THE ASSESSMENT OF COMPANY PERFORMANCE TARGET USING BALANCED SCORECARD METHODS

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ARTICLE INFO	ABSTRACT
	Purpose: This study aims to determine the performance of a company by comparing the targets and company achievements to produce the final score of the balanced scorecard achieved. **Theoretical framework:** This study discusses several theoretical frameworks which include Target Achievement, Company Performance and Balanced Scorecard theory along with company key performance indicators **Design/methodology/approach:** This research is a descriptive study with quantitative and qualitative approaches using the calculation through the balanced scorecard concept for each key performance indicator in the four balanced scorecard business perspectives by comparing the targets and their achievements to produce the final score of the balanced scorecard achieved by the company. **Findings:** The results of this study indicate that (1) The balanced scorecard achievement at Company A in 2020 is 4.15. This value indicates that the target achievement achieved by the company is slightly higher than the predetermined target. (2) Key Performance Indicators (KPI) determined by Company A in 2020 are (a) Financial perspective consisting of Profitability index, Return on Capital Employed, Return on Investment, Current Ratio reaching a cumulative Balanced Scorecard score of 1, 58. (b) Customer Perspective which is carried out by analyzing customer satisfaction which consists of physical evidence, reliability, responsiveness, assurance, and care to achieve a BSC cumulative score of 1.00. (c) Internal Business Process Perspective which consists of the innovation ratio and the compliance level ratio reaching the BSC cumulative score of 0.70. (d) Growth and learning perspective consisting of employee satisfaction, the number of employees attending education and training, education and training costs, the implementation time of 0.87. **Research, Practical & Social implications:** The results are useful for decision makers in finance companies and other organizations on work culture in Indonesia because they show that the proposed practices have an important impact on organizational excellence. **Originality/value:** The value of this study stems from its handling of one of the important sectors, namely the financial industry sector in companies, because this sector is considered the most important and effective in the process of corporate economic development. Doi: https://doi.org/10.26668/businessreview/2023.v8i5.1968

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AVALIAÇÃO DO OBJETIVO DE DESEMPENHO DA EMPRESA USANDO MÉTODOS BALANCED SCORECARD

RESUMO

Objetivo: Este estudo tem como objetivo determinar o desempenho de uma empresa comparando os objetivos e realizações da empresa para produzir a pontuação final do Balanced Scorecard alcançada.

Estrutura teórica: Este estudo discute várias estruturas teóricas, incluindo realização de metas, desempenho da empresa e teoria do Balanced Scorecard, juntamente com os principais indicadores de desempenho da empresa.

Design/metodologia/abordagem: Esta pesquisa é um estudo descritivo com abordagens quantitativas e qualitativas usando o cálculo através do conceito do Balanced Scorecard para cada indicador-chave de desempenho nas quatro perspectivas de negócios do Balanced Scorecard, comparando os objetivos e suas realizações para produzir a pontuação final do Balanced Scorecard alcançada pela empresa.

Resultados: Os resultados deste estudo indicam que (1) A conquista do Balanced Scorecard na Empresa A em 2020 é 4,15. Esse valor indica que o alcance da meta alcançada pela empresa é um pouco superior à meta padrão. (2) Os principais indicadores de desempenho (KPIs) determinados pela empresa A em 2020 são (a) perspectivas financeiras que consistem em taxa de retorno, retorno sobre o capital empregado, retorno sobre o investimento, taxa atual atingindo uma pontuação cumulativa do Balanced Scorecard de 1,58. (b)) Perspectiva do cliente, que é conduzida por meio da análise da satisfação do cliente que consiste em evidências físicas, confiabilidade, capacidade de resposta, segurança e cuidado para atingir uma pontuação BSC cumulativa de 1,00. (c) Perspectiva do processo interno do negócio, composta pelo índice de inovação e pelo índice de nível de conformidade que atingem a pontuação cumulativa BSC de 0,70. (d) Perspectiva de crescimento e aprendizado composta por satisfação dos funcionários, número de funcionários que frequentam educação e treinamento, custos de educação e treinamento, tempo de implementação de 0,87.

Implicações de pesquisa, práticas e sociais: Os resultados são úteis para os tomadores de decisão em empresas financeiras e outras organizações sobre a cultura de trabalho na Indonésia porque mostram que as práticas propostas têm um grande impacto na excelência organizacional.

Originalidade/Valor: O valor deste estudo advém do tratamento dado a um dos sectores importantes, nomeadamente o sector da indústria financeira nas empresas, por ser este sector considerado o mais importante e eficaz no processo de desenvolvimento económico.

Palavras-chave: Atingimento de Objetivos, Desempenho da Empresa, Balanced Scorecard.

EVALUACIÓN DEL OBJETIVO DE DESEMPEÑO DE LA EMPRESA UTILIZANDO MÉTODOS DE BALANCED SCORECARD

RESUMEN

Propósito: Este estudio tiene como objetivo determinar el desempeño de una empresa mediante la comparación de los objetivos y logros de la empresa para producir el puntaje final del Cuadro de Mando Integral logrado.

Marco teórico: este estudio analiza varios marcos teóricos, incluido el logro de objetivos, el desempeño de la empresa y la teoría del Cuadro de Mando Integral junto con indicadores clave de desempeño de la empresa.

Diseño/metodología/enfoque: Esta investigación es un estudio descriptivo con enfoques cuantitativos y cualitativos utilizando el cálculo a través del concepto de Cuadro de Mando Integral para cada indicador clave de desempeño en las cuatro perspectivas de negocio del Cuadro de Mando Integral, comparando los objetivos y sus logros para producir la puntuación final del Balanced Scorecard alcanzada por la empresa.

Resultados: Los resultados de este estudio indican que (1) El logro del Cuadro de Mando Integral en la Empresa A en 2020 es 4,15. Este valor indica que el alcance del objetivo alcanzado por la empresa es ligeramente superior al objetivo estándar. (2) Los indicadores clave de rendimiento (KPI) determinados por la Compañía A en 2020 son (a) la perspectiva financiera que consiste en la tasa de rendimiento, el rendimiento del capital empleado, el rendimiento de la inversión, la tasa actual logrando un puntaje de Balanced Scorecard acumulativo de 1.58. (b)) Perspectiva del cliente, que se lleva a cabo a través del análisis de satisfacción del cliente que consiste en evidencia física, confiabilidad, capacidad de respuesta, seguridad y atención para lograr un puntaje BSC acumulativo de 1.00. (c) Perspectiva del proceso de negocio interno, compuesta por el índice de innovación y el índice de nivel de cumplimiento que alcanzan un puntaje BSC acumulativo de 0.70. (d) Perspectiva de crecimiento y aprendizaje compuesta por satisfacción de los empleados, número de empleados que asisten a educación y capacitación, costos de educación y capacitación, tiempo de implementación de 0.87.

Implicaciones sociales, prácticas y de investigación: Los resultados son útiles para los tomadores de decisiones en compañías financieras y otras organizaciones sobre la cultura laboral en Indonesia porque muestran que las prácticas propuestas tienen un gran impacto en la excelencia organizacional.

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Originalidad/Valor: El valor de este estudio proviene del tratamiento dado a uno de los sectores importantes, a saber, el sector de la industria financiera en las empresas, ya que este sector es considerado el más importante y eficaz en el proceso de desarrollo económico.

Palabras clave: Consecución de Objetivos, Desempeño de la Empresa, Cuadro de Mando Integral.

INTRODUCTION

Measuring the performance of a company is very useful for comparing the company's performance in the past and future periods, so that it can be seen, the performance has improved or decreased. Performance measurement is an attempt to map strategy into action to achieve certain targets, not only the final target that needs to be measured and becomes a measure of company performance but also related to the competencies and processes that have been implemented. In addition, management can also use performance measurements to evaluate the past period, by taking actions that are deemed necessary to improve it (Ahmadi & Herdiawan, 2019).

A Balanced Scorecard is a tool for evaluating performance whose concept is a balance between a financial perspective and a non-financial perspective, as part of the organization's future strategy. The Balanced Scorecard (BSC) was developed to complement the measurement of financial performance (otherwise known as traditional measurement) and as a measurement tool that is important enough for corporate organizations to reflect new thinking in the era of competitiveness and organizational effectiveness. This concept introduces a company performance measurement system using certain criteria which is a description of the long-term mission and strategy of the company (Ambarriani, 2012). These criteria are classified into four perspectives, namely: (1) financial perspective, (2) customer perspective, (3) internal business process perspective, and (4) learning and growth perspective. Through the measurement of these four perspectives, company management will find it easier to measure the performance of current business units while considering future interests, measure what has been invested in developing human resources, systems, and procedures for future performance improvements, and allows for assessing intangible assets such as customer satisfaction, customer loyalty, and others. (Kaplan & Norton, 1996) (Srimindarti Ceacilia, 2004).

Empirical facts in the field The application of the Balanced Scorecard at Company A has been successful in transforming a company that was originally managed traditionally into a modern company. This shows that, 30 years ago, Company A was a traditional company that only engaged in financing. However, as Company A continues to progress, it is currently consistently implementing the Balanced Scorecard as a strategic tool in the implementation of

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its strategy implementation formulation and evaluation as well as OSM (Office of strategic management) implementation. The company's development can be seen empirically from the last 10 years Company A has expanded its business capacity.

MATERIALS AND METHODS

Performance Theory

Performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision, and mission of the organization as outlined in the strategic planning of an organization. Bandono et al (2019) in employee performance or the definition of performance or performance as a result of performance that can be achieved by a person or group of people in an organization both qualitatively and quantitatively, following their respective authorities, duties, and responsibilities to achieve organizational goals concerned legally, does not violate the law and under morals or ethics. Performance is often associated with work performance because basically performance is the result of someone's work which will ultimately be seen as work performance. For the problem of work performance, according to Chen et al (2006) Job performance is a function of motivation and the ability to complete a task or job, in this case, the achievement of a person's work performance can be caused by the drive for achievement and a person's ability to understand what their duties and responsibilities are. A person will not be able to perform well if he does not understand what to do as his obligations and responsibilities. This was also conveyed by Baghel et al (2023) in their research discussing about the Effects of creativity and innovation on the entrepreneurial performance of the family business with special reference to banking sector.

Definition of Company Performance

Company performance is a complete display of the state of the company for a certain period, is a result or achievement that is influenced by the company's operational activities in utilizing its existing resources. Performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision, and mission of an organization as outlined in the strategic planning of an organization (Galib & Hidayat, 2018). According to Herdiawan and Ahmadi. (2019), revealed that company performance is the result of a series of business processes at the expense of various kinds of resources, namely human resources and company finance. If the company's performance

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increases, it can be seen from the incessant activities of the company to generate maximum profit. Profits or profits generated will of course be different depending on the size of the moving company. Based on the process of increasing the income or profit. This was also conveyed by Al-Tamimi (2023) in their research discussing about Mckinsey Model and Management Accounting Systems Requirements to Measure and Analyze Performance in Sample of Emerging Companies.

Definition of Performance Measurement

Whittaker (1993), performance measurement is a management tool used to improve the quality of decision making and accountability, as well as to assess the achievement of goals and objectives (goal sand objectives). Meanwhile, according to Reza and Nugroho (2020). This was also conveyed by Flayyih et al, (2022) in their research discussing about Measuring the Level of Performance of Accounting Units and Their Impact on the Control Environment. Performance measurement means a process of assessing work progress towards goals and objectives in managing human resources to produce goods and services, including information on the efficiency and effectiveness of actions in achieving organizational goals. Thus a performance measurement is needed that can be used as a basis for assessing the progress that has been achieved compared to the stated goals, as well as a communication tool and management tool to improve organizational performance (Nugroho et al, 2019).

Purpose and Benefits Performance Measurement

The purpose of performance measurement is to produce data, if the data is analyzed properly it will provide accurate information for management in making decisions to improve company performance. Meanwhile, the benefits of a good performance measurement system according to Yuwono (2008) are:

a.   Tracing performance against customer expectations so that it will bring the company closer to its customers and make all people in the organization involved in efforts to provide customer satisfaction.

b.   Motivating employees to perform services as an internal customer and supplier chain.

c.   Identifying various wastes as well as encouraging efforts to reduce the waste (reduction of waste).

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d.   Make strategic objectives that are usually still vague more concrete to accelerate the organizational learning process.

e.   Build consensus to make a change by giving "rewards" for the expected behavior.

Characteristics in Performance Measurement

According to Gaspersz (2011), the characteristics commonly used by world-class organizations in implementing the balanced scorecard to evaluate their performance measurement system are:

a.   The costs incurred for measuring performance are not greater than the benefits received.

b.   Measurement should begin at the start of the balanced scorecard program. Problems relating to performance and opportunities to improve them must be clearly defined.

c.   Measurements must be directly related to the strategic objectives formulated by the strategic grid and must have at least one measurement.

d.   Measurements must be simple and produce data that is easy to use, easy to understand, and easy to report.

e.   Measurements must be repeated over and over again so that they can be compared.

f.   The measures should be used to set targets, leading to future performance improvements.

g.   The measurement should involve all individuals who are in the process of being involved with the balanced scorecard program.

h.   Measurements must be accurate, reliable, verifiable so that they can be accepted and trusted as valid by those who will use them.

i.   Measurement should focus on corrective action and improvement, not just on monitoring or controlling.

Performance Measurement Using the Balanced Scorecard (BSC)

A balanced Scorecard according to Kaplan and Norton (1996) is "A measurement and management system that views a business unit performance from 4 perspectives: 1) Financial 2) Customers 3) Internal Business Process 4) Learning and Growth". (Balanced Scorecard is a

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management and regulatory system that shows the performance of business units in four perspectives, namely 1) financial perspective 2) customers 3) internal business processes 4) learning and growth perspective).

According to Nugroho et al (2020), the Balanced Scorecard is a set of performance targets and results that reflect the organization's performance in the meeting, its objective relating to its customers, employees, business partners, shareholders, and community. (Balance Scorecard is a set of performance goals and results that reflect the company's performance in achieving its objectives. Related to business partners, shareholders, and society). According to Tunggal (2001), a Balanced Scorecard is "A strategic management system or more accurately called a: Strategic responsibility accounting system" which describes the mission and strategy of an organization into operational objectives and performance benchmarks for 4 different perspectives, namely a financial perspective.), customer perspective (customer perspective), internal business process perspective (internal business process perspective), learning and growth perspective ". According to Setiadji et al (2019), The definition of a Balanced Scorecard is a set of financial and non-financial measures relating to a company's critical success factors. (The Balanced Scorecard is a set of financial and non-financial measures related to critical success factors of a company).

From the above definitions, we can conclude that the Balanced Scorecard is a management system and company performance measurement tool that is carried out by measuring performance through four business perspectives which include financial and non-financial aspects, this measurement system also measures performance not only for short-term goals. from a company strategy but also a long-term strategy that concerns the company's vision and mission to create a competitive advantage. As a management system, the Balanced Scorecard can be used by management to carry out various important managerial processes in the organization, namely:

a.   The Balanced Scorecard can be used as a tool to describe the company's vision, mission, and strategy to make it easier for management to direct the company to achieve its goals.

b.   Management can communicate and link strategic objectives with a set of supporting benchmarks.

c.   Management can plan, set targets, and adjust strategic initiatives.

d.   Improve the feedback and strategic learning process.

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BSC is a company performance measurement tool that measures the company's overall performance both financial and non-financial by considering four aspects related to the company, including financial aspects, customers, internal business processes, and learning and growth. The BSC concept develops in line with the implementation of the concept. The BSC consists of two words: (1) scorecard and (2) balanced. A scorecard is a card used to record a person's performance score. The scorecard can also be used to plan the score that future personnel is trying to achieve. Through the scorecard, the scores that the person intends to manifest in the future are compared with the actual performance results. The results of this comparison are used to evaluate actual performance (Suharjo et al, 2019).

A balanced scorecard is a powerful tool in strategic planning and as a planning tool. The Balanced Scorecard must-have content, in the form of management knowledge that can be implemented in the management of a company (Suharjo, 2019). Meanwhile, according to Sulistyowati et al (2019), the Balanced Scorecard is a strategic management system that defines a strategy-based accountability accounting system.

The Advantages of the Balanced Scorecard

The results of the performance measurement evaluation based on the balanced scorecard that covers the four perspectives, both financial and non-financial, can generate strategic plans that can be formulated, determined, and achieved in the future to improve or enhance the company's performance. The advantages of the balanced scorecard are contained in four characteristics (Mulyadi 2001), namely: (1) comprehensive, (2) coherent, (3) balanced, and (4) measurable (Sumantri et al, 2019).

BALANCED SCORECARD PERSPECTIVES

Financial Perspective

Measurement of financial performance will show whether the planning and implementation of strategies provide fundamental improvements to corporate profits. These improvements are reflected in targets specifically related to measurable profits, business growth, and shareholder value. This perspective is used by shareholders to assess organizational performance. In other words, the organization must meet the expectations of shareholders to be considered successful by shareholders (Susilo et al, 2020).

Customer Perspective

In the perspective of the balanced scorecard customer, the company identifies customers and market segments that will be entered. Companies try to find out what customers expect from the company and how customers see the company itself. Related to the customer perspective means that it is also related to customer satisfaction. Meanwhile, the definition of customer satisfaction according to Philip Kotler is "Making customers feel satisfied means building customer loyalty, which is not an easy thing to do." In the concept of the balanced scorecard, two groups of benchmarks can be used to measure customer perspectives, namely customer core measurement and customer value proposition (Zainal, et al, 2019).

Internal Business Process Perspective

The internal business process perspective is a series of activities that exist within the organization to create quality products/services to meet customer expectations. Susilo et al (2019), the balanced scorecard approach in the perspective of internal business processes focuses on three main processes, namely:

1. Innovation process, identifies the characteristics of the market segment that you want to satisfy through the company's products and services in the future.

2. Operations process is an effort to fulfill the needs of products and services to customers in an efficient, consistent and timely manner.

3. Post-sales service (Postable service process), is an effort to provide additional benefits to customers in the form of guarantees, repair activities, and payment processing. The three processes are called the "General Value Chain Model".

Learning and Growth Perspective

The learning and growth perspective describes an organization's ability to make improvements and change by leveraging the internal resources of the organization. How important it is for a business organization to continue to pay attention to its employees, monitor employee welfare, and increase employee knowledge in increasing the ability to participate in achieving company goals. According to Tunggal (2009), three factors need to be considered in measuring, namely: 1) Employee Capabilities. therefore the company must make continuous improvements. 2) Information System Capabilities. In the fierce business competition, precise, fast, and accurate information is needed as feedback. This information can be in the form of

information about customers, internal business processes, finances, and decisions made by employees. 3) Motivation, empowerment, and harmony.

RESEARCH METHODS

This research is a descriptive-analytical study with qualitative and quantitative approaches, qualitative analysis is carried out to describe the research results in detail which will provide a factual and accurate description of the research results, while the quantitative analysis in this study is carried out by calculating the numbers in each perspective. Balanced scorecard to analyze between targets that have been set with their achievements. Performance measurement through the Balanced Scorecard approach is a comprehensive performance measurement carried out by taking into account the corporate plan as a whole, the components and benchmarks used are formulated in such a way as to link the company's vision and mission which are described in terms of operations and the determination of benchmarks for its achievement, for that. the order in which the performance measurement system is designed to measure its achievement and the scores generated in the system is described by:

 a. Key Performance Indicators / KPI

Key Performance from a financial perspective Covers the Profitability index, return on Capital Employed, Return on Investment, and Current Ratio analysis of the indicators of financial performance is measured through formulas that generally apply in calculating financial analysis. Key Performance Indicator from a Customer Perspective seen from the level of customer satisfaction. Key Performance Indicators from the Internal Business Process Perspective include innovation ratios and compliance ratios and Key Performance Indicators from the Learning and Growth Perspective include analysis of employee satisfaction, number of employees participating in training, training implementation time, education and training costs, availability of information, the accuracy of information and information speed.

 b. KPI achievement target

This target is the target set by the company in the business plan

 c. Realization of KPI Achievement

KPI realization is the realization of KPI achieved by a company

 d. Final Assessment

The final assessment of the Balanced scorecard is carried out through weighting stages for each perspective, this weighting is determined according to the level of company needs based on the strategy taken by the company during the balanced scorecard period.

Table 1. Balanced Scorecard Assessment

Value	Descriptive	Presentation
5	Achievement Exceeds the Target	> 130%
4	Fewer than Target	111% - 130%
3	Almost on target	91% - 110%
2	Minimum Target has been achieved	80% - 90%
1	Less or Very Far from the Target	< 80%

RESULT AND DISCUSSION

Key Performance Indicator Achievement Targets

Analysis of research data within the Balanced scorecard framework begins by looking at the determination of key performance indicators (KPIs) by Company A which are listed in the Business Plan document as business targets for each of the company's business perspectives. Setting the target Key performance indicators for each of the balanced scorecard perspectives at Company A are as follows:

Table 2. Determination of Target Key Performance Indicators

No	Perspective	KPI	Target
1	Financial Perspective	*-Profitability index*	2,55 %
		-Return On Capital Employed (ROCE)	50,55%
		-Return On Investment (ROI)	30,33%
		-Current Ratio (CR)	1,55%
2	Customer Perspective	Customer Satisfaction Level	4
3	Internal Business Process Perspective	-Innovation Ratio	0,25
		-Obedience Ratio	0,10
4	Learning and Growth Perspective	-Employee Satisfaction	4
		-Number of employees who attended the training	25%
		-Cost of education and training	Idr.200.000.000 Million/year
		-Education Time & Excercise	8 per year
		-Availability Information	4
		-Accuracy of Information	4
		-Information Speed	4

Achievement of Target Key Performance Indicators

Analysis of the Key performance indicator target achievement is carried out by determining the gradation resulting from the comparison between the Key Performance Indicator target and the realization of its achievement. The gradation value will be the determinant of the value with the size as stated in the Balanced Scorecard performance assessment table (see Table 1). The results of the analysis of the research data produce the Key Performance indicator target achievement values as follows:

Table 3. Achievement of Target Key Performance Indicators

No	Perspective	KPI	Target Achievement	Target	Value
1	Finance	*Profitability Index*	3,21%	2,55 %	5
		ROCE	51%	50,55%	4
		ROI	31%	30,33%	4
		Current Ratio	1,85%	1,55%	5
2	Customer	Satisfaction Level	5	4	4
3	Internal Business Process	Innovation Ratio	0,25	0,25	3
		Obedience Ratio	0,25	0,10	5
4	Learning And Growth	Employee Satisfaction	5	4	5
		Number of employees who attended the training	27%	25%	4
		Cost of education and training	Idr. 277.500.000	Idr. 200.000.000	5
		Education time and Exercise	10 per year	8 per year	5
		Availability Information	5	4	4
		Accuracy of Information	4	4	3
		Information Speed	5	4	4

From Table 3. Achievement of Key Performance Indicator Targets, it can be seen that from the financial side of the four indicators measured, two indicators get a value of 5 (far beyond the target), namely the Profitability Index and Current Ratio, while the other two indicators get a value of 4 (Exceeding the target), namely ROI and ROCE. These results indicate that from the financial side the company has achieved good financial performance. From the customer perspective, it gets a value of 4 which means that it exceeds the target. this shows that the company has achieved the same target with the result, namely the level of satisfaction. For the achievement of value from the perspective of the Internal Business Process which is

measured through two indicators, namely the innovation ratio and the compliance level ratio, the value for the innovation ratio has been achieved. Then for the employee compliance ratio, it gets a score of 5, which means it is far beyond the target. this shows that the employees at Company A have carried out their duties and responsibilities very well.

The achievement of targets in the growth and learning perspective shows the data that employee satisfaction reaches a value of 5 which means far beyond the target, this shows that employees are satisfied with the company, then for employees who take training get a score of 4 which means exceeding the target, this shows that the company has a very high commitment in developing its human resources, this is in line with the indicator on the cost of education and training which also scores 5 which means it is far beyond the target. for the three indicators, namely training time, information availability and information speed get a value of 4 which means that it has exceeded the target set by the company. The indicator for the accuracy of information gets a value of 3 which means that the speed of information has reached the target but still needs to be further improved.

Tabel 4. Final Score of Balanced Scorecard

No	Perspective	Score	Weight	B	N	NxB	Value (3)x(4)
1	Finance	35%	*Profitability Index*	30%	5	1.5	0.53
			Return On Capital Employed (ROCE)	20%	4	0.8	0.28
			Return on Investment (ROI)	30%	4	1.2	0.42
			Current Ratio	20%	5	1.0	0.35
			Total	100%			**1.58**
	Customers	25%	Customer satisfaction level	100%	4	4	1.00
			Total	100%			**1.00**
	Internal Business Process	20%	Innovation Ratio	75%	3	2.25	0.45
			Obedience Ratio	25%	5	1.25	0.25
			Total	100%			**0.70**
	Learning And Growth	20%	a. Employee Satisfaction	25%	5	1.25	0.25
			b. Number of employees who attended the training	20%	4	0.80	0.16
			c. Cost of education and training	10%	5	0.5	0.10
			d. Education time and Exercise	10%	5	0.5	0.10
			e. Availability Information	15%	4	0.6	0.12
			f. Accuracy of Information	10%	3	0.3	0.06
			g. Information Speed	10%	4	0.4	0.08
			Total	100%			**0.87**
Value of *Balanced Scorecard*							**4.150**

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The pioneering work of implementing the Balanced Scorecard at Company A has been started since the company's management reform was launched in 2016. By carrying out a management transformation from traditional family management to modern management. The company initiated this transition through a program called CUMS (Company Umbrella Management System). Since then the company's strategy has started to be characterized by a Balanced Scorecard starting from strategic planning, strategy implementation, and strategy evaluation. The results of this study indicate that the application of the Balanced Scorecard concept has led the company to process well. This is illustrated by the results of achieving the final score of the balanced scorecard at the level of 4,150, this value is in the performance criteria that have reached the target standards set by the company. Empirical facts also prove that the principles of performance measurement through the balanced scorecard have been well internalized in the organization and members of the organization so that it is a marker of the effectiveness of implementing a performance measurement strategy through the Balanced Scorecard concept in Company A.

CONCLUSION

This research has resulted in several conclusions that are very significant and affect the performance appraisal of a company, namely:

a.   This study proves that the achievement of Company A's performance as measured using the Balanced Scorecard approach, seen from the performance achievement for each perspective, Company A has achieved the targets set by Management.

b.   The results of this study indicate the achievement of the final score of the Balanced Scorecard is reached at the level of 4,150, namely the performance criteria have been achieved under the targets set by the company.

c.   The results of this study prove that performance measurement through the Balanced Scorecard concept can provide comprehensive information not only from the financial side but also from the operational side which is a success driver of the achievement of financial performance itself which is useful for management as important feedback in preparing targets. future business targets.

DECLARATION OF CONFLICTING INTERESTS

The authors declared no potential conflicts of interest concerning the research, authorship, and/or publication of this article.

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