needed to obtain better performance in the future [18]. Through the Balanced Scorecard, it is expected that financial and nonfinancial performance measurements can be part of the information system for all employees and levels in the organization. Balanced Scorecard has advantages that make today's strategic management system significantly different from strategic management systems in traditional management [19]. Whereas traditional strategic management focuses only on financial goals, modern strategic management systems cover a wide range of perspectives including finance, customers, business / internal processes, learning and growth. In addition, the various strategic goals developed in traditional strategic management systems are inconsistent with each other, and modern strategic management systems consistently develop different strategic goals. In addition, the Balanced Scorecard provides the characteristics of a modern strategic management system that traditional strategic management systems do not have reliability and balance characteristics. The advantage of the Balanced Scorecard approach in a strategic planning system is the ability to create strategic plans that are characterized by being comprehensive, consistent, balanced, and measurable [20].

The Balanced Scorecard now includes three additional perspectives covered by strategic planning, from those previously limited to financial perspectives to customer, business / internal processes, and learning and growth. Extend to. Expanding the strategic planning perspective to a non-financial perspective brings out the benefits of several promising long-term financial performance that enable companies to enter complex business environments. The Balanced Scorecard motivates employees to focus on the strategic goals that are the root cause of their financial performance. To achieve financial performance, staff must achieve their goals from the customer's perspective. Companies must be able to produce products and services that offer the highest value to their customers. Products and services that bring value to customers need to come from productive and cost-effective processes. Productive and cost-effective processes need to be carried out by productive and enthusiastic employees [21]. The financial performance gained from the perspective of customers, processes, learning, and growth is the actual financial performance that results from actual business efforts, so the financial performance is doubled and long-term. Financial performance can be explained by real causes, allowing employees to recreate the success they achieved at other times. The compactness of strategic goals is the right answer to enter a complex business environment [22]. By directing strategic goals to four perspectives, the company's strategic plan spans a broad scope, which is adequate to deal with a complex business environment. Balanced Scorecard requires personnel to establish causal relationships among various strategic goals generated in strategic planning. Any strategic goal set in a nonfinancial perspective must have a causal relationship with financial goals, either directly or indirectly [23].

III. METHODS

In part 3, we will discuss how this research takes place and use what methods the method used in this research is to use the literature review method and conduct testing on company data that is considered important for this research so that it can answer existing research problems. Raised in this research.

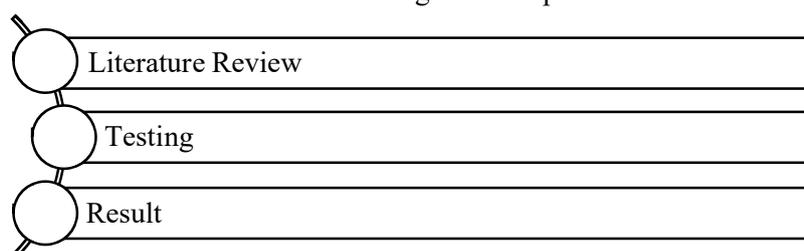


Figure 1. Research Method

IV. RESULTS AND DISCUSSION

So far PT. ARS MAJU SENTOSA measures performance by analyzing its financial statements and comparing them with the results obtained in the previous period. The analysis used by PT. ARS MAJU SENTOSA to measure its performance so far is a profitability ratio analysis, which consists of:

$$4.1. \text{ Profit Margin (Return on Sales)} = \frac{\text{EAT}}{\text{Net Sales}}$$

The profit margin ratio (return on sales) is used by companies to assess profitability, as well as the ability of the company's management to reduce operational costs. This ratio is calculated by comparing the amount of sales obtained during a certain period with profit after tax.

$$4.2. \text{ Gross Profit Margin} = \frac{\text{Gross Profit}}{\text{Net Sales}}$$

The Gross Profit Margin ratio gives an indication of the level of efficiency of the company's business operations. If the percentage of low gross profit margin can be estimated production and/ or purchase parts do not work efficiently.

$$4.3. \text{ Return on Assets} = \frac{\text{EAT}}{\text{Total Assets}}$$

Return on Assets or often called Return on Investment is a financial ratio used to measure the overall profitability of a company. This financial ratio also provides an idea of the level of management ability of the company's management to manage company funds. This profitability ratio compares the amount of profit earned by the company over a given period with the funds invested in the company.

$$4.4. \text{ Return on Equity} = \frac{\text{EAT}}{\text{Total Equity}}$$

Return on Equity is the ratio that company owners use to determine the level of profitability of the capital they invest in the company.

4.4.1 Profit Margin (Return on Sales)

$$\text{Profit Margin 2020} = \text{IDR } 265,400,314.00 = 2.7\%$$

$$\text{Profit Margin 2021} = \text{Rp}119,197,885.00 = 1.6\%$$

PT. ARS MAJU SENTOSA profit margin in 2020 was 2.7%, while in 2021 the profit margin became 1.6%. This shows that the company's ability to make a profit from every rupiah of its sales in 2021 decreased by 1.1% from the previous year.

4.4.2 Gross Profit Margin

$$\text{Gross Profit Margin 2020} = \text{Rp}4,938,636,787.00 = 50.2\%$$

$$\text{Gross Profit Margin 2021} = \text{IDR } 4,278,851,506.00 = 56.5\%$$

PT. ARS MAJU SENTOSA Gross Profit Margin in 2020 was 50.2% while in 2021 it increased to 56.5%. This means that PT Bestindo's ability to generate gross profit from every rupiah of its sales in 2021 increased by 6.3% from the previous year.

4.4.3 Return on Assets

$$\text{Return on Assets in 2020} = \text{IDR } 265,400,314.00 = 3.9\%$$

$$\text{Return On Assets in 2021} = \text{IDR } 119,197,885.00 = 1.9\%$$

PT. ARS MAJU SENTOSA Return on Assets in 2020 was 3.9% while in 2021 it was 1.9%. This means that the company's ability to make a profit from the use of its assets in 2021 decreased by 2% from 2020.

4.4.4 Return on Equity

$$\text{Return on Equity in 2020} = \text{IDR } 265,400,314.00 = 10.9\%$$

$$\text{Return on Equity in 2021} = \text{IDR } 119,197,885.00 = 4.7\%$$

PT. ARS MAJU SENTOSA Return on Equity in 2020 was 10.9%, while in 2021 it was 4.7%. This means that the company's ability to make a profit from the use of its own capital in 2021 decreased by 6.2% from 2020.

4.5 Balanced Scorecard Method Analysis on PT. ARS MAJU SENTOSA

The simulation of the implementation of balanced scorecard at PT. ARS MAJU SENTOSA will be carried out based on financial data from the period 2020-2021. This application is carried out through four perspectives that exist in the balanced scorecard, namely learning and growth perspectives, internal business processes, customers, and financial perspectives.

4.5.1 Financial perspective analysis

To analyze the financial perspective on PT. ARS MAJU SENTOSA, the author used the Dupont method. Analysis by the dupont method can be described in the chart as follows:

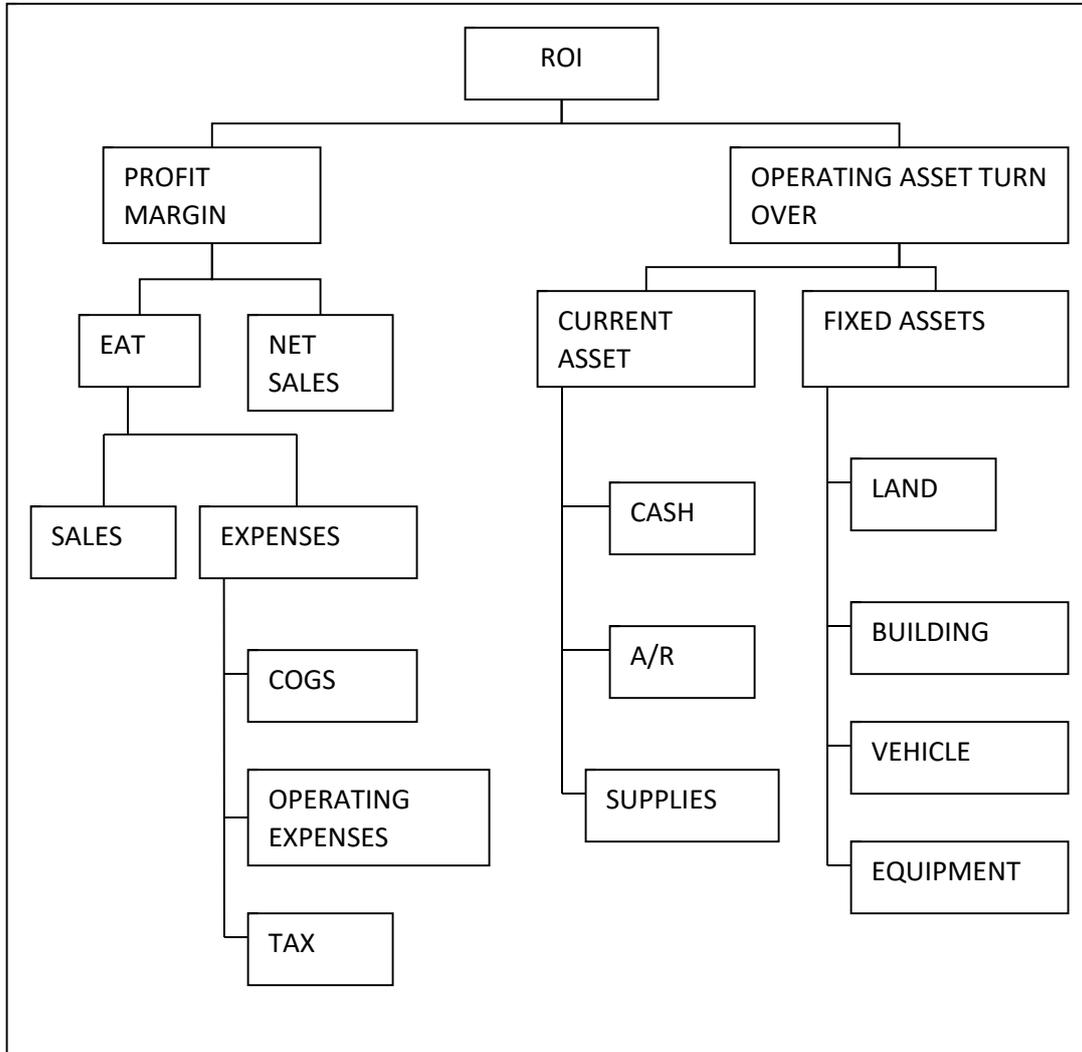


Fig 2. Du-pont Analysis

Financial perspective analysis covers 2 main aspects, namely productive efficiency and capital efficiency, where the author will analyze using financial data from PT. ARS MAJU SENTOSA. These aspects will be assessed by the following assessment scores:

- 75% and above = 4 = very good
- 50.01% - 75% = 3 = good
- 25.01% - 50% = 2 = good enough
- 0 – 25% = 1 = less good

Here are the results of the calculation of the dupont method using financial data from PT. ARS MAJU SENTOSA for the period 2020 – 2021 :

1. ROE in 2020	: 10.9%
ROE in 2021	: 4.7%
2. ROI in 2020	: 3.9%
ROI in 2021	: 1.9%
3. Profit Margin in 2020	: 2.7%
Profit Margin in 2021	: 1.6%
4. Asset Turn over in 2020	: net sales = 9,842,072,423 = 1.45
5. Profit after tax in 2020	: RP265,400,314
Profit after tax in 2021	: RP119,197,885
6. Sales/revenue in 2020	: Rp4,938,636,787
Sales/revenue in 2021	: Rp4,278,851,506
7. Operating expenses in 2020	: Rp4,370,370,246
Operating expenses in 2021	: Rp3,596,756,376
8. HPP in 2020	: Rp4,903,435,636
HPP in 2021	: Rp3,288,478,658
9. Total assets in 2020	: RP6,765,866,482
Total assets in 2021	: Rp6,209,683,673
10. Current assets in 2020	: Rp4,096,160,727
Current assets in 2021	: Rp3,859,568,206
11. Fixed assets in 2020	: RP2,669,705,755
Fixed assets in 2021	: RP2,350,115,467
12. Total debt in 2020	: Rp4,331,193,362
Total debt in 2021	: Rp3,655,812,668
13. Capital alone in 2020	: Rp2,434,673,120
Capital alone in 2021	: Rp2,553,871,005

From the results of comparison analysis in 2020 and 2021 above, there can be seen a decrease except in the capital itself. This is because in 2020 PT. ARS MAJU SENTOSA sold 2 types of products, namely UPS and Furse, while in 2021 sales of Furse products were stopped. From this, it can be concluded that the calculation of PT. ARS MAJU SENTOSA financial perspective can be assessed quite well (assessment score 2), both in terms of productive efficiency and capital efficiency, because although the type of products sold is reduced, the declines that occur are not too large. In contrast, the company's net worth in 2021 increased compared to 2020.

4.6 Summary of calculation results with all four balanced scorecard perspectives

Overall, the average value of the measurement results against PT. ARS MAJU SENTOSA using the four perspectives of the Balanced Scorecard can be seen in the table as follows

Table 4.1 Summary of the fourth Balanced Scorecard Perspective on PT. ARS MAJU SENTOSA

Perspective	Proportion	Average	Valuation
Growth and learning	25%	2,57	0,6425
Internal Business Processes	25%	3	0,75
Customer	25%	2.83	0,7075
Finance	25%	2	0,5
Total	100%		2,6

Based on the calculations above, it can be known that the performance assessment of PT. ARS MAJU SENTOSA as a whole shows quite good results. From the results of the analysis that has been done, the author sees a relationship with each other, between the perspectives contained in the Balanced Scorecard. As in the case of PT. ARS MAJU SENTOSA, it is known the importance of trying to make employees feel satisfied with the work system implemented in the company, for example in terms of payroll, benefits, relationships between the company's internal parties, rewarding, training, etc. Because with the satisfaction of employees, can be seen from the results of the calculation of growth and learning perspectives whose results are quite good, will encourage the implementation of good internal business processes, can be seen from the

results of the assessment of the perspective of internal business processes. Where in carrying out internal business processes, the role of employees is very large, especially in the process of operations and after-sales service provided to customers.

With a good internal business process, then of course customers will feel satisfied with the services provided by the company, considering that in internal business processes, employees will be in contact or directly related to customers, both in the operational process and at the time of after-sales service, can be seen from the results of customer perspective calculations. Therefore, PT. ARS MAJU SENTOSA strives to improve the quality of its internal business processes by making innovations to the services that will be provided to its customers. Through the innovations that have been implemented, the performance of PT. ARS MAJU SENTOSA internal business process perspective can be improved.

V. CONCLUSION

Performance measurements performed by PT. ARS MAJU SENTOSA has so far been based solely on the results of profitability measurement analyzes, which only explain the company's financial position and cannot reflect the company's overall performance. Therefore, the author proposes to measure performance using the Balanced Scorecard method. The Balanced Scorecard is a way to assess the overall performance of your organization. That is, it analyzes your organization's performance from four perspectives on the Balanced Scorecard: learning and growth, internal business processes, customers, and finance. After the author tried to measure the performance of PT. ARS MAJU SENTOSA, which uses four perspectives on the Balanced Scorecard, knew the overall performance of PT. ARS MAJU SENTOSA is pretty good. This result is reflected in the four perspectives measured by the Balanced Scorecard the overall score from a learning and growth perspective on the company's talent, the systems used, and the processes used by the company increase. Average PT score in terms of learning and growth. PT. ARS MAJU SENTOSA is 2.57, which means the performance of PT. ARS MAJU SENTOSA is very good, but there are still some drawbacks, but the advantages of can cover the disadvantages. PT. ARS MAJU SENTOSA is from a learning and growth perspective, such as good relationships between colleagues and flexible corporate policies. Internal Business Process Perspective The internal business process perspective refers to the activities a company carries out, especially in relation to innovation. Company process, operations and after-sales service.

From the perspective of internal business processes, the score obtained by PT. ARS MAJU SENTOSA is 3, which means that the performance of PT. ARS MAJU SENTOSA internal business processes is good. Customer perspective the customer perspective relates to the relationship between the company and its customers. What is assessed in this perspective is the level of customer satisfaction with the company's internal business processes. From the customer's perspective, the average score obtained by PT. ARS MAJU SENTOSA is 2.83, which means that PT. ARS MAJU SENTOSA performance assessed by its customers is considered satisfactory enough. This is an added value owned by PT. ARS MAJU SENTOSA because by having customer satisfaction, it can increase the number of sales in the future. Financial perspective the financial perspective relates to the financial condition of the company. On a financial perspective, the score obtained by PT. ARS MAJU SENTOSA is 2, meaning that from a financial perspective, PT. ARS MAJU SENTOSA performance can also be considered quite good. Although there was a decrease in the company's profit and others caused by the company reducing the number of products it sold, so that the income that should be obtained from 2 types of products decreased to only from 1 type of product, but the decline was considered not significant enough, so that overall the financial perspective of PT. ARS MAJU SENTOSA is still quite good.

Based on the comparison of performance measurements that have been applied by the company with performance measurements using balanced scorecards, it is known that measurements using the four perspectives of balanced scorecards are more thorough, so that it can be known what and where the advantages and disadvantages of the company, and thus the company can plan and think about what needs to be done to correct existing shortcomings and increase the advantages owned by the company. So that the company's performance can be further improved. Performance measurement with balanced scorecard is most appropriate to be applied because it can make it easier for companies to evaluate the company as a whole,

make it easier to make planning, control, and decision making the company, and realize the company's vision and mission.

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