

Application of The Balanced Scorecard as a Benchmark For Performance Assessment at the Surya Abadi Situbondo Multi Business Cooperative

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ABSTRACT

This research aims to determine the performance of the Surya Abadi Cooperative when measured using a financial perspective, customer perspective, internal business process perspective, learning and growth perspective. This research uses a purposive sampling method, which means researchers tend to choose informants who are considered to know the information and problems in depth and can be trusted. The results of this research found that based on the conclusions from each perspective of the Balanced Scorecard, it can be concluded that overall KSU Surya Abadi Situbondo has quite good performance.

Keywords: Finance, Customers, Business, Learning, Growth

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1. INTRODUCTION

Currently, conditions in the business world are increasingly competitive, thus triggering existing business entities or companies to continue to make improvements. In addition, increasingly rapid economic development has caused competition in both the trade and services sectors to become increasingly stringent. In general, there are still many companies that use financial reports as the only benchmark for company performance. Assessment of company performance only from the financial side can cause weaknesses (Luis and Biromo, 2010).

Performance assessment is very important for companies to compete in this increasingly competitive business world. This performance assessment is carried out by the company as a means of evaluating the performance results that have been implemented compared to previously established benchmarks (Mulyadi 2014:4).

According to Fahmi (2010) the balanced scorecard is a tool used by management to measure company performance both in financial and non-financial terms to realize the company's vision and mission so that the balanced scorecard is able to translate the company's vision, mission and strategy into operational goals and good performance measures. financial and non-financial performance.

Surya Abadi Multipurpose Cooperative is a company operating in the financial services sector. Apart from KSU Surya Abadi, there are many competitors from other companies who are competitors in their business ventures. So, companies are required to have good performance to make them survive for the future. However, in this research the author found that the company's financial problems were still not good, this phenomenon was caused by the company's ability to generate profits that was still less than optimal. One effort to survive and advance its business is to improve the performance of cooperatives. For this reason, performance evaluation is carried out through performance appraisals. This is to find out the extent of the condition of the cooperative, which will later determine the level of success of its business activities and to find out the next steps to be taken and future plans for the cooperative.

2. METHODS

Surya Abadi Cooperative is a company that operates in the savings and loans sector. Established in 2010, its address is Jln Basuki Rahmat No.91, Situbondo Regency. The population used is the 2018 - 2019 financial report of the Surya Abadi Cooperative. The sample in this research were employees of the Surya Abadi Multipurpose Cooperative, employees in 2018 - 2019. The sampling technique in this research was determined based on purposive sampling, which means that researchers tend to choose informants who are considered to know the information and problems in depth and can be trusted.

3. RESULTS AND DISCUSSION

The Surya Abadi Situbondo Multipurpose Cooperative (KSU) with its basic beliefs strives to be able to work optimally so that it can play a role in improving the welfare of employees and their families, assist the government in efforts to improve the welfare of the community, especially Situbondo residents, assist members in saving their funds so they are safe and get additional income from services provided, helping additional capital for members who need it so that their businesses can develop and be free from loan sharks, helping members who need funds for school fees, medical treatment and so on and playing a role in supporting social activities in the community. The author measures each perspective by comparing data from year to year and analyzing existing data.

No Financial perspective Year Criteria Weight

Table 1. Savings and Loans Unit Performance Overview Framework

No	Financial perspective	Year		Criteria	Weight
		2018	2019		
1	Financial Perspective:				
	ROA	1.05%	1.16%	Enough	0
	ROE	1.55%	1.71%	Enough	0
	NPM	3.61%	3.88%	Enough	0
2	Customer Perspective:				
	Customer retention	18.1%	14.5%	Good	1
	Customer acquisition	24.8%	32.3%	Good	1
	Customer satisfaction	100%	100%	Good	1
3	Internal business process perspective:				
	Innovation	100%	100%	Good	1
	Operation			Good	1
4	Learning and growth perspective:				
	Employee Retention	100%	100%	Good	1
	Employee Productivity	0,68%	2,68%	Good	1
	Total				7

Source: Processed secondary data

The performance assessment results above are the result of analysis of the data presented. The table above shows the results of the performance assessment carried out using the balanced scorecard concept which is based on score assessments. Performance measurement with the balanced scorecard has a total score weight of 7 out of a standard total weight of 10 because it consists of 10 outcome measures so the average score is $7/10 = 0.7$

The next step is to create a scale to assess the total score (Sidik Pramono in Riah, 2009) so that company performance can be determined as follows:

- a. The highest performance, namely performance above 80% = average score of 0.06-1.00 which indicates "Good Company Performance"
- b. Average performance, namely performance between 50%-80% = score 0-0.06 which indicates "Company Performance is Fairly Good"
- c. Lowest performance, namely performance less than 50% = score -1-0 which indicates "Poor Company Performance"

Thus, it can be interpreted that the performance of the KSU Surya Abadi Situbondo Savings and Loans Unit when measured using the balanced scorecard method is located in the "Good" area because the score is 0.7

4. CONCLUSION

The results of the data acquisition can be concluded that the performance of the Surya Abadi Situbondo Cooperative is as follows:

1. Performance and measured using a Balanced Scorecard with a financial perspective consisting of 3 components, namely ROA (Return On Assets), ROE (Return On Equity), NPM (Net Profile Margin), it can be concluded that the financial performance of KSU Surya Abadi Situbondo can be categorized as companies that have adequate performance.
2. The performance of KSU Surya Abadi Situbondo, when measured using the Balanced Scorecard with a customer perspective which consists of 3 components, namely Customer Acquisition, Customer Retention, Customer Satisfaction, it can be concluded that the financial performance of KSU Surya Abadi Situbondo can be categorized as a company that has good performance.
3. The performance of KSU Surya Abadi Situbondo, when measured using the Balanced Scorecard with an Internal Business Process perspective which consists of 2 components, namely Innovation and Operations, can be concluded that the financial performance of KSU Surya Abadi Situbondo can be categorized as a company that has good performance.
4. The performance of KSU Surya Abadi Situbondo, when measured using a Balanced Scorecard with a Learning and Growth perspective which consists of 2 components, namely Employee Retention and Employee Productivity, it can be concluded that the financial performance of KSU Surya Abadi Situbondo can be categorized as a company that has good performance.

Based on the conclusions from each perspective of the Balanced Scorecard, overall KSU Surya Abadi Situbondo has quite good performance.

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