

THE ANALYSIS OF APPLICATION OF BALANCED SCORECARD AS BENCHMARK PERFORMANCE MEASUREMENT

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Abstract: *This study aims to determine the performance of PT. BRI (Persero), Tbk. KCP Lemhannas when measured using a 4 (four) perspective on the Balanced Scorecard. This study uses data source in the form of primary data and secondary data compiled from PT. BRI (Persero), Tbk. KCP National Resilience Institute. Secondary data were obtained from the Annual Financial Report of PT. BRI (Persero), Tbk. KCP National Resilience Institute in 2010, 2011, and 2012. While the primary data in the form of results of customer questionnaires and interviewing employees. Mechanical questionnaires conducted with the aim of obtaining data on customer satisfaction, while interviewing employees to assess employee satisfaction. The method used is descriptive analysis method. The results of research on performance assessment based on the financial perspective, the financial ratios used by the results of the study have an average ROA of 3.81%, ROA with an average of 66.53% and LDR had an average of 77.07%. In the Customer Perspective, market share has an average of 11.75%, customer acquisition has an average of 3.15%, customer satisfaction occupies very good criteria, and profitability of customers has an average 55.67%. Internal Business Processes perspective, innovation and operating Processes Company occupy criteria fairly well. In the perspective of growth and learning, employee turnover showed a very good performance, employee productivity and employee satisfaction is good enough to obtain a good criteria. From the overall perspective, the value of the performance of PT BRI (Persero) Tbk. KCP Lemhannas occupy the criteria of "good" with an average value of 4 (four).*

Keywords: *Balanced Scorecard, Performance Management, Performance*

INTRODUCTION

An organization that is formed with a specific purpose must have the means and strategies to realize the goal of which is the ideals of the organization. Ideally, an organization is required to have a vision which is realized with some missions in order to achieve the main objective of the organization. And that the organization is still running on the track, not to deviate from the original purpose of the organization, and can develop executable business venture, it would require plans that are strategic.

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Departing from the importance of the vision, mission, and strategic planning of an organization, we need a method or system as a means of measuring the performance of the organization in achieving goals. The purpose of performance measurement is not just to find out how the performance management within the organization, but was able to create a better performance. The main objective is to implement a performance measurement system to improve the performance of the organization so that it can better serve customers, employees, owners, and stakeholders. Performance measurement is one way to assess the achievement of which has been obtained by an organization. If the performance measurement system implemented well, and able to represent the state of the overall organization, then the organization will be able to see and evaluate the achievement that has been achieved during run time, so that the organization can determine the right strategy further in the future.

Today many organizations are still using traditional performance measurement systems that measure performance is more focused on the financial sector. Traditional performance measurement is still not enough to look at the overall performance of an organization. Performance measurement used an organization should not only focus on the financial sector alone, but non-financial sector also needs to be assessed and evaluated for the advancement and achievement of the objectives of the organization in the long term. Traditional performance measurement systems only measure the performance of an organization at a given time. By measuring the performance of the broader through financial and non-financial approach then the organization will be able to take the right decision for their survival in the long term.

Act No. 10 of 1998 states that banking is a business entity collecting funds from the public in the form of savings and channel them to the public in the form of loans or other forms in order to improve the living standards of many people. Under the Act, the structure of banking in Indonesia consists of Commercial Banks and Rural Banks (BPR). The main difference is the commercial and rural banks in terms of its operational activities. BPR cannot create demand deposits and has the range, as well as operational activities are limited. Furthermore, in their business activities embraced dual bank system, which commercial banks can carry out banking operations and conventional or based on sharia principles. Meanwhile, the principle of BPR activities may be restricted to only conduct conventional banking operations or based on sharia principles. The development of the banking industry and competition increasingly fierce requires each bank to have a proper strategy in achieving competitive advantage. In this case, each of the banking industry should be able to develop its business, one way to have a good strategy and excel through design strategies. To make a good design strategy, the necessary management tools in a comprehensive strategy that would see perspectives that exist within an enterprise.

One of the concepts of management strategy is the implementation of a method or means of performance measurement, namely the Balanced Scorecard. Balanced Scorecard is a performance measurement concept introduced by Robert S.Kaplan (Professor of Accounting at the Harvard Business School) and David P. Norton

(president of Renaissance Solutions, Inc.). The balanced scorecard concept is the concept of performance measurement to assess the performance of the organization from four perspectives: financial perspective (financial perspective), the perspective of the customer / consumer (customer perspective), internal business process perspective (internal business process perspective), learning and growth perspective (learning and growth perspective). By using the concept of balanced scorecard performance measurement in an organization, the performance measurement will be shown to be more comprehensive because of the balanced scorecard is not only emphasizes the financial perspective, but also non-financial perspective.

Basically, the Balanced Scorecard development, both in the private and public sectors is intended to provide satisfaction for the customer. The difference can be seen from the purpose and the interested parties. Implementation of Balanced Scorecard in the business sector is intended to increase competition (competitiveness), while for the public sector more emphasis on the value of the mission and achieving the (mission, value, effectiveness). From the financial aspect, the business sector will give priority to profitability; growth and market share while the public sector for the purpose of measuring productivity and efficiency levels.

LITERATURE

1. Performance and Performance Measurement

Prior to the definition of performance measurement, then we must first know the meaning of the performance (performance) itself, according Mahsun (2009: 25) of a variety of literature in general is abstracted performance is an overview of the level of achievement of the implementation of an activity / program / policies in realizing the target, purpose, mission and vision of the organization as stated in the strategic planning of an organization. The term is often used to refer to the performance or achievements of the success rate of individuals and groups of individuals.

According to Robertson in Mahsun (2009: 25), performance measurement is defined as a process of assessing the progress of work towards the goals and objectives that have been defined previously, including information on the efficiency, the use of resources in producing goods and services, quality of goods and services, comparison of the results of activities with the target, and the effectiveness of actions in achieving its objectives. Meanwhile, according to Lohman in Mahsun (2009: 25) performance measurement is an assessment activity achievement of specific targets derived from the strategic objectives of the organization.

2. Objectives and Benefits of Performance Measurement

Performance measurement is an important part of the process of management control, both public and private organizations. Objective measurements / assessment of performance by Mahmudi (2010: 14) are as follows:

- a. Knowing the level of achievement of organizational goals
- b. Provides a means of learning employee
- c. Improve the performance of the next period
- d. Provide systematic consideration in making the decision to grant reward and punishment
- e. Motivating employees

According Yuwono, et.all (2008: 29) the benefits of a good performance measurement system is:

- a. Track performance against customer expectations that will bring the company closer to its customers and make all the people in the organization who are involved in efforts to provide customer satisfaction.
- b. Motivating employees to perform services as a chain of internal customers and suppliers
- c. Identify various waste as well as encourage efforts towards waste reduction is
- d. Make strategic objectives which are usually still vague to be more concrete so as to accelerate the process of organizational learning
- e. Building consensus to make a change by giving "reward" for the expected behaviour.

3. BALANCED SCORECARD (BSC)

3.1. Definition of Balanced Scorecard

Definition of balanced scorecard can also be taken based on the words contained him, that is "balanced" and "scorecard". Scorecard or score card can be interpreted as cards used to record the performance. To record the results of a performance would require the measurement process. The measurement results will be used as a means of control. Balanced or unbalanced means there is a balance between the many elements that are used in the measurement of performance. The balance includes:

- a. the balance between the size of the non-financial and financial size,
- b. balance between internal measure of critical business processes, innovation, and learning and growth, and external measures for shareholders and customers,
- c. the balance between the size of the outcomes that are the result of past performance and the size of that drive future performance,
- d. the balance between size and the outcome is objective over the subjective character size on performance drivers.

According to Kaplan and Norton (1996:18) in the initial discovery, "Balanced scorecard is a new framework for integrating various sizes derived from the company's strategy. In addition to the size of future performance, balanced scorecard also introduced future financial performance drivers which include customer perspective, internal business processes, and learning and growth".

3.2. Concept and Development of the Balanced Scorecard

The emergence of the concept of balanced scorecard beginning of the study is conducted by David P. Norton and Robert S. Kaplan in 1990 on "Measuring Organizational Performance In The Future". The study was conducted because of the realization that financial performance measure is not a measure of performance that is adequate to measure the performance of a company. According to estimates, about 60% of the measures used for decision-making, resource allocation, and performance management are still the size of a financial nature. Financial measures are still used despite much criticism of its use (Niven 2003: 7).

The study conducted by Kaplan and Norton in 1990 were then published in an article entitled "The Balanced Scorecard-Measured that Drive Performance" in the Harvard Business Review magazine issue of January-February 1992. The results of the study concluded that in order to measure the performance of companies in future front required a comprehensive measurement system that includes four perspectives, namely financial, customer, internal business processes, and learning and growth. The measurement system by Kaplan and Norton balanced scorecard called. Later in 1996 Kaplan and Norton developed the balanced scorecard concept they've built. Results of a study they did conclude that the balanced scorecard can be developed as a strategic management system, and not just a performance measurement system. From then on it appeared term strategy map (a map of the strategy).

3.3. Perspective Balanced Scorecard

There are four perspectives that are used in a balanced scorecard, namely financial (financial), customers (customer), internal business processes (internal business process), and learning and growth (learning and growth). The fourth perspective should provide a balance between short-term goals and long-term, between the desired results and the factors driving the achievement of these results, and between hard objective measures and subjective measures soft. Here below will be described each of these perspectives.

(a) Financial Perspective

Financial perspective is in balanced scorecard to describe the success of the private sector in the financial aspect, what should be disclosed to shareholders. Financial performance measures provide an overview of the impact of the economic measures that have been taken in the past. This size gives clues as to whether the company's strategy to contribute to the improvement of corporate profits. Financial goals usually

associated with profitability as measured by operating income, return on capital employed (ROCE), economic value added (economic value added), sales growth, or the creation of cash flows.

(b) Customer Perspective

Customer perspective in balanced scorecard describing what we must show to the customers in order to realize our vision. In this perspective, the identified customer and market segments will be entered into the company and performance measures within the segment. The measures used in this perspective consist of the size of generic and specific size. Generic measures used consisted of customer satisfaction, customer retention, customer acquisition, customer profitability, and market share in targeted segments. Specific size used depends on the value proposition that will be given to the customer. Generic measures mentioned above can be grouped in a chain of cause-effect relationships.

(c) Internal Business Process Perspective

Internal business process perspective in balanced scorecard describing what business processes must we know well to please shareholders and our customers. In this perspective identified the critical internal processes that must be controlled well by the company. The identified business process should allow the company to provide value proposition to customers and meet the expectations of financial benefit to shareholders. Internal business process perspective reveals fundamental differences in performance measures between the traditional approach and the balanced scorecard approach. Traditional approaches attempt to monitor and improve business processes that exist today and use a measure that focuses on improving existing business processes while the balanced scorecard approach will identify new processes to be controlled companies in order to meet various customer and financial objectives.

(d) Learning and Growth perspective

Learn and growth perspective in balanced scorecard describing how we maintain our ability to change and improve ourselves to realize our vision. In this perspective identified enterprise infrastructure to be built in order to create growth and increase long-term performance. The three main sources of learning and growth of the company come from the people, systems, and procedures of the company. According to Kaplan and Norton (1996: 127) there are three main categories for learning and growth perspective, the capability of personnel, information systems capabilities, as well as motivation, empowerment, and alignment.

3.4. Benefits and Balanced Scorecard Advantages

According to Kaplan and Norton (1996: 10) the balanced scorecard as a strategic management system can provide the framework to translate organizational strategies

into operational terms and can be implemented. Balanced scorecard can be used to produce a variety of important management processes, namely:

- a. Clarify and translate vision and strategy. Balanced scorecard can clarify its vision and strategy for achieving this vision and to produce a consensus of all members of the organization to the vision and strategy that has been set.
- b. Communicating and linking the various strategic objectives and measures. Balanced scorecard is useful to communicate the company's strategy throughout the organization, aligning personal objectives and the strategy part of the organization, and the link between remuneration and performance measures.
- c. Plan, set goals, and aligning the various initiatives strategies. Balanced scorecard is useful to associate various strategic objectives with long-term goals and annual budgets and identify and align strategic initiative.
- d. Improve feedback and strategic learning. Balanced scorecard is useful to carry out a strategic review of periodic and systematic as well as getting feedback needed to learn and improve strategies.

RESEARCH METHODS

1. Location

The location of the study was conducted at PT Bank Rakyat Indonesia (Persero) Tbk. Branch Office of the National Resilience Institute, Kebon Sirih No. 24, Central Jakarta.

2. Strategies and Methods

Research strategies used were of analytical strategy, where research a need to be solved analytically, which is done by breaking the problem into sub-problems (variables). The method used is descriptive analysis method, which aims to make a systematic description, factual, and accurate about the facts and the nature of the population or a particular area.

3. Population and Sample

Use of the population in this study includes the population to measure company performance through customer satisfaction. To measure customer satisfaction, the population used are all customers of Bank BRI KCP National Resilience Institute, where the number of customers to the month of March 2013 was approximately 4,020 customers.

The sampling technique used is the technique of sample selection probabilities, namely the selection of a random sample (simple random sampling), which gives equal opportunity and are not limited to each element of the population to be selected as a sample. The formula determines the desired sample using Slovin formula as follows:

$$n = \frac{N}{(1 + Ne^2)}$$

Specification:

n = sample size

N = Size of population

E= Percentage of leeway accuracy due to sampling error can still be tolerated or desirable (10%).

From the calculation of sampling with the above formula, the minimum sample size is 98 bank customers BRI (Persero) Tbk. KCP National Resilience Institute. Determination of the sample is used to survey customer satisfaction as one of the indicators measuring the customer's perspective.

4. Data Analysis Methods

Data analysis method is an attempt to manage data by studying the problems and ways to overcome them. Based on data obtained for descriptive data analysis by assessing the performance of PT Bank Rakyat Indonesia (Persero) Tbk. KCP National Resilience Institute, the authors used the following steps:

1. Starting with doing research on the vision and mission of PT BRI (Persero) Tbk. KCP National Resilience Institute. This is done to determine the direction and purpose of the actual bank.
2. Establish the measurement variables on the financial perspective. Financial ratio analysis as variables used in assessing the company's financial statements. Assessment of performance in the financial perspective is measured by secondary data through annual reports during the period of three years, namely in 2010, 2011, and 2012 with the financial ratios as follows:
 - a. Return on Assets (ROA)

$$ROA = \frac{\text{Net profit}}{\text{Total assets}} \times 100\%$$

- b. ROA (Operating Expenses / Operating Income)

$$ROA = \frac{\text{Operating Costs}}{\text{Operating Income}} \times 100\%$$

- c. LDR (Loan to Deposit Ratio)

$$LDR = \frac{\text{Total loans}}{\text{Total third party funds}} \times 100\%$$

3. Establish the measurement variables at the customer's perspective as follows:

a. Market Share (Market Share)

Market share is calculated by comparing the total assets of the company with total assets of the company's competitors.

b. Customer Acquisition (Customer Equitation)

$$CA = \frac{\text{New Customer Numbers Year}}{\text{Customer Numbers Year}} \times 100\%$$

c. Customer satisfaction levels are measured using a questionnaire that was distributed to subscribers or customers of Bank BRI KCP Lemhannas by using samples

d. Customer profitability is calculated by the following formula:

$$\text{Customer profitability} = \frac{\text{Net profit before tax}}{\text{Net sales}} \times 100\%$$

4. Establish the measurement variables at the internal process perspective.

a. The level of innovation is obtained by analysing each of the products / services into new and innovation in the enterprise

b. process is obtained by using the following formula:

$$AETR = \frac{\text{Administrative Costs}}{\text{Total Revenue}} \times 100\%$$

5. Set the measurement variables in learning and growth perspective.

a. Employee Turnover

$$\text{Employee Turnover} = \frac{\text{Number of Employees Quit}}{\text{Total Employees}} \times 100\%$$

b. Employee Productivity

The level of employee productivity is the yardstick to measure how much the level of productivity of employees in a given period. To measure the level of employee productivity, use the following formula:

$$\text{Productivity of employees} = \frac{\text{Net profit before tax}}{\text{Number of employees overall}} \times 100\%$$

c. Employee Satisfaction

On the measurement of employee satisfaction and motivation done by conducting interviews on all employees regarding hygiene factors (extrinsic)

that supervision, salary and facilities, company policies, working conditions and relationships with superiors and co-workers. The Motivational factors (intrinsic): achievement, recognition, responsibility and growth. These factors spelled out in beads of interview questions

6. To measure overall company performance.

Assessment of performance by using the balanced scorecard concept is used calculation using the scoring. To determine the performance category PT BRI (Persero) Tbk. KCP Lemhannas using a Likert scale as follows:

Table 3.1
Performance Measurement Scale In PT BRI (Persero) Tbk. KCP Lemhannas

<i>Score</i>	<i>Performance Assessment</i>
4,01 – 5,00	Very Good
3,01 – 4,00	Good
2,01 – 3,00	Enough
1,01 – 2,00	Less
0 – 1,00	Very less

7. Analyse each measurement result.

8. Interesting conclusion.

RESULTS AND DISCUSSION

1. Translation of Strategy Using Balanced Scorecard concept

Balanced Scorecard is a comprehensive performance measurement system that includes aspects of financial and non-financial aspects. The first step that must be done is to devise strategies needed to achieve the vision and mission of PT Bank Rakyat Indonesia (Persero) Tbk. The achievement can be done by determining the size and relevant targets. The target size and consists of outcome measures (Lagging Indicator) and size trigger performance (Leading Indicator) and the weighting of each perspective can be described in Table 4.1 below:

2. RESULTS BASED PERFORMANCE ASSESSMENT EACH PERSPECTIVE

2.1. Performance Evaluation Based on Financial Perspective

Performance measurement BRI KCP National Resilience Institute in 2010, 2011 and 2012 based on the financial perspectives using three (3) benchmarks, namely:

Table 4.1
Translation of Strategy Using Balanced Scorecard concept.

<i>Strategic Objective</i>	<i>Outcome Measure (Lagging Indicator)</i>	<i>Size Trigger (Leading Indicator)</i>
Perspektif Keuangan		
a. Increased ROA	a. Increased ROA	a. ROA
b. Increased Efficiency	b. Increased efficiency and ability to conduct operations	b. BOPO
c. LDR enhancement	c. Increased return on liabilities to customers who have invested funds to loans to borrowers	c. LDR
Customer Perspective		
a. Improved Target Market	a. Increased mastery of the target market	a. Market Share
b. The increasing number of customers	b. The increasing number of customers	b. Customer Acquisition
c. Increased Customer Satisfaction	c. customer satisfaction	c. Customer Satisfaction Survey (Questionnaire)
d. Increased Revenue Services Offered	d. rising corporate profits	d. Customer Profitability
Internal Business Process Perspective		
a. Development Services	a. Increasing the products / services being offered	a. Proses Inovasi
b. Service Improvement	b. Increased product service, efficiency, effectiveness, accuracy of transactions carried out	b. Operating ratio / AETR (Administrative Expense to Total Revenue)
Learning and Growth Perspective		
a. Employee Loyalty	a. Employee Loyalty level	a. Employee Turnover
b. Improved Quality and Competence Employees	b. Improved Employee Productivity and Quality of Human Resources	b. Employee Productivity
c. Improved Employee Satisfaction	c. Employee satisfaction	c. Employee Satisfaction Survey (Interview)

(a) Return On Assets (ROA)

Table 4.2
Calculation results ROA PT Bank Rakyat Indonesia (Persero) Tbk. In 2010 s / d in 2012

<i>Description</i>	<i>Year 2010</i>	<i>Year 2011</i>	<i>Year 2012</i>
(%) ROA	4,64%	4,93%	5,15%
Average	4,91%		

Source: PT Bank Rakyat Indonesia (Persero) Tbk. Annual Report 2012

Measurements using one of the financial perspective profitability ratios Return on Assets (ROA), which is the ratio used to measure the ability of the bank's

management in the overall gain. The greater the ROA ratio of a bank is the greater the level of profit that the bank achieved and the better the position of the bank in terms of asset utilization. Based on Table 4.2. above, ROA PT Bank Rakyat Indonesia (Persero) Tbk. KCP National Resilience Institute has increased every year. The best standard according to Bank Indonesia ROA was 1.5%, while the average ROA of PT Bank Rakyat Indonesia (Persero) Tbk. stood at 4.91%, the ROA PT Bank Rakyat Indonesia (Persero) Tbk. is ranked first, it can be considered very good.

(b) BOPO

Table 4.3
Calculation results BOPO PT Bank Rakyat Indonesia (Persero) Tbk.
Year 2010 to 2012

Description	Year 2010	Year 2011	Year 2012
(%) BOPO	70,86%	66,69%	59,93%
Average		65,83%	

Source: PTBankRakyatIndonesia(Persero) Tbk. Annual Report 2012

ROA is the ratio between operating expenses to operating income. Operating costs are costs incurred by the bank in order to carry out its core business activities such as interest expense, marketing costs, labor costs and other operating costs. Operating income is the main income of the bank that is the income from the placement of funds in the form of credit and other operating income. The smaller the bank's ROA indicates more efficient in carrying out its business activities. Sound bank BOPO ratio of less than one opposite bank less healthy, ROA ratio is greater than one. According to Bank Indonesia regulation operating efficiency is measured by the average BOPO. Average BOPO PT Bank Rakyat Indonesia (Persero) Tbk. stands at 65.83%, the PT BRI (Persero) Tbk. KCP Lemhannas included in the excellent category.

(c) LDR (Loan to Deposit Ratio)

Table 4.4
Calculation results LDR PT Bank Rakyat Indonesia (Persero)
From 2010 to 2012

Description	Year 2010	Year 2011	Year 2012
(%) LDR	75,17%	76,20%	79,85%
Average		77,07%	

Source: PT Bank Rakyat Indonesia (Persero) Tbk. Annual Report 2012

The best standard LDR is between 85% - 110%. On average LDR PT Bank Rakyat Indonesia (Persero) Tbk. In 2010 up to 2012 was 77.07%, PT BRI (Persero) Tbk. KCP Lemhannas included in either category.

2.2. Performance Evaluation Based on Customer Perspective

(a) Share (Market Share)

Table 4.5
Calculation Results Market Share of PT Bank Rakyat Indonesia (Persero) Tbk.
from 2010 to 2012

Description	Year 2010	Year 2011	Year 2012
(%) Market Share	13,14%	11,41%	10,69%
Average		11,75%	

Source: Secondary data were processed

Based on data from Bank Indonesia in 2011, PT BRI (Persero) Tbk. Ranked second in market share in 2010 and 2011. The percentage share of their respective markets, the year 2010 was 13.14% and in 2011 decreased to 11.41%. Whereas in 2012 the market share of PT BRI (Persero) Tbk. amounted to 10.69%. The average market share by PT BRI (Persero) Tbk. Is 11.75%. Based on data from Bank Indonesia in 2011, respectively PT BRI (Persero) Tbk. is the second largest bank in terms of market share and total assets. Thus, from the above analysis, PT BRI (Persero) Tbk. got a very good category in terms of market share.

(b) Customer Acquisition (Customer Aquisition)

Table 4.6
Calculation Results Customer Acquisition

Description	Year 2010	Year 2011	Year 2012
New Customer Numbers	111 people	120 people	125 people
Number of Customers Now	3.647 people	3.770 people	3.895 people
(%) customer acquisition	3,04%	3,18%	3,21%
Average		3,15%	

Source: Secondary data were processed

Customer acquisition is a benchmark used by companies to determine how much PT. BRI (Persero) Tbk. KCP Lemhannas able to attract new customers within a certain period or new business opportunities. Table 4.6. above shows an increase in new customers every year. The average growth of new subscribers each year is 3.15%. The customer acquisition growth PT BRI (Persero) Tbk KCP Lemhannas included in both categories because it has a value of 3.15%.

(c) Customer Satisfaction

The result of validity and reliability of customer satisfaction questionnaire consisting of 21 questions and 98 grains of respondents. The critical point is testing the validity of 0,361, where the questions which have a validity coefficient is in a position of less than 0.361 (<0.361) declared invalid, while the questions which have a validity coefficient is in a position of more than 0,361 (> 0.361) declared invalid.

Reliability coefficient was calculated using the formula of Cronbach's Alpha and technique produces instrument reliability of 0.987. Reliability testing is a critical point of 0.7, this means that if the reliability of the instrument in the position of a position of less than 0.7 otherwise unreliable, whereas if the reliability of the instrument is in a position of more than 0.7 otherwise unreliable. From the calculation of the questionnaire, the average level of satisfaction generated is equal to 4.7. Based on a Likert scale, the criteria satisfaction PT Bank Rakyat Indonesia (Persero) Tbk. is very satisfying.

(d) Profitability Customer (Customer Profitability)

Table 4.7
Customer profitability
(in millions of dollars)

<i>Description</i>	<i>Year 2010</i>	<i>Year 2011</i>	<i>Year 2012</i>
Net Profit Before Tax	931.764	1.177.869	1.600.977
Net Sales	2.055.538	2.162.020	2.448.061
(%)Customer profitability	45,33%	54,48%	65,40%
Average		55,07%	

Source: Secondary data were processed

Customer profitability (CP) is a measure used to determine how much benefit is gained by PT BRI (Persero) Tbk. KCP Lemhannas of products offered. Table 4.7. shows that the average PT BRI (Persero) Tbk. KCP National Resilience Institute managed to generate revenue from product offerings / services for the period of 2010 until the year amounted to 55.07 percent 2012 adalah. This means that every Rp 1.00 (a dollar) net sales in the form of interest given the company a profit of Rp 0.55 (zero point five dollars). Customer profitability calculation results also increased every year. Based on the above analysis, the performance of PT BRI (Persero) Tbk. included in both categories.

2.3. Performance Assessment Based on Internal Business Process Perspective

(a) Innovation

Noted, since 2010 to 2012, PT BRI (Persero) Tbk. KCP National Resilience Institute has developed very rapidly. Various new products launched every year, but the researchers did not obtain definitive data on the number of new products or innovations that have been implemented by PT BRI (Persero) Tbk. KCP National Resilience Institute since 2010-2012.

Several new products were launched by PT BRI (Persero) Tbk. from 2010 to 2012, among others:

1. The facility of online shopping payment can be done directly through the website merchants' option

2. Features short message (SMS) notification
3. BRI Roving
4. The launch of the e-buzz BRI BRI working unit that is mobile so it can provide conventional banking services and e-channel at potential locations not reached by conventional uker BRI
5. Full Briguna
6. BRIZZI card that is rechargeable money BRI namely prepaid card that can be used as a substitute for cash payments and can refilled.
7. Britama business

Based on the many innovations made by PT BRI (Persero) Tbk. since 2010 to 2012, the valuation process of innovation included in the category quite well. Because by doing innovations, PT BRI (Persero) Tbk. Can maintain the existence of the company and continue to increase the number of customers each year.

(b) Operation Process

To determine the effectiveness and efficiency and accuracy of the transactions carried out by PT BRI (Persero) Tbk., The calculation is done by using the ratio of AETR (Administrative Expense to Total Revenue) at 4.8 the following table:

Table 4.8
Ratio Calculation Results of Operations (AETR)

<i>Description</i>	<i>Year 2010</i>	<i>Year 2011</i>	<i>Year 2012</i>
(%) AETR	10,23%	10,13%	10,87%
Average		10,41%	

Source: Secondary data were processed

The best standard of 10%. Bank with AETR level between 8.5% -10% means the bank can control administrative costs but still provide good service. Based on the calculation of average AETR at 4.8 in the above table, the PT BRI (Persero) Tbk. KCP Lemhannas included in the category good enough, because the average operating ratio is at a position above 10%.

2.4. Performance Assessment Based Learning and Growth Perspective

(a) Employee Turnover

Employee turnover rate is determined by comparing the employee who came out with total employees at PT. BRI (Persero) Tbk. KCP National Resilience Institute. The total number of employees at PT PT. BRI (Persero) Tbk. KCP Lemhannas from year to year has not changed, ie 13 people. This is because the number of employees adjusted to the capacity of the existing jobs at the company. So far, the number of employees 13

people, the company is able to run well. In 2012 there is one (1) employee who resigned, for reasons to be married, and soon PT BRI (Persero) Tbk. KCP Lemhannas get out of the replacement employee.

Thus, the turnover rate of employees of PT BRI (Persero) Tbk. KCP Lemhannas is very low. This means that employees feel comfortable working in the management of PT BRI (Persero) Tbk. KCP National Resilience Institute, the reverse is also that PT BRI (Persero) Tbk. KCP Lemhannas able to retain their employees very well. Employee turnover rate PT BRI (Persero) Tbk. KCP Lemhannas can be seen from the following table:

Table 4.9
Calculation results of Employee Turnover in PT BRI (Persero)
Tbk. KCP Lemhannas

<i>Description</i>	<i>Year 2010</i>	<i>Year 2011</i>	<i>Year 2012</i>
Number of Employees Quit	0	1	1
Total employee	13	13	13
(%)Employee turnover	0,00%	7,69%	7,69%
Average		5,13%	

Source: Primary data processed

Turnover of employees at PT Bank Rakyat Indonesia (Persero) Tbk. KCP Lemhannas very low. This means the company is able to retain its employees well. There are only 1 (one) employee who came out in 2011 and 2012. The number of employees from year to year is also likely to remain, because every employee who resigned, PT Bank Rakyat Indonesia (Persero) Tbk. KCP National Resilience Institute to immediately find a replacement, so that the work left by employees who resign, are not neglected and interfere with operational processes / activities of the company.

(b) Employee productivity

Table 4.10
Calculation results Employee Productivity at PT Bank Rakyat Indonesia (Persero) Tbk.
(in millions of dollars)

<i>Description</i>	<i>Year 2010</i>	<i>Year 2011</i>	<i>Year 2012</i>
Net Profit Before Tax	931.764	1.177.869	1.600.977
total Employees	13	13	13
productivity	71.674	90.605	123.152
Average		95.144	

Source: Secondary data were processed

4.10.di table above shows that the productivity of employees in 2010 was US \$ 71.674 million, - that each employee provides part of net profit in 2010 to the company amounted to USD 71.674 million, -. In 2011, employee productivity increased by USD

90.605 million, -, as well as a significant increase occurred in the year 2012 in the amount of USD 123 152 000, -.

From Table 4.10. above, can also be seen that an increase in employee productivity from year to year. The percentage increase in the year 2010 to the year 2011 is 11.67% (eleven point six seven percent) and from 2011 to 2012 was 15.23% (fifteen point two three per cent and the average productivities employees from 2010 to 2012 is Rp 95.144 million, -. Based on the analysis above, the productivity of employees of PT BRI (Persero), Tbk. included in the category quite well, because the small number of employees was able to increase its productivity from year to year.

(c) Employee Satisfaction

Measurement of employee satisfaction PT Bank Rakyat Indonesia (Persero) Tbk. conducted by interviews to several employees. Measurement of employee satisfaction is realized in three sub-questions interview follows:

1. Employee Satisfaction

Basically the HR management of PT Bank Rakyat Indonesia (Persero) Tbk. has been implemented well, each employee also has tasks in accordance with the job description. Because the management system applied to the KCP is a family, then the flexibility of work still applies here. So do not rule out the possibility, inter employee is allowed to provide assistance related to the work of other employees, with a record of all the duties and responsibilities have been completed. Each of these employees have understood correctly, that customer satisfaction / customer is the main vision of the company, therefore every employee strive to provide the best service for its customers.

The system has been implemented with good discipline. Regulations on reward and punishment for employees have been established firmly. PT Bank Rakyat Indonesia (Persero) Tbk. KCP Lemhannas provide opportunities for employees to continue career in a higher position, with the provision of opportunity to all employees to follow the job opening, held by the central office every two (2) years. Job opening is implemented in order to support the career opportunities and promotion / position for all employees of PT Bank Rakyat Indonesia (Persero) Tbk. without exception.

2. Satisfaction Information Systems

Application of hours of work on PT Bank Rakyat Indonesia (Persero) Tbk. KCP Lemhannas according to the working hours applied and regulated by the central office, which is 9 hours starting at 08:00 to 17:00 pm. The level of communication and interaction among employees is very high. Because the management systems implemented over the family and because of the number of employees who are not so much, as well as the scope of the office space that is not so wide, then there is no difficulty for employees to communicate and interact. Interaction among employees is also very high due to the linkage of work each employee.

Facilities provided by the company are quite limited, to the extent and needs of each employee and office. But, will cause trouble, if one of those facilities damaged or not functioning. Therefore, some employees argued that it would be better, if facilities such as printers, copiers and other equipment supplied some backup. Thus, if there is damage, it will not interfere with the process or the continuity of operations of the company. Access to information provided by the central office is less by a few employees. Internet access, for example, the central office only provides Internet access to open the BRI website. For the rest, KCP National Resilience Institute provides a modem for each employee to gain access to a much wider internet.

3. Employee Motivation

Some employees of PT BRI (Persero) Tbk. KCP Lemhannas get special facilities related to transportation. Each Finding Officer and Accounts Officer facilitated 1 piece motorcycle, because of their high mobilization, which is expected to facilitate and expedite the implementation of the tasks and operations office and 1 (one) official car for Assistant Branch Manager.

Related salaries and incentives earned, nearly all employees were satisfied. Since there are clear rules on remuneration and incentives for employees of state-owned enterprises, so enterprises cannot deviate from the prescribed rules. Granting permission and leave has also been quite satisfactory. No reduction or license entitlement for employees with specific reasons, because of regulations regarding permits and leave is set by the central office and the government. Granted leave could also increases with length of service and position carried the employees.

3. BANK PERFORMANCE BY OVERALL

How to measure the Balanced Scorecard is a measure of the balance between perspectives with other perspectives with their respective benchmarks perspective. Balance criteria used to measure the extent to which the strategic objectives we achieve balance in all perspectives.

Results of performance assessment on the financial perspective according to standards set by Bank Indonesia, showed that the average ROA have very good so rated 5, while BOPO slightly above the standard set so that rated 4. LDR has an average calculation results according to the standard, so it was considered quite good and gets the value 3.

At the customer's perspective, the market share of PT BRI (Persero) Tbk has ranked number two (2) of the overall bank in Indonesia. It shows excellent achievement, so rated 5. Customer acquisition rated 4, because the average customer acquisition calculations slightly above average according to a Likert scale that has been set. Customer satisfaction has a very good category because it has an average satisfaction of 4.11. Customer satisfaction is quite good standard if it had an average on a Likert scale above 3.50. The profitability of customers get a good category, so rated 4.

Tabel 4.11
Overall Bank Performance Results

No.	Indicator	Year			Avarage	Category	value
		2010	2011	2012			
A	Financial perspective						
1	ROA	3,56%	3,74%	4,11%	3,81%	Very good	5
2	BOPO	73,07%	65,70%	60,82%	66,53%	Good	4
3	LDR	75,17%	76,20%	79,85%	77,07%	Enough	3
	Financial perspective category					Good	4
B	Customer perspective						
4	Market Share	13,14%	11,41%	10,69%	11,75%	Vey good	5
5	Customer acquisition	3,04%	3,18%	3,21%	3,15%	Good	4
6	Customer satisfactory	-	-	-	4,19	Very good	5
7	Profitability customer	45,33%	54,48%	65,40%	55,67%	Good	4
	Customer perspective category					Very good	4,5
C	Internal business perspective process						
8	Inovation process	-	-	-	-	Enough	3
9	Operation process	12,26%	14,13%	14,14%	13,51%	Enough	3
	Internal business perspective process category					Enough	3
D	Learning and Growth Perspective						
10	Employee turnover	0,00%	7,69%	7,69%	5,13%	Very good	5
11	Employee Productivity	Rp 71.674	Rp 90.605	Rp 123.152	Rp 95.144	Good enough	3
12	Employee Satisfaction	-	-	-	-	Good	4
	Learning and Growth Perspective category					Good	4
	On average Overall Perspective						15,5
	The average value (15,5/4)						3,88

Source: Secondary data were processed

Internal Business Processes perspective, innovation conducted by PT BRI (Persero) Tbk stated enough, so the rated 3. While operating ratios calculated using calculation AETR get good enough category, according to standards set by Bank Indonesia, it is given a value of 3. On the Learning and Growth perspective, low employee turnover obtain excellent category, because it means the company has the ability to retain its employees, so that employees get the value 5. Productivity is good enough, then rated 3. Satisfaction of employees rated 3, as the result of the interview shows no significant complaints from employees.

The average score obtained from the four perspectives is 15.5. So that the value obtained is $15.5 / 4 = 3.88$. The overall assessment of the amount of value obtained from measurements of the balanced scorecard on the performance of PT BRI (Persero) KCP Lemhnnas can be expressed with "excellent", "good", "pretty", "less" and "very poor". The figure below shows the position of performance assessment that has been achieved by PT BRI KCP National Resilience Institute

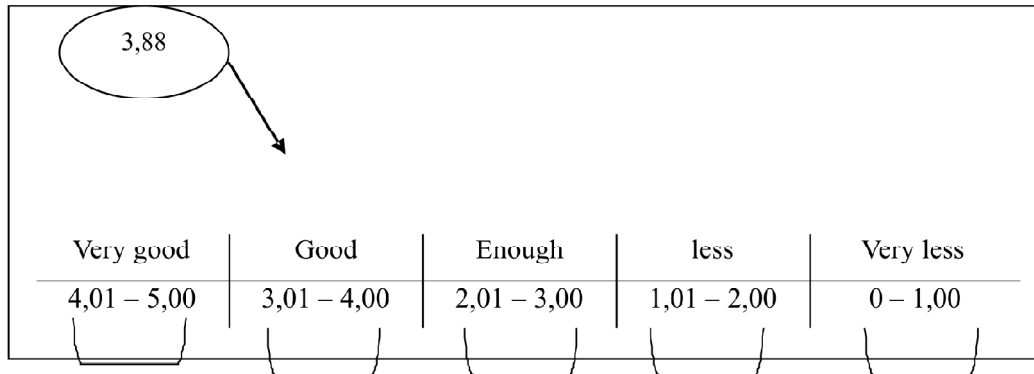


Figure 4.1: Performance Assessment

Figure 4.1 above shows that the company's performance can be judged based on the scores were determined based on the Likert scale 4:12 table. Based on the average ratings performance has been measured using the Balanced Scorecard, PT BRI (Persero) Tbk KCP National Resilience Institute is in the area is good, since the average score obtained was 3.88 (three point eight eight).

CONCLUSIONS AND RECOMMENDATIONS

1. Conclusion

Based on the description that has been presented previously, measurement of performance using the Balanced Scorecard method is done by using four perspectives, which in turn can be summarized as follows:

(a) Financial Perspective

Financial ratios used are ROA, ROA and LDR. These results indicate that the PT. BRI (Persero) KCP National Resilience Institute from 2010 until 2012 can achieve cost effectiveness and optimal yield corporate profits. On this perspective, PT BRI (Persero) Tbk. KCP Lemhannas included in both categories, with an average score of 4 (four)

(b) Customer Perspective

Results from this study explains that the market share in PT BRI (Persero) Tbk has increased every year (2010, 2011, 2012) and reached an average value of 11.75%. The

increase in this market segments mastery occurs because PT BRI (Persero) Tbk improve product quality funding and credit products, as well as better quality services to its customers. Acquisitions customers get good category with an average starting in 2010-2012 was 3.15%. Customer satisfaction PT BRI (Persero) Tbk KCP Lemhannas measured using a questionnaire which was distributed to the client that contains the feedback and level of satisfaction with all services and facilities provided by PT BRI (Persero) Tbk KCP National Resilience Institute. Customer satisfaction is included in the excellent category with an average value of 4.19 customer satisfaction. Customer profitability included in either category with an average percentage of 55.67 profitability. On this perspective, PT BRI (Persero) Tbk. KCP Lemhannas included in the excellent category, with an average score of 4.5 (four point five).

(c) Internal Business Process Perspective

On this perspective, used two indicators that measure the level of innovation and operating processes. PT BRI (Persero) Tbk continues to improve services by adding products and services that are new in every year. Noted, from the 2010-2012 time span, there are several new products and services offered, this means that the company's performance in terms of innovation can be said to be good. Operation process is measured by the formula AETR, and is included in the category quite well, with an average score of 13.51%. On this perspective, PT BRI (Persero) Tbk. KCP Lemhannas included in the category enough, with an average score of 3 (three).

(d) Learning and Growth Perspective

Employee turnover PT BRI (Persero) Tbk KCP Lemhannas very low, with an average turnover from 2010 to 2012 was 5.13%, this means that the company is able to retain its employees well. Productivity of employees considered quite good with average profitability is \$ 95.144 million, -. Employee satisfaction is measured through the interview method, and the results showed that the employees working at PT BRI (Persero) Tbk, an average KCP Lemhannas have the satisfaction of a good, judging from the absence of significant complaints for employees. On this perspective, PT BRI (Persero) Tbk. KCP Lemhannas included in both categories, with an average score of 4 (four)

(e) Overall Corporate Performance

Performance PT BRI (Persero) Tbk KCP Lemhannas measured with Likert scale and generating position is in the range of performance "good" category with an average score of "3.88" (three point eight eight).

2. Suggestion

For further research, on a non-financial perspective is expected to develop a measurement outside of this study. The results showed that the financial perspective

using three benchmarks: ROA, ROA, and LDR. It is hoped in future studies may use financial ratios measuring more complete.

For company management should set targets for each expected result, as a reference in the implementation of each activity companies. The management also should pay more attention to indicators on internal business process perspective for further refinement and improvement, because of the measurement results, performance based on this perspective still has considerable value.

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