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Performance Assessment Analysis Using Balanced Scorecard Concept (Case Study at PT. Bank Rakyat Indonesia Tbk Branch Binjai)

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ABSTRACT

This study aims to determine the performance assessment of Bank Rakyat Indonesia Binjai Branch when measured from a financial perspective, customer perspective, internal business process perspective, growth and learning perspective. Sampling in this study is to use a simple random sample selection (simple random sampling). Data collection techniques in this study were interviews, questionnaires, and literature study. The data analysis method used was descriptive qualitative analysis method. The results showed that the assessment of the performance of the Bank Rakyat Indonesia office of the Binjai Branch when measured from a financial perspective the results were neutral, the performance assessment of the Bank Rakyat Indonesia office of the Binjai Branch when measured from the customer's perspective was very good, the performance assessment of the Bank Rakyat Indonesia office of the Binjai Branch when measured from the perspective of internal business processes are good, and the performance appraisal of the office of Bank Rakyat Indonesia in the Binjai Branch when measured from a growth and learning perspective is good.

Keywords: performance appraisal, financial perspective, customer perspective, internal business process perspective, growth and learning perspective.

INTRODUCTION

During this free market era, the digital era is also growing rapidly where all activities can be carried out in a more sophisticated way using technology. In general, the digital era is a condition of life or an era where all activities that support life have been made easier by the presence of technology. The development of the digital era also continues to run without being stopped. Because it is actually the people themselves who ask and demand that everything be more practical and efficient.

With the rapid development of the banking world, it is necessary to measure performance. Performance measurement needs to be done to find out and evaluate the performance of the bank in one period so that the bank can correct the mistakes made in that period.

There are many methods that can be used to evaluate performance, one of which is using the Balanced Scorecard method. (Kaplan & Norton, 2000) suggests that the Balanced Scorecard consists of two words, namely balanced and scorecard. Where balanced shows that employee performance is measured in a balanced way from a financial and non-financial point of view. The scorecard is a card to record the score of employee performance results which will later be used as a comparison of performance results.

According to (Suharmono, 2013) a leader has a very important position in a company because leaders have a strategic role in achieving company goals which are usually stated in the company's vision and mission. The success or failure of a company is influenced by its leader, how a leader influences and controls his subordinates.

In 2017 the company's profit PT. Bank Rakyat Indonesia Tbk. Binjai branch is 35,373,769,841.93. In 2018 the company's profit PT. Bank Rakyat Indonesia Tbk. Binjai branch increased to 41,846,749,800.56. In 2019 the company's profit PT. Bank Rakyat Indonesia Tbk. Binjai branch decreased to 26,796,644,235.08. In 2020 the company's profit PT. Bank Rakyat Indonesia Tbk. The Binjai branch also decreased by 20,595,950,221.32. And in 2021 it will decrease again by 15,495,032,943.86.

From a customer perspective, customer satisfaction can provide many benefits, namely the harmonious relationship between the company and its customers, repurchase of the products offered and the creation of customer loyalty and person-to-person recommendations that benefit a company (Tjipono, 2002). But it turns out that there are customers who complain about the services and facilities provided by PT. Bank Rakyat Indonesia Tbk Binjai Branch.

The method used in measuring the level of customer satisfaction according to Kotler, et al in (Putra & Aziz, 2019) there are four, namely 1) complaint and suggestion system, 2) ghost shopping, 3) lost customer analysis, 4) customer satisfaction survey.

The trust of customers to the company PT. Bank Rakyat Indonesia is a very good thing. This relationship must be maintained by both priority customers and non-priority customers so that the ability to retain old customers and service to customers is maintained. The satisfaction of these customers determines how the internal business process point of view can be achieved, which includes service indicators that already have standards and products that satisfy customers (Alimudin, A., & Yoga, 2015).

The author observes that from a financial perspective there is a decline in profits from 2019 to 2021. And from a customer perspective there are still customers who are not satisfied with the facilities provided by Bank Rakyat Indonesia such as parking facilities, slow and unfriendly frontliners of Bank Rakyat Indonesia employees, and lack of cooperation between

Bank Rakyat Indonesia and other parties. The services provided are not in accordance with the mission of PT Bank Rakyat Indonesia Tbk. These services will also affect the company's internal business processes.

LITERATURE REVIEW

According to (Safwan et al., 2014) performance is an achievement obtained by a company or individual at a certain level where employees can meet predetermined work requirements. Meanwhile, according to (Nursam, 2017) performance is a person or group who is willing to carry out an activity perfectly according to their responsibilities with satisfactory results.

(Ambar Teguh Sulistyani & Rosidah, 2009) in (Hamzah et al., 2010) also states that performance appraisal is a contribution made by individuals in an agency that can be measured. An objective performance appraisal will provide good feedback on behavioral changes in increasing the expected productivity of performance. (Dahrani, 2018)

(Kaplan & Norton, 2000) suggests that the Balanced Scorecard consists of two words, namely balanced and scorecard. Where balanced shows that employee performance is measured in a balanced way from a financial and non-financial point of view . The scorecard is a card to record the score of employee performance results which will later be used as a comparison of performance results. These points of view are:

1. Financial Perspective

   To measure financial performance, it is measured by return on assets (ROA), which is the company's ability to generate profits by using the total assets of the company. (Kalsum et al., 2015)

   $$ROA = \frac{\text{Net Profit}}{\text{Total assets}} x\ 100\%$$

   The LDR value can be influenced through a formula determined by Bank Indonesia through Bank Indonesia Circular Letter Number 3/30/DPNP dated December 14, 2001, namely:

   $$LDR = \frac{\text{Credit Total}}{\text{DPK Total}} x\ 100\%$$

2. Customer Perspective

   According to (Kaplan & Norton, 2000) the size of the customer perspective is generally the same for the type of product or service company. This size group consists of the following sizes:

   1. Market segment mastery

      Customers' trust in the company and the company's cooperation with other parties. According to (Gambetta, 2000) in (Dahrani et al., 2021) Trust is a relationship between people and a group or vice versa in carrying out an activity that can lead to a sense of trust in something.

   2. Customer satisfaction

      Assess the level of satisfaction with the company's performance.

   3. Customer profitability

      Measuring the benefits that customers get from the company's services.

3. Internal Business Process Perspective

   According to (Kaplan & Norton, 2000) performance in this perspective consists of three main business processes, namely:

   1. Innovation

In this process the company identifies the market segment that it wants to satisfy through the company's products and services in the future, then designs and develops products and services that will satisfy that market segment or customer.

2. Operation

   In this process the company identifies the characteristics of cost, quality, time, and performance that will enable it to produce products and services to customers.

3. After-sales service

   In this process, to determine various important aspects of the quality of service provided after the purchased product or service reaches the customer.

4. Growth and Development Perspective

   According to (Kaplan & Norton, 2000) performance on the learning and growth perspective is measured using the following measures:

   1. Worker satisfaction
   2. Worker retention
   3. Worker productivity

METHOD

This research is a type of qualitative research. Sampling in this study is to use a simple random sample selection (simple random sampling). The sample in this study were customers, totaling 10 respondents and employees 8 respondents from PT. Bank Rakyat Indonesia Binjai Branch. In collecting data, the techniques used by the researcher were interviews, questionnaires, and literature studies.

In this study, researchers used descriptive qualitative data analysis method by collecting data contained in the company. This study uses financial and non-financial data. Financial data was obtained from the financial statements for 2017, 2018, 2019, 2020, and 2021 which were provided by PT Bank Rakyat Indonesia Tbk. Then non-financial data can be obtained through interviews and distributing questionnaires to customers and employees. Before the questionnaires were distributed, the researchers compiled a questionnaire statement with reference to the indicators that were examined using a Likert scale. Furthermore, the questionnaire was given to respondents to fill out the questionnaire. After the questionnaire was filled in, the researcher made a recapitulation of the respondents' answers (data tabulation). Then the data is analyzed and interpreted so that it is easy to read and conclusions and suggestions are made.

RESULT AND DISCUSSION

Financial perspective

Table 1. Return on Assets (ROA) at PT. Bank Rakyat Indonesia Tbk Binjai Branch

Year	Net profit	Total assets	ROA
2017	Rp 35,373,769,842	Rp 1,489,829,097,662	2.37%
2018	Rp 41,846,749,801	Rp 1,632,366,491,679	2.56%
2019	Rp 26,796.644,235	Rp 1,659,163,135,914	1.62%
2020	Rp 20,595,950,221	Rp 1,679,759,086,135	1.23%
2021	Rp 15,495,032,944	Rp 1,695,254,119,079	0.91%
AVERAGE			1.74%

When viewed from the average of the five-year financial statements of PT. Bank Rakyat Indonesia Tbk Binjai Branch its ROA value is 1.74. And if the value is interpreted, it is included on a scale of 3 which means neutral. The point is ROA PT. Bank Rakyat Indonesia Tbk Binjai Branch is not in bad condition nor is it in good condition. Can you say how many of them?

Table 2. Loan to Deposit (LDR) PT. Bank Rakyat Indonesia Tbk Binjai Branch

Year	Total credit	Total TPF	LDR
2017	Rp 926.413.976.560	Rp 1,197,368,558,795	77.37%
2018	Rp 1,097,109,316,368	Rp 1,210,454,205,729	90.64%
2019	Rp 1,142,465,078,263	Rp 1,353,479,740,983	84.41%
2020	Rp 1,038,287,766,692	Rp 1,486,451,209,973	69.85%
2021	Rp 1,038,800,945,939	Rp 1,886,533,723,529	55.06%
AVERAGE			75.47%

When viewed from the standards set by Bank Indonesia, a good loan to deposit ratio is between 85%-100%. Based on data analysis at PT. Bank Rakyat Indonesia Tbk Binjai Branch that meets the standard is in 2018 which is 90.64%. And when viewed from the average of the five years which shows the LDR value is 75.47%. If interpreted, this value is included in a scale of 3, which is neutral.

Although only in 2019 fulfilled the requirements of Bank Indonesia, the position of PT. Bank Rakyat Indonesia Tbk Binjai Branch is still safe. However, efforts are still needed to achieve the standards set by Bank Indonesia to increase and maintain the profitability achieved in 2018.

Customer Perspective

Table 3. Calculation of the Customer Perspective of PT. Bank Rakyat Indonesia Tbk. Binjai Branch

N	Customer Satisfaction	Market Segment Mastery	Customer Profitability	Average
1	3.71	3.67	4.33	3.90
2	3.86	3.67	4.33	3.95
3	4.00	4.00	4.67	4.22
4	3.57	4.33	4.33	4.08
5	4.71	3.67	5.00	4.46
6	4.00	4.00	4.00	4.00
7	4.57	4.67	5.00	4.75
8	4.57	4.33	4.67	4.52
9	4.29	3.67	4.67	4.21
10	4.43	4.00	4.00	4.14
Average	4.17	4.00	4.50	4.22

Based on the table above, from the three indicators the average value obtained is 4.22 which if interpreted as a very good category, so it can be concluded that customers feel what is given by PT. Bank Rakyat Indonesia Tbk Binjai Branch is considered satisfactory and must be maintained in the indicators of customer satisfaction, market segment dominance and customer profitability.

Internal Business Process Perspective

Table 4. Calculation of the Internal Business Perspective of PT. Bank Rakyat Indonesia Tbk. Binjai Branch

N	Service level, service facilities, quality employees and comfort
1	3.44
2	3.44
3	4.00
4	3.67
5	4.33
6	4.00
7	4.56
8	4.22
9	3.67
10	4.33
Average	3.97

Source: secondary data obtained through a questionnaire, 2022

So, with the average result in service level, service facilities, employee quality and comfort is 3.97, it means that Bank Rakyat Indonesia has carried out a service business that can benefit the company in carrying out internal business processes. And if the value is interpreted then the interpretation is good. Means PT. Bank Rakyat Indonesia Tbk Binjai Branch has carried out its mission of "providing excellent service." That way the company can maintain its performance in its internal business processes on service quality and improve it towards a better one.

Growth and Learning Perspectives

Table 5. Calculation of the Growth and Learning Perspective of PT. Bank Rakyat Indonesia Tbk. Binjai Branch

RP	Employee Satisfaction	Employee Productivity	Average
1	3.44	3.40	3.42
2	3.22	3.80	3.51
3	4.22	4.60	4.41
4	3.89	3.20	3.54
5	3.44	3.60	3.52
6	3.89	4.00	3.94
7	4.33	4.80	4.57
8	3.11	3.80	3.46
Average	3.69	3.90	4

Source : Employee Respondent

And the average on both indicators is 4.00. If the value is interpreted then the interpretation is good. Where the value illustrates that the perspective of growth and learning of PT. Bank Rakyat Indonesia Tbk Binjai Branch is good. For that PT. Bank Rakyat Indonesia Tbk Binjai Branch in the future must be able to maintain and maintain and improve performance from the perspective of growth and learning on indicators of employee satisfaction and employee productivity.

CONCLUSION

Based on the results of the research that has been done and the information presented above, the researcher concludes that the performance of PT. Bank Rakyat Indonesia Tbk Binjai Branch using the Balanced Scorecard method can be said to be very good. The company's performance is measured by four perspectives which can be concluded that from a financial perspective by measuring return on assets (ROA) and loan to deposit ratio (LDR), the results are neutral. Which means that the company is not in a bad state nor is it in a good state. So the company needs to improve its performance in this financial perspective. From the customer's perspective, the results are very good, meaning that customers feel what PT. Bank Rakyat Indonesia Tbk Binjai Branch is considered satisfactory and must be maintained in the indicators of customer satisfaction, market segment dominance and customer profitability. From the perspective of internal business processes, it is good in terms of service level, service facilities, employee quality and comfort. From the perspective of growth and learning is good. For that PT. Bank Rakyat Indonesia Tbk Binjai Branch in the future should be able to maintain and maintain it and improve it on indicators of employee satisfaction and employee productivity.

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