Performance of the Bank Perkreditan Rakyat (BPR) in Mengwi Subdistrict Mengwi Using Method Balanced Scorecard (BSC)

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Abstract: *BPR is a company engaged in financial services. In the district of Mengwi, Badung Regency, Bali Province. Mengwi is one of the sub-districts which is the administrative area of the Badung Regency. In this district there are at least the BPR operating as the financial services provider for the community in Mengwi sub district. Balanced Score card is a management concept that measures the company's performance through four perspectives of financial Perspective, customer perspective, internal business process perspective and a growth and learning perspective. Balanced Scorecard is intended to document strategic logic in a causal relationship between the current activity of an organization with long-term success and a balanced scorecard is a valuable tool in measuring the performance of a company. This research aims to determine the performance of BPR in Mengwi sub district. The data source used is primary data and secondary data. Data collection methods are interviews and questionnaire. The data analysis techniques used are quantitative descriptive using SPSS 25.00 applications as analysis tools and data analytics techniques based on the assessment of the four perspectives of Balanced Scorecard (BSC). Furthermore, also calculations by using composite index to measure the performance of BPR Balanced scorecard overall. The results of this study showed that the performance of BPR in the district of Mengwi based on the financial perspective is good with a percentage of performance of 83%, the customer's perspective is good with a percentage of performance of 88%, the perspective of internal business process is good with a percentage of performance by 97%, the perspective of learning and growth is good 80 with Overall, the average BPR performance assessment in Mengwi sub district from 2016 to 2018 based on BSC is good with a total percentage performance of 88%.*

Keywords: Bank Perkreditan Rakyat, Balance Scorecard, Bank Performance

1. Introduction

Performance measurement that is commonly used in a company is a performance measurement that only weighs on the financial sector. Performance measurement with this system leads to the company's orientation only on short-term profits and tends to ignore the company's long-term viability. The measure of performance that focuses on the financial sector alone lacks the ability to measure the performance of intangible assets and intellectual property of companies.. In the absence of complex performance assessments, it is difficult to assess whether the company has achieved its goals and improved performance from all aspects in each year. In addition, performance can also help in providing an overview of the level of achievement of the implementation of an activity / program / wisdom in realizing the objectives, objectives, mission of the organization that is set in the formulation of a strategic planning scheme of an organization.

One of the measurement models that uses the financial aspect as well as the non-financial aspect is known as the balanced scorecard. Balanced scorecard is a management concept that measures the company's performance through four perspectives: financial perspective, customer perspective, internal business process perspective and growth and learning perspective. These four perspectives represent the three main stakeholders of the company, namely shareholders, customers and employees.

Balanced scorecard is not only an indicator of a scoring system, but also an indicator of a strategy management system. The use of balanced scorecards breaks the traditional system that uses only financial indicators in performance measurement. Balanced scorecard is a tool of management accounting that has been accepted globally, which proposes that the measurement of financial performance should also be measured using measurements of non-financial performance, so that the institution's performance will be of various dimensions and can provide results that focus more on the institution's strategy. The use of a balanced scorecard approach can identify key components of functions and objectives as well as find ways to measure the achievements of each company's goals. Balanced scorecard retains financial size as an important summary of material and business performance, only added to a broader and integrated set of measures that match the company's current customers, internal processes, worker performance and systems with long-term financial success. Balanced scorecards are able to provide executives with a comprehensive framework for translating the company's vision and strategy into an integrated set of performance measures.

In this study, the company that became the object of the bank's performance measurement was The People's Credit and which can be abbreviated to BPR. BPR became an object in this research because the business conducted by BPR engaged in financial services is to receive funds from the community in the form of savings and deposits, then channel back to the community in the form of credit, so BPR is expected to have awareness that it is important for him to maintain trust and positive image in the community. Businesses engaged in financial services cause BPR not only to pay attention to the financial aspects but also the aspects of services provided to its customers.

Based on the data obtained in 2016, can be seen from the financial side, it can be said that BPR spread in Mengwi Sub-district is good, but as outlined above performance assessment based on the financial side alone cannot describe the overall performance. In terms of financial performance the company is not separated from the non-financial factors used in measuring the company's performance. Here is a table of BPR financial statements in Mengwi Sub-District in 2016 – 2018:

Table 1.2: Conventional BPR Business in Mengwi Sub-District 2016-2018

Indicator	December 2016	%	December 2017	%	December 2018	%
Number of BPR (unit)	15	0%	15	0%	15	0%
Source of Funds	6, 456, 143	31%	7, 674, 702	22%	10, 034, 860	20%
Savings	1, 255, 595	29%	1, 608, 292	28%	2, 130, 338	32%
Deposit	2, 798, 307	23%	3, 350, 176	20%	3, 774, 213	13%
Inter- bank liabilities	1, 382, 956	57%	1, 699, 181	23%	2, 116, 690	25%
Loan Received	19, 285	2%	17, 057	-12%	13, 625	-20%
Fund Investment	6, 094, 387	32%	7, 463, 848	22%	9, 035, 025	20%
Credit In The Cast	4, 793, 974	35%	5, 935, 636	25%	7, 119, 820	20%
Interbank Assets	1, 340, 407	22%	1, 528, 213	14%	1, 915, 205	25%
Total Third Party Funds	4, 053, 902	25%	4, 958, 465	22%	5, 904, 544	19%
Savings	1, 255, 595	29%	1, 608, 292	28%	2, 130, 331	31%
Deposit	2, 798, 307	23%	3, 350, 173	20%	3, 774, 213	43%
Total Asset	6, 325, 565	32%	7, 701, 210	22%	9, 380, 308	22%

(Source: Data Secondary Research Year 2020)

From the above report can be heard that throughout 2017 - 2018 BPR financial performance in Mengwi sub-district has an increase that can be seen in the increase in total assets. Performance assessments based on financial aspects that have been conducted only measure performance based on financial ratios sourced from annual financial report data. Whereas from the non-financial aspect also plays an important role in measuring the performance of a company that is oriented towards the future.

The implementation of balanced scorecard in assessing BPR performance spread in Mengwi sub-district is necessary to be able to evaluate the company's overall performance not only from financial aspects but also non-financial aspects that can later help BPR performance to be better. Based on the background reviewed above, the authors are interested in conducting a scientific study with the title "Performance of People's Credit Bank (BPR) In Mengwi Sub-District Using Balanced Scorecard (BSC) Method.

2. Literature Review

2.1 Understanding Balanced Scorecards

Balanced scorecard is a strategy plan and management system used externally in the business and industry of government and non-profit organizations of the world to jointly carry out business activities carrying out vision and strategies and organizations improving internal and external communication and monitoring the organization's performance towards strategic objectives). The Balance Scorecard is an approach developed by Robert S. Kaplan of Harvard Business School and David P Norton in early 1990. Some of the flaws and obscurity of the Balance Scorecard approach are an approach developed by Robert S. Kaplan of Harvard Business School and David P Norton in early 1990. Some of the flaws and obscurity of the previous management approach to balanced scorecards try to provide a clear perception of what an organization should be measured. It also explains the vision and strategy of finding relationship strategies to integrate organizational

performance, objective communication and measuring business units as well as in line with strategy initiatives. When applied thoroughly. Balanced scorecards will align with the entire organization so employees will understand how and what they can do to support the strategy.

2.2 Financial Perspective

Balanced scorecards still use a financial perspective because financial measures are very important in providing a summary of the consequences of economic actions already taken. The financial performance measure provides clues as to whether the company's strategy, implementation and implementation contribute or not to the increase in the company's profit. Financial objectives usually relate to profitability as measured for example by operating profit, return on capital employed (ROCE), economic value added. Other financial objectives may be rapid sales growth or the creation of cash flow.

2.3 Customer Perspective

Kaplan and Norton (1996) divided the customer's perspective into two groups, the first being a generic measure used by almost all companies referred to as the main size group. The second size group is a driving factor in the differentiator of customer results.

Customer perspective is measured using two key indicators: customer growth and customer satisfaction. The customer growth rate is used to measure the growth of customers who use BPR in Mengwi sub-district every year and customer satisfaction level is a statement of customer satisfaction that uses the services of each BPR regarding the quality of service services they obtain, measured using customer satisfaction index (GPA).

2.4 Internal Business Perspective

Kaplan and Norton (1996) stated that in an internal business process perspective, managers identify processes that are

critical to achieving customer and shareholder goals. Companies typically develop goals and measures for this perspective after formulating goals and sizes for financial and customer perspectives.

Internal business process perspective measurement in this study using credit realization ratio and service cycle efficiency. Both measures are used because credit is the bank's main source of income. Service cycle efficiency is used to measure the service of the credit section, the part of the funds and the cashier in the credit settlement, while the Credit realization ratio describes how much the bank is able to distribute credit to customers. When the process of disbursement of credit can be done more efficiently will lead to an increase in the amount of credit realization.

2.5 Learning and Growth Perspectives

Learning and growth perspectives are the fourth perspectives in balanced scorecards that develop goals and measures that drive enterprise learning and growth. Goals set in financial perspectives, customers and internal business processes identify what the company needs to master to deliver exceptional performance. Goals in a learning and growth perspective are the driving factors for exceptional performance in the first three balanced scorecard perspectives. Balanced scorecard emphasizes the importance of investing for the future and not just in traditional investment services, such as new equipment, research and development of new products, but equipment must also invest in workers' infrastructure, systems and procedures.

The measurement of learning and growth perspectives in this study uses Employee Retention level and employee satisfaction level. Both of these measurements are used because employees are considered one of the company's main resources to be able to achieve their desired targets. Employee Retention is a measurement of the company's ability to retain its employees as intellectual capital and non-financial assets that are useful for the company's survival. Employee satisfaction levels were measured using questionnaire methods that had been used in previous studies. Employee satisfaction levels are measured because satisfied employees are a requirement to improve productivity, responsibility, quality and customer service.

3. Research Methods

This research is quantitative descriptive research. Quantitative descriptive research is research conducted to find out the value of self-variables, either one variable or more (indented) without making comparisons or connecting with other variables. The scope of this research focuses on the use of balanced scorecard as a method to assess BPR in Mengwi Sub-district for a period of three years, starting from 2016 to 2018. This study uses a type of quantitative and qualitative data. Research data sources are secondary sources and primary sources. The data collection techniques used are observations, questionnaires and interviews.

3.1 Research objects

The object of the research in this study is BPR in Mengwi

District of Badung Regency, Bali Province, Indonesia. The scope of this research focuses on the use of balanced scorecard as a method to assess BPR in Mengwi Sub-district for a period of three years, starting from 2016 to 2018.

3.2 Population and Sample

Population is a generalized region consisting of objects/subjects that have certain qualities and characteristics and are determined by researchers to be studied and then drawn conclusions (Sugiyono, 1999). The population in the study was 400 people.

Samples are part of the number and characteristics that such populations have. The determination of samples in the study uses sample determination techniques according to Arikunto, where the determination of sampling is, if less than 100 is better taken all up to the research population. If the number of subjects is large it can be taken between 10-15% or 20-55% or more depending on the least amount of the researcher's ability to be seen from time, energy and funds, narrow the area of observation of each subject, because this concerns a lot of the least funds, the small risk borne by researchers for researchers who are at great risk, of course if the sample is large the result will be better. In this study, researchers used 50% of the sample of 400 people, namely, 200 respondents from the total population members as samples using random sampling techniques in the sampling of research.

4. Results and Discussions

4.1 Assessment of BPR Performance in Mengwi Sub-District Based on Financial Perspective

Performance measurement in this perspective measured using Non Performing Loan (NPL) is a ratio used to measure BPR credit quality, Liquidity Ratio, Loan to Deposit Ratio (LDR) is a ratio used to measure the company's ability to pay off short-term liabilities, Return On Asset (ROA) is a ratio that measures how efficiently a company manages its assets to generate profit during a period and Operating Expenses to Operating Income (BOPO) is used to measure a company's ability to generate profit at the sales level. Non Performing Loans that can be heard in Table 4.1.

Table 4.1: Non performing loan

Year	Non Performing Credit	Credit given	NPL	Information
2016	181, 189, 455	7, 113, 324, 176	2.54%	Not good
2017	190, 193, 270	8, 423, 674, 276	2.26%	Not good
2018	23, 751, 200	3, 670, 060, 040	0.64%	Well

(Source: Research Data Year 2020)

Based on the results of the analysis known in 2016 and 2017 the state of the Bank is in poor condition because the NPL is above 1%, while in 2018 obtained NPL by 0.64% which shows that BPR's efforts in Mengwi Sub-district in improving its condition are better achieved. It can be seen from the acquisition of NPL which is below 1% indicates that the bank in managing the credit it distributes is getting better.

The results of the Loan To Deposit Ratio analysis in 2016 and 2017 showed the bank's condition was unhealthy and that 2018 increased to healthy which can be seen in table 4.2.

Table 4.2: Loan to deposit ratio

Year	Credit given	Funds that received	LDR	Information
2016	7, 113, 324	9, 051, 986 79	76.79%	Unwell
2017	8, 423, 674	10, 051, 986 79	83.80%	Unwell
2018	13, 670, 060	15, 587, 140 80	87.70%	Healthy

(Source: Research Data Year 2020)

Based on the results of the analysis shows that the 2018 LDR ratio increased by 87.70% which indicates that BPR's activity in channeling credit to the public compared to the previous year was more effective and the marketer strategy shown to all employees and bank administrators went well.

The revenue growth ratio is used to measure how much the rate of increase in operating income per year after operating costs, where increased revenue is the main objective of the bank can be seen in table 4.3.

Table 4.3: BPR Income 2016 - 2018

Year	Income Operational	Operating costs	% Of income
2016	1, 433. 822, 459.99	1, 000, 822, 459.99	74.23%
2017	1, 636, 902, 259.98	1, 100, 902, 259.98	88.60%
2018	2, 851, 920, 568.96	2, 102, 920, 568.96	88.87%

(Source: Research Data Year 2020)

Based on the results of the analysis on the show revenue growth used the 2016 base year to measure revenue growth. Revenue growth ratio in 2018 increased compared to 2016 and 2017. The increase in revenue compared to the previous year, based on the above health ratio analysis, BPR experienced an improvement in the bank's health assessment compared to the previous year which showed that BPR's overall financial performance was improving.

The result of ROA analysis on BPR in 2016 was 74.23%, in 2017 by 88.60% and in 2018 increased by 88.87%. This is indicated by an increase in overall profit each month during the period 2016, 2017 and 2018. The increase in ROA in 2018 shows that BPR performance in Mengwi Sub-district in managing the company's assets for profit increased from the previous year. This means BPR performance is assessed from Return On Asset well.

4.2 Assessment of BPR Performance in Mengwi Sub-District based on Customer Perspective

Based on customer retention and customer profitability measurements, and recapitulation of questionnaire results to customers. The results of customer retention calculation can be heard in Table 4.4.

Table 4.4: Customer Retention

Year	Number of Customers	Customer Retention
2016	1, 543	1, 2
2017	1, 545	1, 2
2018	1, 741	1, 1

(Source: Research Data Year 2020)

Based on the results of the analysis the results of customer retention calculations show that BPR's ability to maintain its customers from 2016, 2017 and 2018 remains good. From the results of customer profitability analysis in BPR in 2017 can be heard in table 4.5.

Table 4.5: Customer Profitability

Year	Number of subscribers	Net Income	Customer Profitability
2016	1, 566	IDR 144, 680, 687	IDR 55, 133
2017	1, 904	IDR 188, 790, 597	Rp. 99, 154
2018	2, 115	IDR 373, 395, 552	IDR 176, 546

(Source: Research Data Year 2020)

Based on the results of the analysis shows that each customer gave a profit of Rp. 55, 133 in 2016, in 2017 amounting to Rp. 99, 154 and in 2018 increased to Rp. 176, 546 per customer. This indicates a positive correlation in which each increase in the number of customers directly affects the increase in profit. It can be concluded that BPR in addition to being able to retain its customers, it is also able to increase the number of its customers so as to increase profits.

In addition, the performance assessment of the customer's perspective is seen from the level of customer satisfaction from the results of the questionnaire division recapitulation. Customer Satisfaction Level is obtained by disseminating questionnaires to customer respondents to measure customer satisfaction level based on five dimensions namely reliability, responsiveness, assurance, empathy and physical evidence of obtaining the average overall customer level result of 3.08. The average result of this level of customer satisfaction is obtained by dividing the Sub Total Answers divided by the Total Questions by the number of customer respondents. Based on the results of the calculation can be analyzed that the customer satisfaction level is in a condition of Satisfied / Agree.

4.3 Assessment of BPR Performance in Mengwi Sub-District based on Internal Business perspective

From this perspective, performance measurement uses credit realization ratio and service cycle efficiency. Credit realization ratio describes how much the bank's ability to distribute credit to its customers. The calculation of credit realization ratio is displayed in table 4.6.

Table 4.6: Credit realization ratio

Year	Average budget	Realization is average	% Realization ratio
2016	5, 013, 557	8, 110, 375	141%
2017	5, 731, 392	8, 243, 674	146%
2018	14, 440, 421	13, 670, 060	95%

(Source: Research Data Year 2020)

The bank's calculation of credit realization shows that in 2016 and 2017 the realization ratio above 100% reached 141% to 146%, this represents the situation of customers in that year has improved, causing the loan to exceed the target. Seeing the growth of debtors who trust BPR to give them loans, the bank increased the budget for loans provided based on the amount of realization in 2016 and in 2018 the Bank reached the figure of 95% for the realization of credit given to debtors. With the achievement of credit realization

above 50% in 2016 to 2018, banks are able to carry out well their internal business processes in accordance with the strategy set before that is the marketer strategy. Service cycle efficiency (SCE) in BPR measures the services of The Credit Section, Fund Section, and Cashier in the settlement of credit disbursement, so as to know if the time required is in accordance with the standards set by the company itself. The less time it takes, the better the company's performance in providing services for customer satisfaction. From the results of the SCE calculation in table 4.7.

Table 4.7_Service Cycle Efficiency (SCE)_

Month	Average required (days)		
	2016	2017	2018
January	2.9	2.8	2.7
February	2.5	2, 4	2.9
March	2.1	2, 3	2.8
April	2.5	2, 2	2.8
May	2.5	2.5	2, 6
June	2.7	2.7	2.8
July	2.8	2.5	2, 4
August	2, 6	2, 6	2.9
September	2.1	2.1	2.1
October	2.7	2.5	2, 3
November	2, 2	2, 3	2, 4
December	2, 6	2.8	2.8
AVERAGE	2.45	2.48	2.63
Time standard	3 days to 4 days		
SCE Information	1, 2 Well	1, 2 Well	1, 1 Well

(Source: Research Data Year 2020)

The performance of The People's Credit Bank in the credit disbursement process has been good, because it obtained the value of SCE in 2016 to 2018 above 1, namely 1.2 and 1.1. This means that the average credit disbursement process is faster than the standard time set so that it shows the bank's employees perform very well in the use of time to disburse credit in line with the expected target. Please note here, that the SCE value is a maximum of 1, while the result obtained is more than the number 1. This is likely due to the setting of a standard of credit realization that is too high, which is 3 days to 4 days.

4.4 Assessment of BPR Performance in Mengwi Sub-District based on Learning and Growth Perspective

Performance measurement in this perspective focuses on employees by reviewing employee satisfaction, realization ratio of education budget and Employee Retention. With employees as one of the main resources, the company is able to achieve the desired target.

Based on the calculation struck by the average employee satisfaction level is 3.07. The average result of this level of employee satisfaction is obtained by dividing the Sub Total Answer divided into Total Questions by the number of employee respondents, obtained by the assessment result of 80%, can be classified in qualifying grades between $80 \leq X < 85$, so that the results can be assessed that the level of employee satisfaction in 2016 to 2018 obtained qualifications in a good / successful category.

Table 4.8: Education Budget Realization Ratio

Fiscal Year	Budget	Realization	Ratio
2016	32, 044	22, 332	64%
2017	34, 088	23, 033	67%
2018	16, 338	23, 285	142%

(Source: Research Data Year 2020)

Based on the results of analysis in 2016 the ratio of education budget realization to education was 64%, in 2017 by 67% and 2018 by 142%. Thus, BPR prioritizes the education and training of its employees for the continuity of development towards the quality of the company's resources. This can be seen from the ratio of budget realization above 50% which indicates that the company prioritizes the development of the quality of its employees.

Employee retention is a measurement of the company's ability to retain its employees as special intellectual capital and non-financial assets that are useful for the company's survival. BPR employee retention calculations in 2016 to 2018 are shown in table 4.9.

Table 4.9: Employee Retention

Year	Number of Employees	Number of employees leaving	Employee Retention
2016	17 people	1	1.06
2017	18 people	1	1.08
2018	20 people	2	1.25

(Source: Research Data Year 2020)

Based on the analysis of employee retention calculations using the basic year 2016 to 2018 obtained a ratio of 1.06 in 2016, in 2017 of 1.08 and 2018 of 1.25. These results show that the company is able to maintain its employees well.

4.4.1 Assessment of BPR Performance in Mengwi Sub-District As a Whole
To determine BPR performance in Mengwi sub-district by using bsc method as a whole, calculations are carried out with composite index.

Table 4.10: Composite Index Calculation

Perspective	Weight	Average Value Performance	Percentage of average performance	Composite Index
Finance	20%	4, 3	83%	17%
Customer	3 0%	3, 08	88 %	26 %
Internal Business Process	30%	3.5	97 %	2 9 %
Learning and Growth	20%	3.07	80 %	16 %
Total	100%			88 %

(Source: Research Data Year 2020)

Based on the results of the analysis table 5.16 obtained a percentage result from the average performance from each perspective and composite index of BPR performance in Mengwi Sub-district as a whole, but before giving an assessment of BPR performance, it should be aware of the qualifications of performance assessment. Based on the classification of the results obtained in the calculation of this composite index will provide a conclusion of performance in the form of qualifications or success rates contained in the table above.

Based on the calculation of composite index value of each perspective on BPR performance in Mengwi sub-district gaining a total weighting of 88%, this means that overall BPR performance in Mengwi sub-district by using bsc method by looking at four perspectives can be said to have qualifications with good value because the total performance index is above 50% or exceeds the quality of half of the overall performance weight and close to 100%. The above total average index shows that performance is relatively successful because BPR in mengwi sub-district is able to be oparasi and run a financial perspective maun non-auangan perspective well so as to produce good performance.

5. Conclusion

Based on the discussion, it can be concluded that the performance assessment of The People's Credit Bank in Mengwi Sub-District using BSC can help the company assess its performance according to the objectives that want to be achieved. The research obtained results that average performance assessment from 2016 to 2018, i.e. for BPR customer perspective performance in Mengwi sub-district can be said to be good / satisfied with the service provided, from a financial perspective BPR financial performance assessment results in Mengwi sub-district obtained performance with quite successful performance, for the perspective of internal business process assessment results of BPR in Mengwi Sub-district obtained good/successful performance, learning perspective and growth seen from the retention of BPR employees in Mengwi Sub-district has been able to maintain its employees working in BPR and from the level of employee satisfaction is in good condition / satisfied. Overall, the average assessment of BPR performance in Mengwi Sub-district from 2016 to 2018 based on BSC is rated good / successful, so that the assessment obtained from this research can be the basis of consideration for management in order to make the right decision for the company for the future. With balanced scorecards the company can also know which measuring instruments are the triggers for the success of other measuring instruments. If the performance in the learning and growth perspective can already be implemented properly, it will have an impact on the performance of the internal business process perspective. Performance assessment with an efficient internal business process perspective, equipped with the ability of reliable personnel in carrying out their duties, will trigger the success of the performance perspective of internal business processes and then the customer's perspective and as the culmination is the success of financial performance.

6. Suggestion

The suggestions that can be given by researchers to BPR are, in the financial perspective of BPR is expected to always provide control and improvement to aspects related to Non Performing Loan (NPL), Liquidity Ratio, Loan to Deposit Ratio (LDR), Return On Asset (ROA) and Operating Expenses to Operating Income (BOPO) so that BPR performance in terms of finance is always maintained and BPR can improve its profitability, in the customer perspective BPR is expected to always improve, and evaluate everything related to customer retention and customer profitability, in order to maintain customer loyat it as from year to year to stay good, in the internal business perspective BPR is expected to always maintain and evaluate its performance at this perspective, taking into account aspects related to credit realization ratio measurement and service cycle efficiency, in order for BPR to be able to run well internal business processes from time to time, In the perspective of learning and growth BPR is expected to always improve, maintain and always evaluate everything related to performance measurement in this perspective in order to maintain employee satisfaction, maintain its employees well and increase productivity. Furthermore, The People's Credit Bank spread in Mengwi Sub-District must always maintain its performance well by maintaining positive performance from each perspective based on BSC.

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