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**APPLICATION OF BALANCED SCORECARD IN PERFORMANCE
ASSESSMENT IN THE REPUBLIC OF INDONESIA EMPLOYEE
COOPERATIVE (KP-RI) BAKTI HUSADA BARRU DISTRICT**

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ABSTRACT

This research aims to determine the application of the Balanced Scorecard in performance assessment at the Republic of Indonesia Employees Cooperative (KP-RI) Bakti Husada, Barru Regency. To find out the implementation factors and those that hinder the implementation of the Balanced Scorecard in performance assessment for the management of the Bakti Husada Republic of Indonesia Employee Cooperative (KP-RI) Barru Regency, and to find out the research used by researchers is; qualitative descriptive, the type of data used is qualitative data, and the data sources consist of; primary and secondary. The data collection technique used is; observation, interviews, documentation, and triangulation. The data analysis technique goes through the stages of data reduction, data presentation, and drawing conclusions/verification. The results of the research are that the Balanced Scorecard can be understood and understood and can also be used to obtain assessments from 4 perspectives, including: financial perspective, customer perspective, internal perspective. process (internal business processes), learning and growth (learning and growth), which can help measure the performance of cooperatives such as the Republic of Indonesia Employees Cooperative (KP-RI) Bakti Husada Barru Regency.

Keywords: *Cooperatives, Balanced Scorecard, Performance*



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A. INTRODUCTION

With the increasingly developing economy today, it requires all companies to compete to seize opportunities to advance and maintain the survival of the company or organization concerned. Considering the increasingly tight competition between companies or business organizations, managers are required to work more effectively and efficiently. So that it can increase competitiveness and achieve previously set goals. In terms of organizational goals, they can be divided into 2 types, namely organizations that collect profits and organizations that do not aim to collect profits. For organizations that aim to accumulate profits, decisions taken are directed at increasing profits or at least maintaining success, especially with the amount of profit earned. Meanwhile, for organizations that do not aim to collect profits, their aim is to provide the best possible service in the manner in which services are donated. One organization that has a social character is a cooperative.

According to Law no 25 / 1992 article 1 paragraph 1 states that:

“A cooperative is a business entity whose members are cooperative organizations/legal entities that base their activities on cooperative principles. At the same time as a people's economic movement based on principles kinship”

Cooperative development needs to be directed, so that cooperatives play an increasingly important role in the national economy. Civil servant cooperatives, as a type of cooperative in Indonesia, play an important role in the community's economy. So an appropriate strategy is needed to face competition in the business world. In order to become one of the organizations that plays a major role in economic activities. To face increasingly fierce competition, a well-structured cooperative mission and strategy is needed, so that the cooperative can outperform its competitors. One way to do this is by establishing appropriate performance measurement standards. Performance measurement is not only oriented towards the financial sector, because this is increasingly less appropriate in facing current competition, it needs to be supplemented with information from the non-financial sector. So that the cooperative management can make the right decisions based on the right information.

The Balanced Scorecard is a method for assessing company performance by considering four perspectives for measuring company performance, namely: financial, customer, internal business processes and growth learning processes. From these four perspectives, it can be seen that the Balanced Scorecard emphasizes financial and non-financial perspectives. One of the measurements introduced by Kaplan and Narton is the Balanced Scorecard.

According to Sedarmayanti (2014:170) Balanced Scorecard is an approach system for measuring performance carried out by companies through a measurement framework based on four perspectives: financial, customer, internal business processes and learning and growth processes.

The Balanced Scorecard provides a framework for keeping strategy in operational terms. With the Balanced Scorecard, the goals of a business unit are not only stated in financial terms, but are further explained in terms of measuring how the cooperative must create value for current and future cooperative members and how the cooperative must improve services to members, systems and procedures needed to obtain better performance in the future.

In the context of performance assessment, measurement using the Balanced Scorecard is quite relevant to use. Using the Balanced Scorecard allows the Republic of Indonesia Employees Cooperative (KP-RI) Bakti Husada Barru Regency as the object of this research to measure performance not only focusing on financial, operational and administrative aspects, but can also complement these aspects by paying attention to size. customers, internal business processes, learning and growth. In this way, the performance measures that have been used so far, namely based on Ministerial regulations regarding the assessment of the health of cooperatives, can be further refined so that they are able to cover all important aspects that are beneficial for the progress of cooperatives. And also provides a different view of the performance measurements that have been carried out so far.

KP-RI Bakti Husada is a government cooperative owned and managed by the agency. So far, performance assessments have only used traditional performance measurements, namely comparing the targets that have been set with the actual income received by the cooperative, as well as the size of the cooperative's service standards. Te

measurement This was deemed inadequate because it only used general research standards.

Based on this description, the researcher wants to apply the elements of the Balanced Scorecard to measure organizational performance through four aspects based on the vision, mission and goals outlined in the organizational strategy and later after these non-financial aspects are measured, it is hoped that they can make performance measurements in cooperative to be better than now.

According to Sedarmayanti (in Robert S.Kaplan and David P.Narton 2014: 169) suggests that the Balanced Scorecard is a set of measures that enable senior managers to get a quick but comprehensive view of the business, including financial measures that contain the results of programs that have been implemented to complement financial measures. and innovation and operational measures of customer satisfaction, internal processes and innovation and operational measures of organizational improvement activities that are drivers of future financial performance.

The Balanced Scorecard concept developed in line with developments in implementing the concept. The Balanced Scorecard has undergone an evolutionary development: (1) the Balanced Scorecard as an improvement on the executive performance measurement system, (2) the Balanced Scorecard as a strategic planning framework, and (3) the Balanced Scorecard as the basis for an integrated personal performance management system.

The balanced scorecard was created by Robert S.Kaplan, a professor from Harvard Business School and David P.Narton from the public accounting firm KPMG. Both people are from the U.S.A.

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The Republic of Indonesia Employee Cooperative (KP-RI) Bakti Husada is one of the cooperatives in the Barru city area which was formed by company employees or government agency employees. Currently it has 450 members with total assets of IDR 6,397,964,860 managed by 9 management personnel. , employees and supervisors spread across 3 agencies in Barru Regency, namely the Health Service, Barru Regional Hospital and Community Health Center. The Republic of Indonesia Employee Cooperative (KP-RI) Bakti Husada is able to survive in the midst of many cooperatives which are unable to withstand global competition because KP-RI BAKTI HUSADA is able to manage the cooperative simply and transparently since its inception and from time to time it has been refined according to current developments. .

The Bakti Husada Republic of Indonesia Employee Cooperative (KP-RI) has in recent years measured its performance based on Ministerial regulations regarding the assessment of the health of cooperatives. However, this measuring instrument does not measure external factors of cooperatives which are also important in measuring cooperative performance. External measures are actually also needed to determine the benefits that can be obtained by parties outside the cooperative.

This research uses perspectives, namely: finance, customers, internal business processes, growth and learning to determine the performance of KP-RI Bakti Husada.

C. RESEARCH METHODS

This type of research is descriptive qualitative research, namely a form of research that aims to provide a general overview of various types of data collected from the field objectively.

According to Sugiono in his book Educational Research Methods (2017:15) that qualitative research methods are research methods that are based on the philosophy of postpositivism, used to research the natural conditions of objects, (as opposed to experiments) where the researcher is the key instrument, taking source samples. data was carried out purposive and snowball, the collection technique was triangulation (combination), data analysis was inductive/qualitative, and qualitative research results emphasized meaning rather than generalization.

The definition of descriptive research is a type of research whose aim is to present a complete picture of a social setting or is intended for exploration and clarification of a phenomenon or social reality, by describing a number of variables relating to the problem and unit being studied among the phenomena being tested.

Meanwhile, the basis of the research is a survey, namely the aim of this descriptive research is to describe situations or events systematically, factually and accurately regarding the facts and characteristics of the Balanced Scorecard in performance assessment at the Republic of Indonesia Employees' Cooperative (KP-RI).) Bakti Husada Barru Regency.

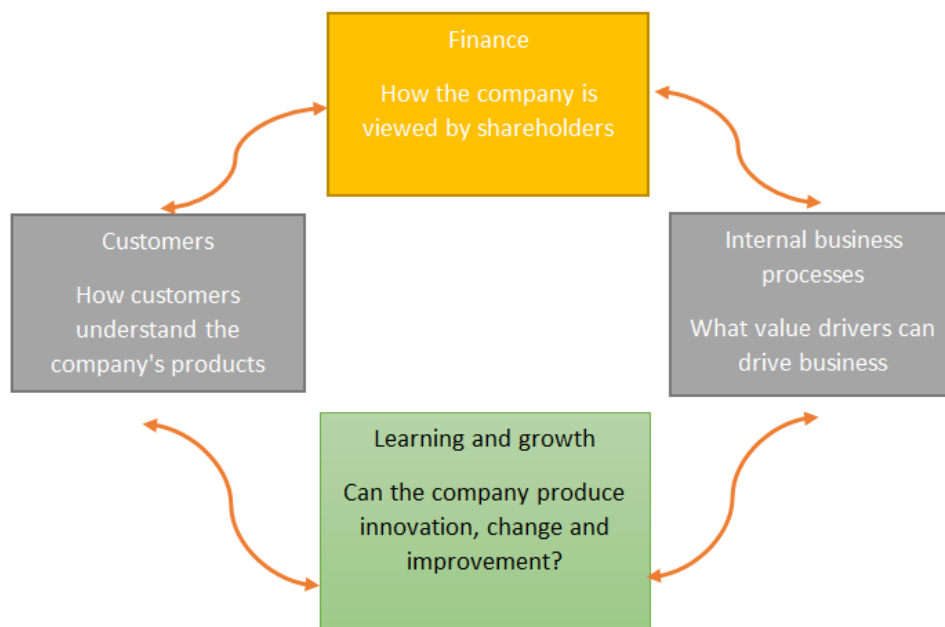


Figure 1 Four Perspectives in the Balanced Scorecard

C. RESEARCH RESULTS AND DISCUSSION

Research Results

This research was conducted at the KP-RI Bakti Husada Cooperative, Barru Regency using an interview guide. This research lasted for one week, namely 21-27 November 2019. A total of 15 people were obtained, with details of 3 Cooperative

Administrators, 2 Cooperative Supervisors, and 10 Cooperative Members, all of whom were State Civil Apparatus (ASN) at the Health Service including Regional Hospitals. and the Barru Regency Health Center whose names are registered as Cooperative Members.

1. Implementation of the Balanced Scorecard in the Performance of the Republic of Indonesia Employee Cooperative (KP-RI) Bakti Husada Barru Regency Management.

Based on the results of the interviews that have been conducted, the author describes the results expressed by the sources as follows:

a. Understanding of the Balanced Scorecard

The Balanced Scorecard allows organizations to record financial performance results while monitoring the organization's progress in building capabilities and acquiring intangible assets needed for future growth. The Balanced Scorecard can be used to complement a set of financial measures of past performance with measures of future performance drivers.

One respondent who understands BSC is as follows:

"The score card is to determine the balance that I have studied four things: finance, learning and growth, customer and internal processes. In the past, I was taught this as an introduction, a balanced scorecard is how to balance the performance of, for example, executives (implementation) with the vision, mission and goals of the institution..." (General Assistant I Agussalim Pammu, SKM, interview, 06 July 2021).

Based on the statement in the paragraph above, the respondent understands BSC. Respondents were able to state the definition of BSC along with the four perspectives correctly.

The respondents who quite understand about BSC are as follows:

"It's more about strategic planning or cooperative management or agency management which seems to align goals, vision, mission with overall performance or processes. So actually, to cross check, what vision does the agency have and what kind of strategy it will then be explained into several things..." (H. Muh. Taswi, S.Frm.APT, Chairman of KP-RI Bakti Husada, interview, 14 July 2021)

"The BSC contains points about what must be done in line with the goals, vision, mission of the institution. (Herlina General Assistant II with, interview, 04 July 2021)

Based on the two statements in the paragraph above, respondents already understand quite well about BSC. Respondents were able to state the vision, mission and goals.

"The management system of a cooperative whose aim is to manage the performance of its employees, in this case the management and structure, so that there will be a balance in performance between the vision of the cooperative and the vision of the individual. the focus is on 2 things, namely financial and non-financial.." (H. Arifuddin, S. Kep. M.Kes Supervisory Member of KP-RI, interview, 09 July 2021)

Based on the statement in the paragraph above, respondents already understand quite well about BSC. Respondents were able to mention the relationship between BSC and vision and stated that BSC's focus was financial and non-financial.

There are responses from respondents who do not understand about BSC as follows:

"Performance measurement is to measure how many tasks and responsibilities have been developed for administrators and employees and then how to choose those tasks and responsibilities so that the score is even." (Suarni RSUD collector, interview, June 25 2021)

"So I don't really understand the detailed meaning, but in general the Balanced Scorecard is actually a method or tool that is used to measure performance in accordance with the tasks." (Hj. Suharmawati, Palakka Health Center collector, interview, June 9 2021)

Based on the two statements above, respondents do not know BSC, but respondents' understanding of BSC tends to be a measurement of employee performance.

"The balanced scorecard method is a method used by institutions to assess performance based on ability. So the hope of the institution is that each individual/employee in the institution can really maximize their abilities. So, the Balanced Scorecard method will be effective in services, based on the abilities/expertise/skills that exist in each individual." (Kasmawati Cooperative Member, interview, June 29 2021).

Based on the statement above, respondents do not understand BSC but respondents' understanding of BSC tends to be a performance assessment based on ability.

"Balanced Scorecard is more about giving responsibility to each cooperative administrator regarding the running of the organization, where everyone is expected to have a role.

Discussion

Based on the results of the interview conclusions, according to researchers, it can be understood that the understanding of the Balanced Scorecard is still diverse, based on the results of the interview, the Balanced Scorecard is interpreted as a score card to determine the balance of management performance or implementation involved in an organization or cooperative. The meaning of the Balanced Scorecard is more about strategic planning or cooperative management, explaining what points must be done in line with the Cooperative's Goals, Vision and Mission.

The financial perspective is considered to have increased so that the performance of KP-RI Bakti Husada is considered good, from measuring the realization of the work plan (budget plan) it shows that the increase is minimal which is a success because it is able to reduce costs to a minimum so that the SHU value obtained is smaller than the work plan , while the remaining business results (SHU) of the Bakti Husada Cooperative are also small so that KP-RI's performance is quite developed, although far from perfect.

Performance measurement from a membership perspective shows that the number of members decreased from 2016 - 2018. This decline in members can be an indication that the cooperative cannot retain its members. This indirectly has a significant effect on the remaining business results through member participation. The remaining business results in cooperatives, the role of cooperative members is very important as seen from their participation and the amount of member participation is indirectly influenced by the number of members of the cooperative itself, so that the greater the number of cooperative members, the participation has the strongest influence on the achievement of the remaining business results of the cooperative. itself. Theoretically, participation in cooperatives can take the form of contribution participation and intensive participation. Both types of participation arise as a result of the dual role of members as owners and as customers, so that the higher the number of members, the higher the member participation in the cooperative, which will indirectly affect the remaining business results obtained by the cooperative.

Likewise, with the internal business perspective shown by the relationship between all KP-RI Bakti Husada Barru Regency business partners, cooperatives must be able to identify the best business processes, because these internal processes have the values that customers or members want. Internal business process perspective is the entire process from identifying customer needs to fulfillment. If the measurement of cooperation in internal business is divided into three:

1) Innovation Process

This is the process of finding the needs of members and creating the products and services that members need.

2) Operation Process

It is intended to create and deliver the products or services that the cooperative currently creates.

3) After Sales Service Process

Is a service to members, after the sale of the product or service is carried out.

This perspective is shown by the relationship between all related parties at KP-RI Bakti Husada running well and even though there are three types of business being run, there is one type of business whose implementation has not been optimal due to the management's limited time to handle it optimally, and a lack of courage to release these activities to the management, so that they are only carried out in partnership with party. And the income obtained may be very disproportionate, if we compare it with the Business Assets owned by the business.

From a growth and learning perspective, there are factors that must be taken into account. According to Mirza (1997: 7) these factors are work ability, information ability, motivation, empowerment and the need for alignment required by the desired ideal organization. An ideal organization that has a competitive advantage not only maintains existing relative performance, but continuously improves it, which can only be achieved if the company involves them directly in internal business processes.

The growth and learning perspective as measured by the existence of cooperative education programs and employee productivity also shows quite good performance. This is demonstrated by the implementation of the education fund allocation program for members and more than 90% of the work program has been implemented perfectly.

Based on the research results, there are several obstacles to implementing the Balanced Scorecard in cooperatives, namely lack of time, calculating achievements, and tasks outside of implementing the Balanced Scorecard. Barriers regarding lack of time were also conveyed in the research findings. Thus it can be concluded that the Balanced Scorecard concept can also be used to measure cooperatives such as the KP-RI Bakti Husada Cooperative.

D. CONCLUSION

Based on the results of the research and discussion as described above, it can be concluded as follows:

1. The Balanced Scorecard provides more comprehensive, accurate and precise information for implementing the vision and mission of KP-RI Bakti Husada Barru Regency which can be selected based on the situation and conditions of the cooperative. In implementing the Balanced Scorecard, achieving the company's vision can be reduced as a whole/comprehensively into four perspectives which include: financial perspective, customer, internal process, learning and growth, which can help measure the performance of cooperatives such as the Republic of Indonesia Employees Cooperative (KP-RI) Bakti Husada Barru Regency.
2. Factors that hinder the implementation of the Balanced Scorecard include the Bakti Husada Republic of Indonesia Employee Cooperative (KP-RI), namely lack of time resources, energy that is not allocated to important things and strategies for the cooperative. Apart from that, management itself takes too much time to discuss cooperative strategies.

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