

Balanced Scorecard Analysis (BSC) for Performance Measurement at PT. Kompas Gramedia Circulation

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ABSTRACT

The purpose of this study is to demonstrate the design of the Balanced Scorecard in the largest daily newspaper company in eastern Indonesia and to describe the causal relationship of strategic objectives on the Strategy Map to achieve the company's vision and mission. This research uses a qualitative case study approach. Data obtained by semi-structured interviews from several informants related to the preparation of strategic objectives in daily newspaper companies. The formulation of strategic objectives is identified through the elaboration of the vision and mission of PT. SKG. After that, the identified strategic objectives are defined into the Balanced Scorecard. The author uses the SKG daily newspaper company because PT.SKG does not have a framework that links the strategic objectives according to the vision and mission of PT.SKG. The results of this study indicate that the balanced scorecard design at PT.SKG produces 14 strategic objectives. The customer perspective has 2 strategic objectives. The strategic goal setting from the perspective in the Balanced Scorecard is appropriate and in line with the company's vision and mission. The flow of the cause and effect relationship with the company's strategic objectives is contained in the Strategy Map.

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1. INTRODUCTION

Today the world in Indonesia is growing along with advances in information technology and science. The development of an increasingly competitive business world has led to enormous changes in competition, production, marketing, human resource management and transaction handling between companies and customers and other companies. In a business environment and companies must care more about the strategies that have been undertaken, companies must strive to perfect business strategies in winning the competition. Companies also need the best consideration in bringing the company to a better future so that the company can continue to grow in the era of globalization. In order to achieve excellent service, companies are faced with determining a strategy in managing their business. The determination of the strategy will serve as a basis and framework for realizing the work goals determined by management. Therefore, a tool is needed to measure company performance so that it can be achieved. Performance appraisal plays an important role in the business world, because by doing a job appraisal it can be seen the extent of the strategy and its implementation in a certain time. Performance appraisal can detect weaknesses or deficiencies that are still present in the company, so that further improvements are made in the future.

The easiest and most common and generally performed performance appraisal by companies is a measurement based on a traditional approach, namely the measurement of performance that is sourced from financial information only. However, performance measurement based on the traditional approach also has several weaknesses, including not being oriented towards long-term but short-term gains. Another weakness of this approach is the inability to measure the company's intangible assets (intangible assets) and intellectual property (human resources). With the Balance Scorecard, these weaknesses can be anticipated by measuring them at each perspective so that these weaknesses can be reduced.

Balance Scorecard describes the existence of a balance between short-term and long-term goals, between financial and non-financial measures, between lagging indicators and leading indicators. The Balance Scorecard is comprehensive enough to motivate executives in realizing their performance so that the resulting financial success is sustainable. Kompas Gramedia (SKG) is a core company that oversees the circulation of Kompas Gramedia and several Indonesian business units that collaborate directly with Kompas Gramedia. Moving on from its history, Kompas Gramedia as one of the leading companies in Indonesia has had important events that became milestones for the journey. Since its establishment until its current development. On August 17, 1963, the monthly magazine Digest was published by Peter Kanisius and Jakob Oetama together with J. Adisubrata and Irawati SH. In the current development of the printing industry, which competes with time and technology, Kompas Gramedia is ready to accept the demands and challenges of the world as an information service provider by providing various media facilities such as newspapers, magazines, tabloids. Based on the advantages possessed by the Balance Scorecard, qualitatively what method is PT. Kompas Gramedia circulation uses, for that the authors are interested in measuring the performance of a company using the instruments contained in the Balance Scorecard into a proposal entitled Balance Scorecard Analysis to measure performance at PT. Kompas Gramedia Circulation.

2. RESEARCH METHOD

2.1 Research Approach and Design

This research is descriptive research. This research is used to describe the collected data as it is. This research was conducted to measure the performance at PT. Kompas Gramedia circulation seen from the Balanced Scorecard .

2.2 Sources of Data and Research Data

a. Primary data

Primary data is research data obtained directly from the original source (not through intermediary media). In this study, the primary data collected were obtained from the results of interviews conducted by researchers with staff and employees. The results include the object of research and data regarding employee satisfaction which was known through interviews.

b. Secondary data

Secondary data is data obtained indirectly through intermediary media or obtained and recorded by other parties, in this case taken from companies and from other research results, namely, among others: company documents, literature studies etc.

c. Research sites

To obtain the data the researcher wanted, the researcher chose a location at PT. Kompas Gramedia Circulation.

The reasons why the authors chose the location of this researcher are:

1. PT. Kompas Gramedia circulation strategy is easy to reach and close to home and the distance is not too far from the campus, it only takes less than 1 hour.
2. PT. Kompas Gramedia circulation has accurate, complete and reliable data according to what will be studied.
3. PT. Kompas Gramedia circulation is a privately owned company engaged in the management of logistic and logistic media and the author wants to know how to manage and measure the performance of each employee. And those who become respondents or research subjects are all staff of PT. Kompas Gramedia circulation related to finance, goods delivery and employee division.

3. RESULTS AND DISCUSSION

3.1 Respondent Statistics Results

1. Results Statistics Variabel Balanced Scored (X)

The results of the respondent's statistics for the balance scored variable (X) can be seen in Table 1. below:

Table 1. Results of Balance Scored Statistics (X)

Descriptive Statistics				
	N	Minimum	Maximum	Mean
Pernyataan X-1	100	2	5	4.30
Pernyataan X-2	100	1	5	4.04
Pernyataan X-3	100	1	5	3.92
Pernyataan X-4	100	1	5	3.93
Pernyataan X-5	100	3	5	4.45
Pernyataan X-6	100	1	5	4.28
Pernyataan X-7	100	1	5	3.67
Pernyataan X-8	100	1	5	3.71
Pernyataan X-9	100	3	5	4.58
Total Mean				36.88
Rata - rata Mean				4.097778

Based on Table 1. the statistical results above, it can be seen that the respondents perceive that they strongly disagree, disagree, disagree, agree, strongly agree with the 9 statement items contained in the Balance Scored variable questionnaire . From the variable data analysis obtained the lowest score (minimum) 1, the highest score (maximum) 5, and the average (mean) 4.09, which means that the average respondent answered agree with the statement submitted on the questionnaire.

2. Statistical Results Variable Performance (Y)

Statistical results of the respondents to the variable Performance (Y) can be seen in Table 2. the following :

Table 2. Results of Performance Statistics (Y)

Descriptive Statistics				
	N	Minimum	Maximum	Mean
Pernyataan Y-1	100	2.00	5.00	4.2100
Pernyataan Y-2	100	1.00	5.00	3.8900
Pernyataan Y-3	100	1.00	5.00	3.8000
Pernyataan Y-4	100	1.00	5.00	4.0200
Pernyataan Y-5	100	1.00	5.00	3.9500
Pernyataan Y-6	100	2.00	5.00	4.1900
Pernyataan Y-7	100	1.00	5.00	3.8700
Pernyataan Y-8	100	1.00	5.00	3.8900
Pernyataan Y-9	100	1.00	5.00	4.0100
Total Mean				35.83

Based on Table 4.6, the statistical results above, it can be seen that the respondents perceive that they strongly disagree, disagree, disagree, agree, strongly agree with the 9 statement items contained in the Performance variable questionnaire. From the variable data analysis obtained the lowest score (minimum) 1, the highest score (maximum) 5, and the average (mean) 4.09, which means that the average respondent answered agree with the statement submitted on the questionnaire.

3. Instrument Test

The following are the criteria for decision making validity and reliability:

For the validity of each cu n Yaan in the questionnaire

If $r_{count} > r_{table}$, then the question is said to be valid.

If $r_{count} < r_{table}$, then the question is said to be invalid.

For the reliability of each question in the questionnaire

If $r_{Alpha\ Cronbach} > 0.60$, it is said to be reliable.

If $r_{Alpha\ Cronbach} < 0.60$ is said to be not reliable.

The corrected item-total correlation column shows the correlation between the item score and the item total score which can be used to test the validity of the instrument. At 5% significance with degrees of freedom $df = n - 2$, $df = 100 - 2$, r_{table} is 0.1966. From the results it can be seen that the corrected item-total correlation (r_{count}) is greater than r_{table} , so that all Balance Scored statements are declared valid.

Table 3. Results of the Variable Performance Validity Test (Y)

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y-1	31.6200	34.097	.447	.858
Y-2	31.9400	28.481	.678	.821
Y-3	32.0300	27.807	.660	.822
Y-4	31.8100	28.741	.627	.826
Y-5	31.8800	29.359	.584	.831
Y-6	31.6400	32.132	.459	.843
Y-7	31.9600	29.615	.517	.838
Y-8	31.9400	28.501	.622	.827
Y-9	31.8200	28.270	.662	.822

The corrected item-total correlation column shows the correlation between the item score and the item total score which can be used to test the validity of the instrument. At 5% significance with degrees of freedom $df = n - 2$, $df = 100 - 2$, r_{table} is 0.1966. From the results it can be seen that the corrected item-total correlation (r_{count}) is greater than r_{table} , so that all performance statements are declared valid.

1. Reliability Test

Table 4 below will present the results of the reliability test of the Balance Scored and Performance variables as follows:

Table 4. Reliability Test Results

Variabel	Cronbach's Alpha	Ket.
Balance Scored	0.831	Reliabel
Kinerja	0.849	Reliabel

Based on the criteria which states that a variable is said to be reliable if it provides a Cronbach's alpha value > 0.60 . Based on the results of the SPSS in the table above, the statement of the Balance Scored and Performance variables is declared reliable with these criteria because Cronbach's alpha (0.831 and 0.849) > 0.60 .

2. Normality test

The normality test is the histogram, probability plot and the Kolmogrov-Smirnov test to test for normality graphically.

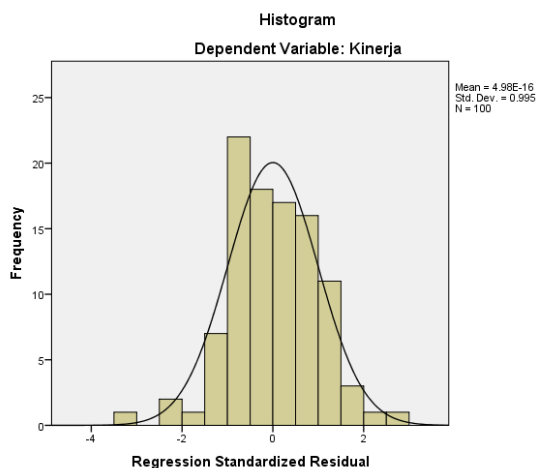


Figure 1. Normality Test Results Histogram

By looking at the histogram graph in the image above shows that the curve lines tend to be symmetrical, it can be said that the data is normally distributed.

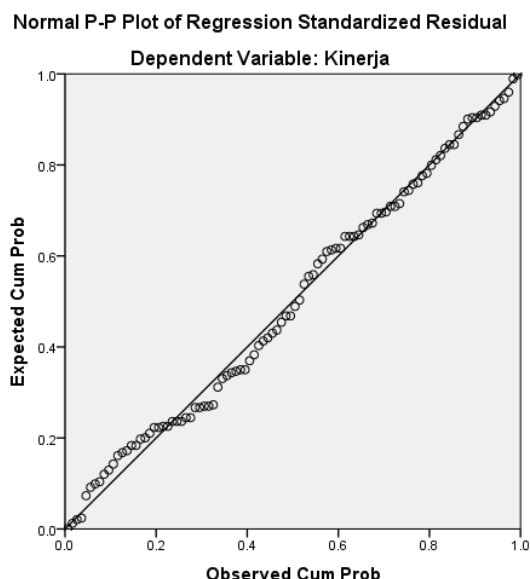


Figure 2. P-Plot Normality Test Results

3.2 Discussion

Based on the results of the study, it was found that the majority of respondents or respondents in this study knew about the Balance Scorecard applied to PT. Kompas Gramedia Circulation. Respondents feel it helps if there is a Balance Scorecard, so that respondents can maximize performance. Balance Scorecard describes the existence of a balance between short-term and long-term goals, between financial and non-financial measures, between lagging indicators and leading indicators. The Balance Scorecard is comprehensive enough to motivate executives in realizing their performance so that the resulting financial success is sustainable. This is supported by the results of research from a partial test or t test which states that the Balance Scorecard has a positive and significant effect on performance at PT. Kompas Gramedia Circulation. Because the results of t values calculated for variables Balance Scorecard amounted to 9.530 greater value t table amounted to 1,98 4 or value for a variable sig.t Balance Scorecard 0,000 less than the alpha of .05.

4. CONCLUSION

From the results of research on the effect of Balance Scorecard on performance, several conclusions can be drawn, including: Based on this research, the Balance Scorecard variable has a

positive and significant effect on performance at PT. Kompas Gramedia Circulation. It supports the alternative hypothesis for the value t count for variable Balance Scored amounted to 9.530 greater the value t table amounted to 1,98 4 or a value to a variable sig.t Balance Scored 0,000 less than the alpha of 0.05.

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