

Analysis Of Company Performance Measurement From Balanced Scorecard Approach (Case Study At Pt. Intihati Properti, Bogor)

Anita Sari^{1*}, Rahmat Mulyana Dali², M. Anwar Masruri³
^{1,2,3} Universitas Ibn Khaldun Bogor, Indonesia

ABSTRACT

This study aims to determine the performance of the company PT. Intihati Properti considers four balanced scorecard perspectives, namely customer perspective, internal business process perspective, and learning and growth perspective. The research method used is descriptive research method. Data collection methods used are interviews and questionnaires. The results of this study indicate that the analysis of performance measurement viewed from a financial perspective as a whole is considered a bad company. it can be seen from the measurement results of the current ratio, total assets turnover, and return on assets every year that always decreases. The results from the customer's perspective are rated poorly. This can be seen from the acquisition of new customers every year which always decreases and the expected target is not achieved. performance measurement results from the perspective of internal business processes are generally considered poor. This can be seen from the innovations that are developed every year. Outcomes from a learning and growth perspective are considered poor. This can be seen from the decline in profitability and employee productivity from year to year which is not as expected. Although the employee satisfaction score of 88.4% is considered good or positive, it is necessary to evaluate the level of satisfaction in terms of organizational culture and leadership which gets the highest negative score. From the comprehensive results of the four balanced scorecard perspectives at PT. Intihati Properti is shown by considering the criteria for a total three-year performance score from 2018 to 2020 of 16.56% in the CC category. means that the performance of the company PT. Intihati's property is classified as "unhealthy".

Keywords: Performance Measurement, Balanced Scorecard

Corresponding author: anitasari0246@gmail.com^{1}, mulyana@uika-bogor.ac.id², m.masruri@uika-bogor.ac.id³.

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Introduction

The real estate business is a line of business that has high prospects for those who can run the business. The development of the business world engaged in property is currently predicted to rise in 2021 after the Covid-19 pandemic. This creates a lot of extraordinary competition. PT. Intihati Properti is a company engaged in the property sector. Which is where this company is in the process of acquisition.

The acquisition process will not only change the status of share ownership and takeover of the company, but the company management process will certainly have an effect, especially in terms of finances, the company's internal business processes, employees and organizational culture which will automatically change. This means that from these problems it is necessary to evaluate or analyze and measure the company's performance so that the company can survive, develop and be able to achieve its goals in accordance with the company's vision of PT. Intihati Properti is to become one of the best sharia property developers in Indonesia which will start in the city of Bogor. The method used in this research is the Balanced Scorecard (BSC) method which is the most popular method in the company, which comprehensively measures the internal environment. The Balanced Scorecard is a logical and structured method that helps management to evaluate the company's performance covered in an easy-to-understand way, which is suitable for the current condition of the company which is in the acquisition process. The formulation of the problem from this research is how to measure the company's performance at PT. Intihati Properti uses the Balanced Scorecard approach from a financial perspective, customer perspective, internal business process perspective, growth & learning perspective, and how to measure company performance at PT. Intihati Properti uses the four perspectives in the Balanced

Scorecard approach. The purpose of this research is to find out how to measure the company's performance at PT. Intihati Properti is viewed from the Balanced Scorecard approach from the Financial Perspective, customer perspective, internal business process perspective, learning & growth perspective, as well as to find out how to measure performance from the four perspectives in the balanced scorecard method. So the title of this research is: "Analysis of Company Performance Measurement Judging from the Balanced Scorecard Approach (Case Study at Pt. Intihati Properti, Bogor)

Research Method

Research Data

the object of research in this research is PT. Intihati Property Bogor. The research data used in this study include: a quantitative approach (used to examine the financial perspective, customer perspective, and learning and growth perspective more specifically employee satisfaction), and a qualitative approach (used to measure performance from the perspective of internal business processes, and the perspective of learning and growth). Sources of research data used include: primary data is data obtained directly from the object of research. The data was obtained through interviews and questionnaires. And secondary data is data that is obtained indirectly. It means that primary data has been further analyzed and presented either by primary data collectors or by other parties, for example in the form of tables or diagrams (Husein Umar, 2011:42) in (Fauziah & Wahyuningtyas, 2011). 2020). The secondary data used are: financial reports, customer data, employee data, and other supporting documents. As well as the data collection techniques used in this research, namely: interviews with the company using the Zoom Meeting application. And making questionnaires and distributing questionnaires to employees of PT. Intihati Property Bogor, using a Likert scale.

Scale and measuring instrument

Questionnaire measurement scale.

This scale is applied to measure employee satisfaction at PT. Property Care. By using the Likert scale for interval class 5. The following table for measuring the questionnaire scale can be shown as follows:

Table 1.
Questionnaire measurement scale

scale	Category
5	strongly agree
4	agree
3	don't agree
2	don't agree
1	strongly disagree

Source: Indriantoro and Supomo (2002:154) in Adi (2016:52)

Company Performance Measurement Scale.

There are 2 criteria for measuring company performance including:
 Performance measurement criteria are based on each of the four perspectives.

Table 2.
scale/criteria for measuring the four perspectives

No	Finance	Scale	Category
1	CR	>200% 200%	Good Currently

2	Tato	<200%	Bad
		>100%	Good
		100%	Currently
3.	ROA	<100%	Bad
		>7%	Good
		7%	Currently
		<7%	Bad
B	Customers, internal business and learning & growth		
		Menurun	Bad
		Konstan	Currently
		Meningkat	Good

Source: Kaplan and Norton (2001:181) in (Adi, 2016)

Criteria for total performance score

the assessment of the results of the company's performance evaluation, namely by determining the weight for each indicator by "brainstorming". Next, calculating the total performance score and determining the criteria for the total performance score.

Table 3.
Criteria for total performance score

Description	Total score (TS)	Kriteria
Very healthy	AAA	>95
	AA	80 < TS < 95
	A	65 < TS < 80
Unwell	BBB	50 < TS < 65
	BB	40 < TS < 50
	B	30 < TS < 40
Not healthy	CCC	20 < TS < 30
	CC	10 < TS < 20
	C	TS < 10

Sumber: (Rangkuti, 2011)

Research Instrument Examiner.

Validity Test

According to Sugiyono (2014: 352-353), suggests that a series of research instruments is declared valid when the measuring instrument used in obtaining correct/valid data. Therefore, to obtain valid/true data, the researcher uses the item analysis validity test by collaborating the instrument item scores with the total score which is the sum of each item score.

In calculating the correlation from the validity test, using the "Product Moment" correlation technique from Pearson as follows:

$$r_{xy} = \frac{n(\sum XY) - (\sum X) \cdot (\sum Y)}{\sqrt{\{n \cdot \sum X^2 - (\sum X)^2\} \cdot \{n \cdot \sum Y^2 - (\sum Y)^2\}}}$$

Information:

r_{xy} : Product Moment correlation coefficient

$\sum X_i$: total item score

$\sum Y_i$: total score (item)

n : Number of respondents

According to Aziz Alimul Hidayat (2021: 12-14) validity testers have the following test criteria:

a) if r count r table then the instrument or item score has a significant correlation with the total score

and is declared valid. b) if r count < r table then the instrument or item score does not correlate significantly with the total score and is declared invalid.

To perform this validity test using the SPSS Version 26 program. The results of the calculation of the validity test for each variable are as follows: a). Employee Satisfaction
 In the process of testing this validity using SPSS software version 26. The value of the validity of the instrument is obtained through Corrected Item-Total (r-count). Then the value of r-count is compared with the value of r table. The value of r table at 0.05 is 0.514. The following table explains. 1) Employee Satisfaction Attribute (KK)

Table 4.
Validity Test Results of Employee Satisfaction Attributes

KP	R value count	Table r value	Information
KK ₁	0,707	0,514	Valid
KK ₂	0,707	0,514	Valid
KK ₃	0,766	0,514	Valid
KK ₄	0,909	0,514	Valid
KK ₅	0,583	0,514	Valid
KK ₆	0,562	0,514	Valid
KK ₇	0,970	0,514	Valid
KK ₈	0,621	0,514	Valid
KK ₉	0,634	0,514	Valid
KK ₁₀	0,660	0,514	Valid

Source: Primary data/processed using SPSS For Windows V. 26

Employee Motivation Attributes (MK)

Table 5.
Employee Motivation Attribute Validity Test Results

KP	R value count	Table r value	Information
MK ₁	0,766	0,514	Valid
MK ₂	0,832	0,514	Valid
MK ₃	0,666	0,514	Valid
MK ₄	0,805	0,514	Valid
MK ₅	0,664	0,514	Valid
MK ₆	0,793	0,514	Valid
MK ₇	0,693	0,514	Valid
MK ₈	0,752	0,514	Valid
MK ₉	0,658	0,514	Valid
MK ₁₀	0,805	0,514	Valid

Source: Primary data/processed using SPSS For Windows V. 26

Leadership Attributes (KP)

Table 6.
Leadership Attribute Validity Test Results

KP	R value count	Table r value	Information
KP ₁	0,747	0,514	Valid
KP ₂	0,966	0,514	Valid
KP ₃	0,922	0,514	Valid
KP ₄	0,881	0,514	Valid
KP ₅	0,827	0,514	Valid
KP ₆	0,747	0,514	Valid
KP ₇	0,769	0,514	Valid
KP ₈	0,966	0,514	Valid

KP ₉	0,965	0,514	Valid
KP ₁₀	0,873	0,514	Valid

Attributes of Organizational Culture

ABO	R value count	Table r value	Information
ABO ₁	0,804	0,514	Valid
ABO ₂	0,973	0,514	Valid
ABO ₃	0,601	0,514	Valid
ABO ₄	0,826	0,514	Valid
ABO ₅	0,773	0,514	Valid
ABO ₆	0,755	0,514	Valid
ABO ₇	0,930	0,514	Valid
ABO ₈	0,664	0,514	Valid
ABO ₉	0,821	0,514	Valid
ABO ₁₀	0686	0,514	Valid

Employee Performance Attributes (AKK)

AKK	R value count	Table r value	Information
AKK ₁	0,804	0,514	Valid
AKK ₂	0,973	0,514	Valid
AKK ₃	0,601	0,514	Valid
AKK ₄	0,826	0,514	Valid
AKK ₅	0,773	0,514	Valid
AKK ₆	0,755	0,514	Valid
AKK ₇	0,930	0,514	Valid
AKK ₈	0,664	0,514	Valid
AKK ₉	0,821	0,514	Valid
AKK ₁₀	0686	0,514	Valid

Based on the table data, the researcher concludes that only all of the questions are "valid". This is evidenced from the resulting value r count is greater than r table.

Reliability Test

According to Sugiyono (2014:121) reliability is as follows:

"an instrument which, when used several times to measure the same object, will produce the same result".

Reliability test is conducted to identify whether the data collection tool proves the level of accuracy, precision, and consistency in explaining certain indications. To determine the reliability of each instrument by using the Cronbach' alpha (α) coefficient on SPSS software. said to be reliable if the value of Cronbach' alpha (α) is greater than 0.7 (Imam Ghozali, 2013: 48). According to Imam Ghozali (2013:48) the formula used is as follows:

$$r_{11} = \frac{K}{k-1} 1 - \frac{b^2}{2t}$$

Information:

r₁₁ : Instrument reliability

k : the number of questions

b₂ : number of item variants

2t : Total variance

The following are the results of the reliability test on 15 respondents of PT. Attention

Properties are as follows:

Table 7. Hasil Uji Reliabilitas Kepuasan Karyawan

Variable	Dimensi	Cronbach value	Information
EMPLOYEE	KK	0,878	Reliable
SATISFACTION	MK	0,901	Reliable
	KP	0,963	Reliable
	ABO	0,918	Reliable
	AKK	0,959	Reliable

The results of the reliability test prove that all question items regarding employee satisfaction are "Reliable". It is said to be reliable because it has a Cronbach Alpha value > 0.70.

Research Variables and Operational Definitions of Variables

Research Variables

In this study, the variables analyzed are as follows: the research variables to be used consist of 2 (two) variables, namely the independent variable and the dependent variable. The meaning of each variable is as follows: 1) Independent/independent variable (X), Independent variable is a variable that affects other variables or is the cause of changes or the emergence of dependent/bound variables. The Balanced Scorecard is the independent variable in this study. 2) Dependent/bound variable (Y), the dependent variable is a variable that is influenced by other variables or is made as a result because there are independent variables. Company performance is the dependent variable (Y) of this study.

Variable Operational Definition

Definition of Operational Variables are research variables that are intended to master the meaning of each research variable prior to analysis, instruments, and where the measurements come from (V. Wiratna Sujarweni, 2015:77). The following is the operational definition of this research variable as follows:

Table 8. Definition of Operational Variables

Perspektif	Indicator	Pic	Indicator Measurement	
			Ratio or measurement	Percentage or amount
finance	1. percentage of total asset return	Finance	1. return on assets	89%
	2. persentase total asset turn over		2. total assets turmover	100%
	3 percentage of ability to pay financial obligations		3. current ratio	200%
Customer	Percentage of new customers	marketing	increase in the number of new customers	40%
internal business processes	number of new products developed	HR and CEO	Increasing number of innovations	1
learning and growth	1. employee productivity level	SDM	1. operating profit/employee	400 juta
	2. percentage of employee satisfaction level		2. ordinal scale in SPSS for windows V.26	100%

Results

Discussion result

Measurement of Financial Perspective

Current Ratio

Year	Current Asset	Current Liabilities	CR
2018	29,121,283,561	20,547,545,966	141.73%
2019	28,402,196,056	18,735,597,628	151.59%
2020	29,721,266,682	18,664,398,882	159.24%

Source: processed data

Total Asset Turnover (TATO)

Table 9

Calculation Results of Total Asset Turnover

Year	Sale	Total Assets	TATO
2018	13,352,220,564	29,295,324,268	45.58%
2019	7,635,438,722	28,521,568,265	26.76%
2020	6,102,338,000	29,817,621,904	20.47%

Source: processed data

Return On Asset (Kamsir 2014:136)

Table 10

Return On Assets (ROA) Calculation Results

Year	Net Profit	Total Assets	ROA
2018	4,049,955,424	29,295,324,268	13.82%
2019	1,048,192,335	28,531,568,265	3.67%
2020	1,357,252,385	29,817,621,904	4.55%

Source: processed data

Customer Perspective Measurement

Customer Acquisition

Table 11

Customer Acquisition Measurement Results

Description	Year			
	2017	2018	2019	2020
new customer (lot)	98	57	25	23
new customer (home)	14	24	15	12
old customer (lot)	0	98	155	180
old customer (home)	0	14	38	53

number of customers	112	193	233	268
customer acquisition	100%	41.97%	17.17%	13.06%

Source: processed data

Measurement of Internal Business Process Perspective

Innovation Process

From the results of interviews can be obtained, that the company PT. Intihati Properti does not have innovation products, its main products are housing and lots. Product innovation will be carried out by the company after the problems currently being faced are resolved. Based on the description above, it can be concluded that PT. Intihati Properti in its product innovation is bad, it can be proven by the absence of new innovations from its products in increasing competition with other companies in the future and to maximize profits.

Performance Measurement Viewed from the Perspective of Learning and Growth.

Employee Productivity

Table 12
Employee Productivity Calculation

Year	Total Employees	Operating Profit	Employee Productivity
2017	12	Rp 4,598,261,939	Rp 383,188,495
2018	15	Rp 3,816,782,934	Rp 254,452,196
2019	10	Rp 902,593,394	Rp 90,259,339
2020	18	Rp 1,344,899,085	Rp 74,716,616

Source: processed data

Employee Satisfaction

The researcher describes the questionnaires distributed per each question given regarding employee satisfaction which contains 5 (five) indicators, including: performance satisfaction attributes, employee motivation, leadership attributes, organizational culture and employee performance attributes.

Table 13
Overall Results of Employee Satisfaction Survey

Dimensions	Positive	Negative	Conclusion
Employee Satisfaction	88.00%	12.00%	PUAS
Employee Motivation	94.00%	6.00%	PUAS
Leadership	84.00%	16.00%	PUAS
Organizational Culture	78.67%	21.33%	PUAS
Employee Performance	97.33%	2.67%	PUAS

Average	88.40%	11.60%	PUAS
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Source: primary data processed

Performance Measurement Judging from the Balanced Scorecard

Table 14.
Company Performance Measurement Results Based on Vision and Mission Viewed from the 2018 Balanced Scorecard

perspective	KPI	Weight (100%)	Target (1)	Realization (2)	Performance % (2/1)	Weight X performance			
Finance (47)	ROA	0.12	8%	14%	1.75	0.21			
	TATO	0.18	100%	46%	0.46	0.08			
	CR	0.17	200%	142%	0.71	0.12			
Customer (12)	customer acquisition	0.17	40%	42.0%	0.97	0.41			
					1.05	0.18			
Internal business processes (12)	Number of product innovations	0.12	1	-	-	-			
					-	-			
Learning & growth (24)	level employee satisfaction level	0.12	400,000,000	254,452,196	0.64	0.08			
					0.12	100%	0%	-	-
								0.32	0.08
						0.67			

Table 15. Results of Company Performance Measurement Based on Vision and Mission Viewed from the 2019 Balanced Scorecard

perspective	KPI	Weight (100%)	Target (1)	Realization (2)	Performance % (2/1)	Weight X performance			
Finance (47)	ROA	0.12	8%	4%	0.50	0.21			
	TATO	0.18	100%	27%	0.27	0.08			
	CR	0.17	200%	152%	0.76	0.12			
Customer (12)	customer acquisition	0.17	40%	17.2%	0.51	0.41			
					0.43	0.07			
Internal business processes (12)	Number of product innovations	0.12	1	-	-	-			
					-	-			
Learning & growth (24)	Employee productivity level employee satisfaction level	0.12	400,000,000	90.259,339,400	0.23	0.03			
					0.12	100%	0%	-	-

0.11 **0.03**
0.34

Table 16. Results of Company Performance Measurement Based on Vision and Mission Viewed from the 2020 Balanced Scorecard

perspective	KPI	Weight (100%)	Target (1)	Realization (2)	Performance % (2/1)	Weight X performance
Finance (47)	ROA	0.12	8%	4%	0.63	0.08
	TATO	0.18	100%	27%	0.20	0.04
	CR	0.17	200%	152%	0.80	0.14
Customer (12)	customer acquisition	0.17	40%	17.2%	0.54	0.25
					0.07	0.01
Internal business processes (12)	Number of product innovations	0.12	1	-	-	-
					-	-
Learning & growth (24)	Employee productivity	0.12	400,000,000	90.259,339,400	0.19	0.02
	level employee satisfaction	0.12	100%	0%	-	-
	level				0.09	0.02
						0.28

Table 17. Table of total company performance scores at PT. Pay Attention to Property

perspective	Weight perspective	Performance			Perspective weight X performance (%)		
		2018	2019	2020	2018	2019	2020
Finance	47	0.41	0.24	0.25	19.43	11.18	11.57
Customer	17	0.18	0.07	0.01	3.03	1.24	0.20
	12	-	-	-	-	-	-
	24	0.08	0.03	0.02	1.83	0.65	0.54
	100	0.67	0.34	0.28	24.30	13.07	12.31
Average score				0.43			16.56

Based on the table above, it is explained that the final result of the company's performance has decreased every year. In 2018 PT. Intihati Properti is classified as "Unhealthy", the CCC category with a total performance score of 24.30%. in 2019 PT. Intihati Properti is classified into "unhealthy" condition, CC category with a total performance score of 13.07%. while in 2020 PT. Intihati Properti is also classified as "unhealthy" in the CC category with a total performance score of 12.31%. This means that the criteria for the final score of performance at PT. Intihati property, the company's performance assessment for a period of three periods, namely 2018 to 2020, the total average performance score on the balanced scorecard method is CC with a total score of 16.56%, which means it can be classified in an "unhealthy" condition. This is indicated by the realization value that always decreases every year, and does not reach the target expected by the company.

Discussion of Performance Measurement Research Based on Perspective in the Balanced Scorecard Method

Financial Perspective

In measuring the financial perspective, three ratios are used, namely: the liquidity ratio (Current ratio), the activity ratio (total Assets Turnover) and the profitability ratio (Return On Assets). These three ratios are tested to measure the performance of the company PT. Intihati Property in terms of finances. The following table summarizes the results of the company's performance measurement from a financial perspective:

Table 18. Summary of Company Performance Measurement from a Financial Perspective

Perspective	KPI	Target (%)	Realization (%)			Difference (%)		
			2018	2019	2020	2018	2019	2020
Finance	CR	200	142	152	159	-58	-48	-41
	TATO	100	46	27	20	-54	-73	-80
	ROA	8	14	4	5	6	-4	-3

Source: Secondary Data Processed

The following is a discussion of the research results. Including the following: a) Liquidity Ratio (Current ratio) The results of the calculation of the current ratio applied to PT. Intihati Properti showed an increase, from 141.73% to 159.24%, but still below the current ratio assessment criteria, which is < 200%. This means that the company's ability to pay its short-term obligations is poor. And the expected achievement target of 200% annually is only 151% $((142+152+159)/3)$ which is realized. the rest is not realized. b) Activity Ratio (Total Assets Turnover) TATO Calculation Results applied to PT. Intihati Properti has proven that there is a decrease, from 45.58% to 20.47%, and is still below the TATO assessment criteria, namely < 100%. That is, the poor level of efficiency in the use of all company assets in obtaining sales volume. And the expected achievement target of 100% every year was realized only 31% $((47+27+20)/3)$ only. The rest are not realized. c) Profitability Ratio (Return On Assets) The results of ROA measurements made to PT. Intihati Properti shows a decline. in 2019 – 2020 resulted in a score from 13.82% to 4.55%, and is still below the ROA assessment criteria, which is >7%. That is, the ratio proves in terms of total asset return from “bad” sales. As well as the expected achievement target of 8% annually, it was realized at 7.7% $((14+4+5)/3)$ only. The rest of the targets were not achieved or not realized.

Customer Perspective

Measurement of customer perspective using 1 (one) company performance measurement tool is: Customer Acquisition. 1 (one) measurement was tested to the company PT. Intihati Property with targets to be achieved annually. The following table summarizes the results of performance measurement from a customer perspective, specifically in customer acquisition:

Table 19. Summary of Company Performance Measurement Results From the Customer Perspective

Perspective	KPI	Target (%)	Realization (%)			Difference (%)		
			2018	2019	2020	2018	2019	2020
Customer	Customer Acquisition	40	42	17.17	13.06	2	22.8 3	26.9 4

Source: Secondary Data Processed

Customer Acquisition

The results of the measurement of customer acquisition applied to PT. Intihati Properti showed a decline from 42% to 17.17%. That is, this shows that management performance has decreased in terms of acquiring new customers. And the expected achievement target of 40% per year was only 24% $(42+17+13)/3$ which was realized. The rest are not realized.

Internal Business Process Perspective

In this perspective, using 1 (one) measurement is: Innovation. 1 (one) measurement was tested to the company PT. Intihati Properti, with targets to be achieved annually. The following table summarizes the results of performance measurement from the perspective of internal business processes, precisely in the innovation process:

Table 20. Summary of Company Performance Measurement Results
 From an Internal Business Process Perspective (Innovation)

Perspective	KPI	Target	Realization			Difference		
			2018	2019	2020	2018	2019	2020
Internal Business Process	Number of Product Innovations	1	0	0	0	-1	-1	-1

Source: primary data processed

Innovation Process

The results of measuring innovation at PT. Intihati Properti is based on the results of interviews that are applied that the company does not have innovation products, its main products are housing and lots. Product innovation will be carried out by the company after the problems currently being faced are resolved. Problems that are being addressed are such as returns on the purchase of houses/lots, subpoenas, and delays in housing development. in the process of developing product innovation has not been thought of at this time.

Based on the description above, it can be concluded that PT. Intihati Properti in its product innovation is bad, it can be proven by the absence of new innovations from its products in increasing competition with other companies in the future and to maximize the expected achievement target of 1 (one) per year. Not realized because the company does not have innovations that are developed annually.

Learning and Growth Perspective

In this perspective measurement uses 2 (two) measurements, namely: employee productivity, and employee satisfaction. Both measurements were tested to PT. Intihati Property with targets to be achieved annually. The following table summarizes the results of performance measurement from a learning and growth perspective, precisely in the level of employee productivity and employee satisfaction:

Table 21. Summary of Company Performance Measurement Results from the Growth and Learning Perspective (Employee Productivity Level)

Perspective	KPI	Target	Realization			Difference		
			2018	2019	2020	2018	2019	2020
Learning & Growth	Employee Productivity Tingkat	400 Juta	254 Juta	90 Juta	75 juta	146 Juta	310 Juta	325 Juta

Source: secondary data processed

Employee Productivity Tingkat

The results of employee productivity carried out at PT. Intihati Properti proves that there is a decline every year from Rp. 254,452,196 to Rp. 90,259,339 which means that the number shows that the level of employee productivity at PT. Intihati Properti is still bad or decreasing every year. And the target of achieving the expected profit of Rp. 400 million per employee. Only Rp. 140 million per employee $((254+90+75)/3)$ which is realized in generating annual profit. The rest are not realized.

Employee Satisfaction Level

Table 22. Summary of company performance measurement results from the perspective of growth and learning (employee satisfaction level)

Perspective	KPI	Target	Realization	Difference	Criteria
			2021	2021	
learning & growth	employee satisfaction level	100%	88.4%	-11.6%	

Source: primary data processed

The results of the overall survey conducted on employee satisfaction carried out on employees of PT. Intihati Properti stated that the dominant value is positive with an average of 88.4%, which means that this shows that employee satisfaction at PT. Intihati This property is quite satisfactory. However, based on the company's expected achievement target of 100% per year, it has not been realized. meaning that it is still below the specified target with a difference of 11.6%

Assessment of Company Performance Evaluation Results Based on the Balanced Scorecard Method

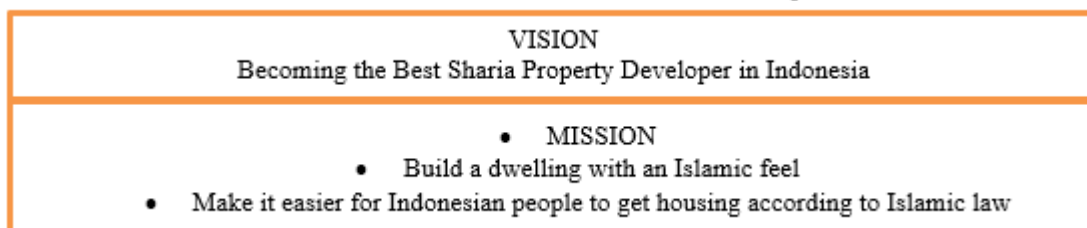


Figure 1. Vision and mission of PT. Pay Attention to Property

Based on the vision and mission of PT. Intihati Properti authors can translate into the goals of the company's strategies to measure or assess the company's performance. The following indicators explain

the relationship between the vision and the company's mission to the four perspectives in the balanced scorecard in achieving the goals of the company.

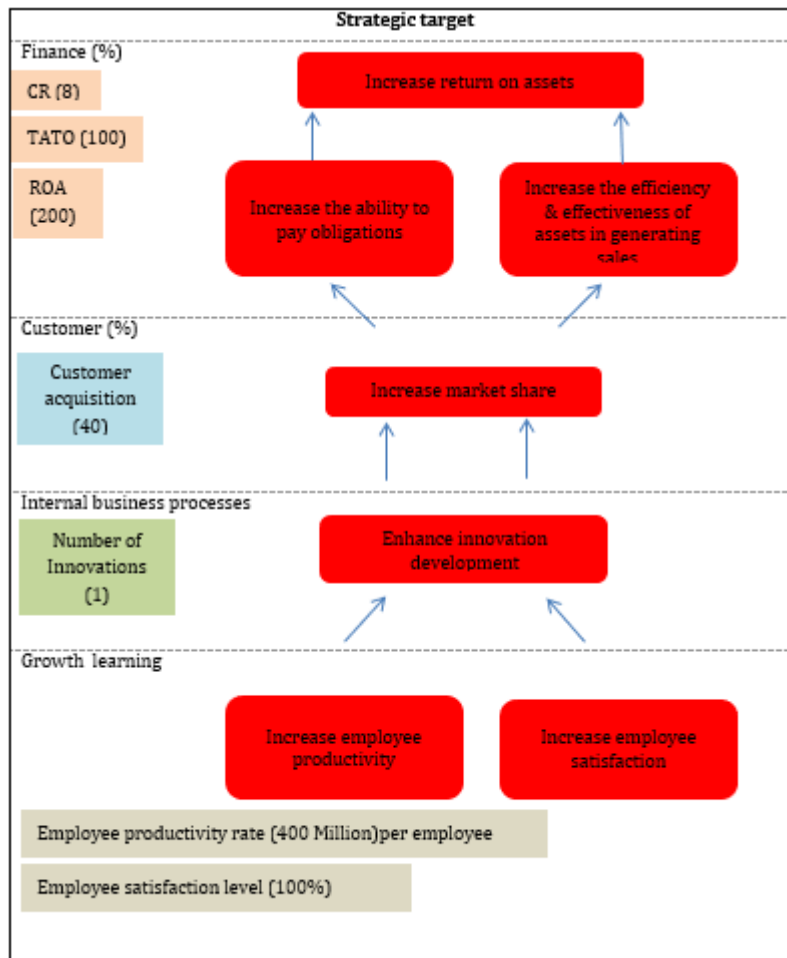


Figure 2. Strategy Maps and BSC at PT. Property Heart

Source: framework

Based on the picture above, it can be translated that PT. Intihati Properti can describe its vision and mission into 7 (seven) strategies. Which is where the balanced scorecard approach is used in measuring company performance at PT. Intihati Properti with a final performance score of 3 (three) years from 2018 to 2020 of 16.56%, which means that the company's performance is classified as "unhealthy" in the CC category. it can be defined that the actions taken to improve the company's strategic objectives have not been implemented properly. the results of the employee satisfaction survey conducted by researchers on the company's human resources get a dominant positive value which indicates that employees are satisfied with the performance of PT. Property Care. but based on the target to be achieved by the company by 100%, which was realized only by 88.4% with a difference of 11.6%. Although the level of employee satisfaction gets a good score or gets a positive value of 88.4%, it is necessary to evaluate the level of employee satisfaction in terms of organizational culture and leadership which gets the highest negative score, namely 16% for organizational leadership and 21.33% for organizational culture. . other than that, as in the case of employee productivity which is rated poorly because of the annual decrease in operating profit generated by the company and employee turnover

which causes the productivity level of PT. Caution This property is bad. This means that the quality and quantity of employees at PT. Intihati Properti still has to be improved so that the company can achieve its goals. Because employees cannot give good value to the achievement of company goals, this can certainly have an impact on internal business processes. is said to be good if it achieves it by developing innovation every year. At PT. Intihati Properti cannot fulfill or achieve these goals, because there are no innovations developed every year, which means that the company's internal business processes are considered "bad" which in the end the company's goals cannot be achieved to satisfy customers or stakeholders. With poor internal business processes due to the absence of developed innovations. It is certain to cause the level of customer acquisition to have an impact on the company's performance. Customer acquisition is an important matter, because the rate of acquisition of new customers that the company has will have an impact on the level of sales and profits obtained by the company. The less sales and profits the company gets, the company's ability to improve the efficiency and effectiveness of assets, pay short-term obligations, and the rate of return on assets owned cannot be achieved or fulfilled.

Conclusion

Based on the results of the research that the researcher has done, the researcher concludes about measuring company performance using the Balanced Scorecard approach at PT. Intihati Properti as follows: financial perspective at PT. Attention Property yields a poor value. This is due to the company's ability to meet short-term obligations, the total turnover set in generating sales volume, and the annual rate of return on assets has decreased. Customer Perspective At PT. Caution Property looks bad. This is because the number of new customers decreases every year, as a result it will affect product sales at PT. Careful Property. Internal business process perspective at PT. Intihati Properti noted that the company does not have the latest innovations developed, this has an impact on the competition process in the future. This means that the company needs a prolonged development so that the company can compete with other companies. Learning and growth perspectives of PT. Intihati Properti in terms of employee productivity is seen as bad. This is because the number of employees and the net profit generated each year has decreased. However, in terms of employee satisfaction, it produces a good value or is satisfied. This is indicated by the results of the questionnaire that the average employee produces a dominant positive value. However, based on the company's achievement targets, employee satisfaction is still below 100%, meaning that it has not been realized according to the target. Thus, companies must continue to evaluate employee performance, and companies must optimize employee job satisfaction by motivating and controlling employee work and organizational culture that is still less than optimal. So that employees are more motivated to work and get good productivity which will certainly have an impact on other perspectives. Meanwhile, the company's performance measurement using the balanced scorecard method is reviewed based on the four perspectives, namely: financial perspective, customer perspective, internal business process perspective, and learning and growth perspective to obtain overall and detailed measurement results. The seven strategies used to achieve the company's goals are otherwise bad or unhealthy. With the score obtained from the measurement of the weight of the indicators and the performance of each perspective, it is 16.56% in the CC category. then the results of the company's performance measurement PT. Intihati Properti based on its vision and mission with the balanced scorecard method is declared "unhealthy".

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