ANALYSIS OF THE BALANCED SCORECARD APPROACH FOR ASSESSING THE FINANCIAL AND NON-FINANCIAL PERFORMANCE MEASUREMENT

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Abstract: This study aims to analyze the financial and non-financial performance of two gas stations (SPBU) in Jakarta. The analysis of this study uses the Balanced Scorecard approach, which includes four perspectives: finance, customers, internal business processes, and learning growth. The data used in this research includes primary data and secondary data. Primary data is obtained through direct interaction, such as interviews, questionnaires, and direct observation. At the same time, secondary data is obtained by having documents that support the continuity of this research. Questionnaire data processing using the SPSS 24.0 program. The scoring results from the four perspectives amount to 5. It can be concluded that the performance of SPBU X is sufficient.

Keywords: balanced scorecard, finance perspective, customer perspective, internal business perspective, learning and growth perspective, performance measurement

Abstrak: Penelitian ini bertujuan menganalisis kinerja keuangan dan nonkeuangan pada dua SPBU yang terletak di Jakarta. Analisis penelitian ini menggunakan pendekatan Balanced Scorecard yang meliputi empat perspektif yaitu, perspektif keuangan, pelanggan, proses bisnis internal, dan pertumbuhan pembelajaran. Data yang digunakan di dalam penelitian ini meliputi data primer dan data sekunder. Data primer di dapatkan melalu interaksi langsung seperti wawancara, kuesioner, dan obervasi pada tempat langsung. Sedangkan data sekunder didapatkan dengan adanya dokumen-dokumen yang mendukung untuk kelangsungan penelitian ini. Pengolahan data kuesioner menggunakan program SPSS 24.0. Hasil skoring dari keempat perspektif berjumlah 5. Maka dapat disimpulkan bahwa kinerja SPBU X cukup.

Kata kunci: balanced scorecard, perspektif keuangan, perspektif pelanggan, perspektif proses bisnis internal, proses pembelajaran dan pertumbuhan

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INTRODUCTION

Competition in companies that are very diverse in today's business environment is very influential on the company's business strategy to win the competition in the free market. According to Rindayani et al. (2015), free markets in the business world are felt in the current era of globalization. Companies must strive to formulate and perfect business strategies to win the competition. In Hanuma & Kiswara, 2011, global competition is entering an increasingly competitive business world. Only companies with superiority can meet consumer needs and produce quality products. Therefore, changes are needed to encourage companies to prepare themselves to be accepted globally. The company's business strategy is used to realize management's achievement targets. In achieving its targets, management needs a measuring tool to achieve the maximum target.

According to Robertson (in Mahmudi, 2010), performance measurement is a process of assessing work progress in this globalization era in order to achieve the goals of predetermined targets, including information on the efficiency of resource use in producing goods and services, quality of goods and services, comparison of activity results with targets, and the effectiveness of actions in achieving its goals. So far, performance measurement has been carried out traditionally and only focuses on finance. Companies with high financial achievements are considered successful companies. Performance measurement guided by financial or financial measures alone will not be able to provide an accurate picture of the actual condition of the company. Apart from being unable to provide the information needed to measure and manage all company competencies, financial measures only explain past events. The traditional view of performance measurement only emphasizes cost minimization. (Mahsun, 2006). Moreover, Todorović, Petrović, Mihić, Obradović, and Bushuyev (in Korhonen et al. 2023) suggest using a project success evaluation framework consisting of critical success criteria, key performance indicators for measurement and documentation of success, and a final evaluation of the project's success from a final report.

So because of that, according to Novirani & Arijanto, 2013 one measuring tool companies can use other than the traditional one is the balanced scorecard (BSC). The BSC method measures both financial and non-financial aspects. The BSC method balances a financial perspective, a customer perspective, an internal business process perspective, and a learning and growth perspective. Verianty (2016) said that the balanced scorecard is very influential in achieving company goals because it can result in improvements and strategic changes made to achieve the performance that the company will achieve. The balanced scorecard not only measures the final result or outcome, called the "Lag Indidicato" of activity, but also measures activities that determine the final result, called the cause indicator (Lead Indicator). The measurements in the balanced scorecard reflect a balance of short and long-term goals (Wisnubroto & Irawati, 2008).

According to Rangkuti (2011), the secret to a successful world-class business strategy is to work based on the correct pl and have clear, transparent, measurable goals. Currently, a popular measurement tool that is in great demand besides the balanced scorecard is SWOT analysis.

In Indonesia, full of natural and human resources as capital in its national development, one is in the oil and natural gas field managed by a state-owned company, Pertamina (SPBU X). SPBU X distributes and markets all products, especially to meet the needs of the Indonesian people (Mu'At, 2015). With the development of the era, Indonesia is not only monopolized by one company that deals with oil and natural gas. Private companies also took over distributing oil and gas needs to the public. The problem to be examined from the two SPBU X in Jakarta is how the company's performance is analyzed with four perceptive of the Balanced Scorecard method.

In measuring performance, SPBU X uses measurement using the Balanced Scorecard method, where the company only measures financial performance based on a financial perspective, this is of course relatively weak in performance measurement, where the company only sees the level of success of the company based solely on financial reports, without looking at team member performance and customer satisfaction levels which can be measured using a customer perspective, internal business perspective and learning and growth perspective.

Pertamina uses the Balanced Scorecard to complement financial measures of past performance with future performance drivers. Scorecard goals and measures are

derived from the company's vision and strategy. Goals and measures examine company performance from four perspectives: financial, customer, internal business processes, and learning and growth. These four perspectives provide the framework for the Balanced Scorecard. Researchers are interested in examining the BSC at this gas station because the Balanced Scorecard is used to balance executive effort and attention to financial and non-financial performance, as well as short-term and long-term performance. Scorecard goals and measures are derived from the vision and mission (Yunianto, Anwar, and Gurendrawati, 2022). The purposes and the measurement to view company performance are established from four perspectives: financial, customer, internal business processes, and learning and growth. Moreover, the Balanced Scorecard has several advantages, including making the current strategic management system significantly different from the strategic management system in traditional management.

METHODS

The research was carried out using descriptive methods with qualitative and quantitative approaches. Qualitative is defined as emphasizing detailed and in-depth studies, seeking data collection, searching and finding meaningful meanings, and emphasizing processes rather than results. According to (Sugiyono, 2014), this method can find the results of performance measurements using the balanced scorecard method at Gas Station (SPBU) X.

In this study, researchers wanted to determine how the performance of Gas Station (SPBU) X located in Jakarta was based on four balanced scorecard perspectives by taking the data tested, collected from primary data and secondary data as research objects.

Data collection techniques affect the quality of research data, so the chosen technique is adjusted to the type of research and research conditions. In this study, data collection techniques were carried out by observation, interviews, documentation and a combination of the three, but what is more important is the in-depth interview technique. This technique can reveal the hidden meaning behind a visible phenomenon. While data collection techniques with observation and documentation are used to assist, enrich, and complete research data.

The results of observations related to physical and environmental conditions provide an overview of conditions related to growth and learning perspectives. At the same time, observations related to the learning process and operational activities will undoubtedly clarify the conditions related to the internal process perspective. Data reduction is selecting, focusing on abstracting and transforming raw data from written records in the field. This process lasted as long as the research was conducted. In the early stages of the problems, the data collection approach obtained will produce a summary and theme of the research. In data reduction, the researchers focused on essential matters regarding strategy and strategic objectives using the balanced scorecard at these two gas stations. The data is then classified into four balanced scorecard perspectives: customers, internal processes, learning and growth and finance.

The level of achievement of the implementation of an activity or program, or policy and realizing the goals, objectives, mission and vision of the organization contained in the strategic planning of an organization is called performance (Mardiasmo, 2009). Indra Bastian in Fahmi (2010) explains performance as a description of the level of achievement of the implementation of an activity in realizing the goals, objectives, mission and vision of the organization contained in the formulation of an organization's strategic scheme. Performance is also the result obtained from an organization, whether profit-oriented or non-profit oriented, produced within a particular time. Performance is often referred to as an achievement or level of success obtained by an individual or group. Wibowo (in Surajiyo et al. 2021) mentioned that this achievement or level of success can be known if the individual or group succeeds in achieving the predetermined success criteria.

Robert L. Mathis and John H Jackson (Fahmi, 2010) say performance appraisal is a process of evaluating how well employees do their jobs compared to a set of standards and then communicating that information. The primary purpose of performance appraisal is to motivate employees to achieve organizational goals and comply with all standards of behavior that have been implemented (Mulyadi, 2009). Performance appraisal is carried out to minimize behavior that should not be done so that organizational goals can be achieved.

Measuring performance or performance means monitoring and measuring the progress that has been achieved on the company's strategic goals that have been planned. Performance measurement aims to increase the organization's progress for the better. Therefore, appropriate measures are needed for each strategic goal to be achieved. In each perspective, strategic objectives are to be achieved, then set at least one performance measurement for each objective. In producing helpful performance measurements, organizations must be able to identify the desired results (outcomes) and the processes undertaken to achieve the outcomes (Nugrahini et al. 2016)

The most famous performance measurement system is the Balanced Scorecard (BSC), which defines the BSC as "a multidimensional framework for describing, implementing and managing strategy at all levels by linking an enterprise, through a logical structure, objectives, initiatives, and steps to organizational strategy." Various strategic steps that must be implemented in the company must be properly and correctly studied to survive and compete in the industry, thus demanding the company's ability to manage resources effectively and efficiently, especially financial resources (Ramadhani & Trisyulianti, 2016). Referring to these conditions, the company needs a precise performance measurement to implement. According to Dewi (2001), applying performance measurement using the balanced scorecard method can create objective performance measurements based on employee productivity. According to (Maria, 2012), the balanced scorecard method is essential to implement the corporate strategy so that companies can design and assess various suitable strategies. According to (Erlinda, 2012), existing performance measurement methods must be able to measure company performance from all aspects so that the overall condition of the company can be known, and applying the balanced scorecard as a performance measurement tool is the most appropriate solution.

The term Balanced Scorecard can be interpreted as performance balanced from 2 financial and non-financial sides, covering short and long-term and involving internal and external parts. A card here records performance results for current conditions and future planning. the future (Rangkuti, 2019). The Balanced Scorecard is more utilized as an effective tool for strategic planning, namely as a tool for translating an organization's mission, vision, goals, fundamental beliefs, basic values, and strategy into action plans that are comprehensive, coherent, measurable, and balanced. The true strength of the Balanced Scorecard lies not in its ability as a measure of executive performance but in its ability as a strategic planning tool. Kaplan & Norton made the following statements in 1995 about the real power of the Balanced Scorecard: However, the real power of the Balanced Scorecard occurs when the Balanced Scorecard is transformed from a performance measurement system to a management system. In the same year, the two creators of the Balanced Scorecard reiterated the development of the role of the Balanced Scorecard, which is no longer just a performance measurement system that has been refined through their following statements: The Balanced Scorecard has changed from a performance measurement system that has been refined to become the core management system ((Mulyadi, 2007 Balance Scorecard: Contemporary Management Tool for Multiplying Company Financial Performance, 2007).

The Balanced Scorecard provides a view of a company's overall performance that complements traditional financial performance measures with key performance indicators (KPIs) in three non-financial areas.

Financial Perspective

From this financial perspective, there are differences in financial goals in each stage of the business life cycle, namely:

• Grow (growth)

Growing companies are at the beginning of the company life cycle. They produce products and services that have growth potential. To exploit this potential, they must commit significant resources to developing and improving new products and services; building and expanding production facilities; building operations investing in systems, infrastructure and distribution networks that will support the creation of global relationships; and maintaining and developing strong relationships with customers.

• Survive (sustain)

Most of the business units in a company may be in the sustain stage. In this situation, the business unit is still attractive for investment and re-investment but is expected to generate a reasonably high return on

investment. Such business units are expected to be able to maintain their market share and gradually grow year after year. Most business units in the sustain stage will set financial goals related to profitability.

• Reap (harvest)

Some business units will reach the maturity stage in their life cycle, where the company wants to "reap" the investment made in the previous two stages. Business no longer requires significant investments; sufficient for the maintenance of equipment and capabilities, not the expansion or development of new capabilities. The overall financial goal for a business at the reaping stage is operating cash flow (before depreciation) and savings on various working capital requirements.

Customer Perspective

From the customer perspective of the Balanced Scorecard, the company identifies customers and market segments to enter. The market segment is a source that will become a component of the company's financial goals. The customer perspective allows companies to align key customer measures (satisfaction, loyalty, retention, acquisition and profitability) with target customers and segments. The customer perspective also allows companies to explicitly identify and measure the proportion of value the company will provide to customers and target markets. Previously, companies could concentrate on internal capabilities, relying on product performance and technological innovation. Nevertheless, companies that do not understand customer needs will make it easier for competitors to attack by offering better products and services according to customer preferences.

From the customer perspective of the Balanced Scorecard, apart from the desire to satisfy and delight customers, business unit managers must also translate mission and strategy statements into objectives tailored to specific markets and customers. Companies must identify various market segments regarding current and potential customer populations and choose which segments to enter. Identifying the proportion of value to be delivered to market segments is critical in developing customer perspective objectives and measures.

Internal Business Process

From an internal business process perspective, managers identify critical processes for achieving customer and shareholder goals. The generic value chain model provides a template companies can adapt to prepare each internal business perspective. In Yuwono & Ichsan, 2004, Kaplan, R. & Norton, 1992 divide internal processes into three processes, namely:

- The innovation process, this process explains how companies understand and recognize the needs and wants of customers and create the products and services they want.
- The operations process is when a company delivers a product or service.
- After-sales service is the process where services are provided to customers after the product or service is sold.

Learning and Growth Perspective

The fourth and final perspective on the Balanced Scorecard develops objectives and measures that promote enterprise learning and growth related to human capital. The goal in the learning and growth perspective is to provide the infrastructure that allows ambitious goals in other perspectives to be achieved (Coman et al. 2020 Syahan et al. 2022). Three dimensions must be considered in this perspective, namely:

a. Employee capability measurement is carried out on three main things, namely, measurement of employee satisfaction, measurement of employee turnover within the company, and measurement of employee productivity.
b. Information system capability, this ability is measured by the percentage of information availability needed by employees about their customers.
c. Motivation, granting authority, and limiting employee authority. This measurement can be done in three ways: measuring the suggestions given by the company and implemented and the improvement and improvement of employee performance last measurement of individual limitations in the organization.

Good strategic planning will bring advantages to the company to compete with its competitors and meet consumer demand. Companies must also look at the company's internal and external conditions to anticipate uncertain environmental conditions. SWOT analysis involves formulating strategies tailored to the company's vision and mission (Wediawati, Derama, & Pratiwi, 2022). Formulating the strategy translates the company's vision, mission and strategy into strategic objectives from the balanced scorecard (BSC) perspective. Through SWOT analysis, companies can determine their influence on the BSC perspective (Ramadhani & Trisyulianti, 2016).

The strategic goals formulated to achieve the company's vision and goals that have been formed need to be determined by the size of their achievement. Two measures need to be determined to measure the success of achieving these strategic goals: outcome and performance driver measures. The outcome measure is a measure that shows the level of success of the strategic achievements that have been formed, while the performance driver measure is a measure that causes the results to be achieved.

The score in the balance criteria table is the standard score if the performance of all aspects of the company is "good". Scores are given based on the following rating scale (Table 1). The next step is to create a performance measure containing indicators that will be used as the basis for scoring. Performance measures can be seen in the following Table 2.

Table 1. Rating Scale

Score	Value	Meaning
-1	Not Enough	Performance level below standard/target
0	Enough	The level of achievement is the same as the standard/target
1	Well	The level of achievement is above the standard/target

Source: Mulyadi, 2001

Table 2. Balance criteria

Perspective	Strategic Goals	Yield Size	Performance Trigger Measure	Score
Financial Perspective	Revenue Growth and cost changes	Cost Changes: Cost Growth Cost Reduction	Revenue Mix Cycle effectiveness	1
Customer Perspective	Brand Equiry	Customer Acquisition	Increasing new customers	1
	Improved Service Quality	Customer Retention	Depth of relationship	1
		Customer Satisfaction	Reduced Number of Complaints	1
Internal Business Perspective	Quality Improvement	Number of Handling	Fewer Number of Complaints	1
	Customer Service Process	Increased Complaints	Fewer Number of Complaints	1
		Response Times		1
		Revenue		1
Learning and Growth Perspective	Increased Employee Commitment	Employee Retention	Reducing the number of employees who leave	1
	Increased employee capabilities	Employee training	Number of employees who attended training	1
Total				10

RESULTS

The development of gas stations has been very rapid, according to the types of gas stations mentioned above, gas stations X including DODO gas stations. The private sector or company owns SPBU X but still works with one of the fuel dealers to fulfill the fuel. SPBU X has been established for seven years in the South Jakarta area. With 25 employees, Gas Station X has undergone many changes every year.

Financial Perspective

Income

The income earned by SPBU X by comparing the difference between gas station revenue in 2018 and 2019 with revenue in 2018. SPBU X revenue data obtained from the finance department, namely: From the Table 3, there has been an increase in gas station X's revenue from 2018 to 2019 of Rp. 257,049,114. The percentage increase in the income level of SPBU X is obtained:

$$\text{Income Level} = (\text{Income Difference Year 2018 and 2019} / \text{The income Year 2018}) \times 100\%$$
$$= \frac{157.049.114}{4.492.045.941} \times 100\%$$
$$= 3\%$$

Thus, the revenue growth rate for SPBU X in 2019 increased by 3% compared to 2018.

Cost

The level of costs obtained by SPBU X by comparing the difference in gas station costs in 2018 and 2019 with costs in 2018. SPBU X expense data obtained from the finance department, namely: From the Table 4, it can be seen that there has been an increase in the cost of SPBU X from 2018 to 2019 of Rp. 57,120,112. The percentage increase in the income level of SPBU X is obtained:

$$\text{Income Level} = (\text{Income Difference Year 2018 and 2019} / \text{The income Year 2018}) \times 100\%$$
$$= \frac{57.120.112}{4.347.119.547} \times 100\%$$
$$= 1\%$$

To assess the ability of SPBU X to cover costs for carrying out activities by comparing revenue and costs. Revenue and cost data for SPBU X obtained from the finance department are (Table 5):

a. comparison of income with costs year 2018

$$\text{CRR} = \frac{\text{Rp. 4.492.045.941}}{\text{Rp. 4.347.119.547}} \times 100\%$$
$$= 103\%$$

b. comparison of income with costs year 2019

$$\text{CRR} = \frac{\text{Rp. 4.649.095.055}}{\text{Rp. 4.404.239.659}} \times 100\%$$
$$= 106\%$$

The 2018 and 2017 CRR calculations show a tendency for the comparison value between income and expenses from 2018 to 2019 to increase by 3%, from 103% in 2018 to 106% in 2019.

Customer Perspective

In this study, the assessment of the customer's perspective on employee service uses secondary data obtained from a survey on customer satisfaction. The number of respondents to the survey was 50 respondents. Of the 50 questionnaires given, only 40 questionnaires were returned.

Table 3. Gas Station (SPBU) Revenue X

Year	Total Income (Rp)
2018	4.492.045.941
2019	4.649.095.055
Difference	157.049.114

Table 4. Gas Station (SPBU) X Cost

Year	Total Load (Rp)
2018	4.347.119.547
2019	4.404.239.659
Difference	57.120.112

Table 5. Income and Cost Gas Station X (SPBU)

Year	Total Income	Total Cost
2018	Rp. 4.492.045.941	Rp. 4.347.119.547
2019	Rp. 4.649.095.055	Rp. 4.404.239.659

According to Ghozali I. (2005), the validity test is used to measure the validity or invalidity of the questionnaire. This validity test is used by using Pearson Correlation. A questionnaire is declared valid if the significance level is below 0.05 or r count > r table, then an item suggestion can be considered valid. The r-count value on 40 questionnaires with a significance level of 0.05 is 0.3120 (Sugiyono, 2014).

The validity test results showed that each statement has a value of r count above r table (0.3120), then all statements are declared valid. The results of the validity and reliability tests can be seen in Table 6 and Table 7.

The reliability test determines a value that shows the consistency of a research instrument. The consistency is used to determine if some items related to these variables are reliable. Reliable research results occur when there are data similarities at different times. The test aims to calculate the Cronbach Alpha coefficient of each instrument in a variable (Sugiyono, 2014). The basis for decision-making is as follows:
1. If Cronbach's Alpha > 0.60, then it is reliable
2. If Cronbach's Alpha < 0.60, then it is not reliable

Customer Satisfaction Questionnaire Analysis

Assessment of the customer perspective is carried out by statements that are directly related to customer satisfaction with services and facilities owned by SPBU X. From the results Table 8, it can be seen that the lowest value of customer satisfaction is obtained due to the location and convenience of SPBU X with an average value of 3.15, the response of the SPBU X on criticism and suggestions submitted by customers also gets the lowest score, which is equal to 3.15. Finally, the lowest average value of customer satisfaction is obtained from handling customer complaints against SPBU X of 3.08.

Table 6. Customer satisfaction validity test

Statement	R Count	R Table	Information
Location and convenience of Gas Station (SPBU) X	0.654	0.3120	Valid
Services provided by Gas Station (SPBU) X	0.675	0.3120	Valid
Gas Station (SPBU) X service procedures received by customers	0.711	0.3120	Valid
Availability of facilities, facilities and infrastructure at Gas Station (SPBU) X	0.848	0.3120	Valid
Speed, accuracy, and service response at Gas Station (SPBU) X	0.869	0.3120	Valid
The quality of services offered by SPBU X	0.756	0.3120	Valid
SPBU X's response to customer criticism and suggestions	0.782	0.3120	Valid
Handling customer complaints about SPBU X	0.788	0.3120	Valid
Greetings and greetings given by SPBU X to customers	0.786	0.3120	Valid
An apology from the employees of SPBU X when something unpleasant happens to the customer.	0.757	0.3120	Valid

Table 7. Customer satisfaction reliability test results

Statement	Cronbach Alpha	Information	Statement	Cronbach Alpha	Information
P1	0.918	Reliable	P6	0.911	Reliable
P2	0.915	Reliable	P7	0.910	Reliable
P3	0.914	Reliable	P8	0.909	Reliable
P4	0.905	Reliable	P9	0.911	Reliable
P5	0.903	Reliable	P10	0.911	Reliable

Table 8. Table of customer satisfaction analysis results

Statement	Satisfaction Level (%)				Total	AVG
	Very Dissatis-fied (STP)	Not Satis-fied (TP)	Satisfied (S)	Very Satis-fied (VS)		
Location and convenience of SPBU X	0	4	25	11	40	3.15
	0.0	10	62.5	27.5	100.0%	
Services provided by SPBU X	0	1	24	15	40	3.35
	0.0	2.5	60.0	37.	100.0%	
SPBU X service procedures received by customers	0	2	22	16	40	3.35
	0.0	5	55.0	40.	100.0%	
Availability of facilities, infrastructure and facilities at SPBU X	0	5	18	17	40	3.33
	0.0	12.5	45.0	42.5	100.0%	
Speed, accuracy, and service response at SPBU X	0	4	21	15	40	3.30
	0.0	10.0	52.5	37.5	100.0%	
The quality of services offered by SPBU X	0	3	21	16	40	3.35
	0.0	7.5	52.5	40.0	100.0%	
SPBU X's response to customer criticism and suggestions	0	8	20	12	40	3.15
	3.15	0.0	20.0	50.0	30.0	
Handling of customer complaints against SPBU X	0	9	21	10	40	3.08
	0.0	22.5	52.5	25.0	100.0%	
Greetings and greetings given by SPBU X to customers	1	6	15	18	40	3.30
	2.5	15.0	37.5	45.0	100.0%	
Apology from SPBU X employees when something unpleasant happens to a customer	0	5	21	14	40	3.28
	0.0	13	53	35	100%	

Internal Business Process Perspective

These systems and procedures are the management efforts of SPBU X for the services provided to each customer following predetermined service standard procedures. In this study, an overview of the systems and procedures in SPBU X was obtained from in-depth interviews with several related parties at SPBU X.

The first thing you want to know is whether SPBU X already has standards in service and what makes SPBU X different.

According to Resource Person A:
"Service standards have existed since this gas station was established and have been determined directly by fuel, oil and gas distributors. The nature of this gas station is DODO (Dealer Owned Dealer Operated), but there is still an operational standard that has become the benchmark for its operation.

According to Resource Person B:
"For establishing operational standards, it already exists because gas stations work together with one of the fuel distributors. The flow is regular refueling but payment is made to the cashier in the middle of the site."

According to Resource Person C:
"This gas station is a franchise, so the center has operational standards. If it is different, the center is also still watching, and there will be a warning. This gas station has the same flow as other gas stations, except the employees who refuel or perform other services, do not receive direct payments. They were transferred to the cashier in their room in the middle of the gas station."

According to Resource Person D:
"Because SPBU X is DODO (Dealer Owned Dealer Operated), this gas station still follows the rules given by the center, which must be followed, such as the layout and facilities provided to fulfill customer satisfaction. Service here is provided if there is something wrong with the vehicle in an emergency."

Learning and Growth Perspective

Employee Satisfaction

Employee satisfaction can be seen from the questionnaires given to 26 employees and processed by researchers. The results of the validity and reliability tests can be seen in Table 9 and Table 10. The validity test results showed that each statement has a value of r count above r table (0.3961), then all statements are declared valid. The test aims to calculate the Cronbach Alpha coefficient of each instrument in a variable (Sugiyono, 2014). The basis for decision-making is as follows:
1. If Cronbach's Alpha > 0.60, then it is reliable
2. If Cronbach's Alpha < 0.60, then it is not reliable

Analysis of employee satisfaction taken from the results of a survey on employees is described in Table 11.The results of the analysis of employee satisfaction show a number with an average number of 3.6. If seen from the analysis results, the highest number is owned by the statement stating that SPBU X routinely conducts employee training and education. In comparison, the lowest average is at 3.5, with the statement that Gas Station X is responsive to the wishes and needs of its employees and that employees know and understand enough about every job at Gas Station X.

The employee turnover rate is obtained by searching the admin documents provided. The data required includes the number of employees who left in 2018 and 2019 and the total number of employees at gas stations in 2018 and 2019.

Table 12 explains the results of scoring from each perspective. There are eight variables from four perspectives studied. The researchers themselves carried out the scoring due to limited research time. In setting a score for each variable, the researcher looked at the research results. The explanation from the table above is as follows:
1. The increase in income is given the number 1 due to an increase in income
2. Cost reduction is given a score of 1 because there is no target from SPBU X.
3. CRR (comparison of income and costs) is given a score of 1 because it is positive.
4. Customer satisfaction with SPBU X scored 1 because the satisfaction results are above average.
5. Systems and procedures are given a score of 1 because they have implemented systems and procedures following predetermined operational standards.
6. The completeness of the facilities is also given a score of 1 because it has provided facilities according to the specified standards.
7. The level of employee satisfaction is given a 0 because the company does not have a specific target for fulfilling employee satisfaction.
8. Employee Turn Over has a score of -1 because the turnover rate is high.

Table 9. Test the validity of employee satisfaction

statement	r-count	r-table	Information
It is enough for employees to know and understand every job at SPBU X	0.609	0.3961	Valid
There is a transfer or rolling of work every month	0.536	0.3961	Valid
SPBU X routinely conducts evaluations to improve the quality of its employee resources	0.748	0.3961	Valid
SPBU X is responsive to the wants and needs of its employees	0.467	0.3961	Valid
The level of errors made by employees in their work is relatively low	0.405	0.3961	Valid
SPBU X routinely organizes training and education for its employees	0.536	0.3961	Valid

Table 10. Employee satisfaction reliability test results

Statement	Cronbach Alpha	Information
P1	0.609	Reliable
P2	0.601	Reliable
P3	0.642	Reliable
P4	0.624	Reliable
P5	0.625	Reliable
P6	0.601	Reliable

Table 11. Results of analysis of employee satisfaction

Statement	Satisfaction Level (%)				Total	AVG
	Very Dissatis-fied (STP)	Not Satis-fied (TP)	Satisfied (S)	Very Satis-fied (VS)		
It is enough for employees to know and understand every job at SPBU X.	0	0	12	14	26	
	0.0	0.0	46.2	53.8	100.0%	3.5
There is a transfer or rolling of work every month.	0	0	1	25	26	
	0.0	0.0	3.8	96.2	100.0%	3.9
SPBU X routinely conducts evaluations to improve the quality of its employee resources.	0	0	9	17	26	
	0.0	0.0	34.6	65.4	100.0%	3.6
SPBU X is responsive to the wants and needs of its employees.	0	0	11	15	26	
	0.0	0.0	42,3	57.7	100.0%	3.5
The level of errors made by employees in their work is relatively low.	0	0	7	19	26	
	0.0	0.0	26,9	73.1	100.0%	3.7
SPBU X routinely holds training and education for its employees.	0	0	1	25	26	
	0.0	0.0	3,8	96.2	100.0%	3.9

Table 12. Scoring

Perspectives	Strategic Goals	Results	Score
Finance	Income	Income Level	1
	Cost	Cost Level	1
	CRR	Financial Efficiency	1
Customer	Increased Customer Trust	Customer Satisfaction	1
Internal Process	The service process provided follows operational standards	SOP Procedure System	1
		Complete Facilities	1
Learning and Growth	Increased employee commitment	Employee Satisfaction	-1
		Employee Retention	0
Total			5

From the Table 12, it can be seen that the total weight score of Gas Station X is 6 of the total standard weight, so the average score is 5/8 = 0.625

The Figure 1 shows the boundary between "less," "adequate," and "good." Less than 50% (score 0), and performance is said to be "good" if it is more than 80%, and it is assumed that 80% equals 0.6. The rest is the "sufficient" area between 0 and 0.6.

Thus it can be interpreted that SPBU X when viewed with a balanced scorecard approach, is located in the "sufficient" area.

Financial Perspective

This research found that the financial performance of the income level variable shows good performance. The positive results of the calculation of income show it. This positive value can be shown through the income earned by SPBU X in 2019 of Rp4,649,095,055 and experienced an increase compared to the previous year in 2016, with a presentation of 3%.

Meanwhile, the expenses were only 1% compared to 2018 to 2019. It was because several unestimated expenses resulted in an increase in the charging of costs that occurred at SPBU X.
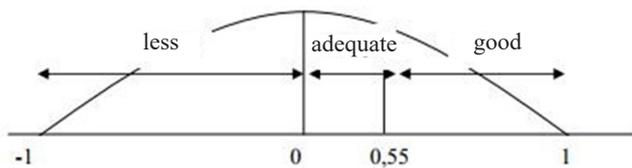
Figure 1. Performance scoring

In addition to looking at the level of income and costs, this study also looks at the value of the comparison between income and costs incurred, called the cost recovery rate (CRR). CRR is a measure of profitability used to determine how big the comparison between revenue and costs is. The CRR value in this study will be measured for two years, namely 2018-2019. From the results of calculations by researchers, the CRR value in 2018 was 103%, and the CRR in 2019 was 106%. A CRR value above 100% indicates that the total costs incurred by SPBU X are still below its total revenue. Based on the CRR value, financial performance is good because it has increased by 3%.

Customer Perspective

Table 6 shows that the ten statements given by the researcher give an excellent average result according to the SPSS process used by the researcher in analyzing the results of this questionnaire. Fifty respondents were given and only returned 40 of these questionnaires. From the table results, there is 1 statement with the lowest average value of 3.08, with the statement handling customer complaints against SPBU X. This is one of the most important to retain customers and the gas station's name. Nevertheless, overall, SPBU X has promising results on customer satisfaction.

Internal Business Process Perspective

Based on the results of in-depth interviews, SPBU X is a DODO (Dealer Owned Dealer Operated) gas station, so all assets and ownership are privately owned. However, there is still a separate refueling procedure as this gas station's operational standard. According to the source, SPBU X has been running according to the existing operational standards, from entry to refueling to the payment system.

Based on the results of in-depth interviews with gas station management, a picture of the flow and layout of the facilities at gas station X was obtained. It is under the actual flow at gas station X, which customers carry out when refueling, paying and fulfilling the needs of gas station facilities. The facilities are gas filling, grocery store, bathroom, place of worship, and oil changes.

Learning and Growth Perspective

The analysis results of the six statements given to 26 employees using SPSS at SPBU X have a reasonably good average value. 2 statements are below average, namely employees who know and understand enough about every job at SPBU X and SPBU X who are responsive to the wishes and needs of their employees.

Employees who are satisfied with their work will feel happy and enthusiastic. Balanced with a policy on incentives, it will increase the enthusiasm of employees to work optimally and increase their overall output ability because employee satisfaction is the basis for the success of gas stations in achieving what is targeted.

Turn Over illustrates the ratio of the number of employees leaving to the total number of employees. Secondary data from the gas station admin shows the number of employees who left in 2018, as many as two people out of a total of 26 people. These data show that the employee turnover rate was 4% in 2016 and 7% in 2019.

From the results of this study, it must be observed that there are still employees who are dissatisfied with the company. If gas stations do not pay attention and try to solve problems, there is a possibility that the number of dissatisfied employees will continue to increase.

Although it is only one of many other factors, job satisfaction affects employee turnover and absenteeism rates. Companies can expect that as employee satisfaction increases, employee turnover and absenteeism decrease. Conversely, lower job satisfaction will usually result in higher employee turnover, which will usually seek opportunities in other companies and leave the current company.

From the overall research results of the four balanced scorecard perspectives, it is possible to analyze the relationship between perspectives. The 2018 and 2019 CRR increased by 3% from a financial perspective. It shows that the expenses incurred by SPBU X do not exceed the income received by SPBU.

From the customer perspective, the level of customer satisfaction is quite good, with all values above average. It will have an impact on satisfied customers, will undoubtedly affect the level of visits and also affect the financial perspective.

Furthermore, from the perspective of internal business processes, according to the results of in-depth interviews, it can be said that SPBU X has carried out its operations following applicable operational standards.

Finally, the learning and growth perspective revealed two statements below the average value after analysis using SPSS. The four perspectives of the balanced scorecard are a unit with a relationship between them. If SPBU X wants to have a high financial level, customer satisfaction is needed so that the customer's commitment to return and use the services of SPBU X continues. To get customer satisfaction, we need systems and procedures and complete facilities to support customer satisfaction with the performance of SPBU X. Lastly and significantly influencing customer satisfaction are the employees who work and provide services to gas stations."

After analyzing the four balanced scorecards, the next step is to assign a score to each perspective. From the scoring results, a total score of 5 is obtained, which means that the performance of SPBU X is sufficient.

Managerial Implications

Based on the conclusions from research on the application of a strategic performance measurement model that provides a basis for the vision and mission of a balanced scorecard-based company, The implications that can be applied are as follows: a) From a financial perspective, it can be seen that the company's performance as a whole influences the performance achievement. Therefore, the company is expected to pay more attention to other perspectives because if the performance from the other three perspectives is good, it will also positively affect the financial perspective. b) From the customer's perspective, this perspective can show the extent of acceptance of the services offered by the company, and the results of achievement from this perspective can be seen through the indicators that have been determined. It can affect the views of customers

and the company's income. c) From an internal business process perspective, it can be seen that the indicators used directly impact operational performance, which will affect the quality of services provided. d) From the perspective of learning and growth, it shows that human resources are essential for company performance. It can be seen that this perspective has quite a significant influence considering that company performance starts with the capability and quality of its human resources.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the researcher has analysis, the score given to the four perspectives is 5. The four perspectives are significantly related to one another. The financial perspective showed positive results due to increased revenue from the previous year. The CRR analyzed also shows an increase and is above 100%, which means that the level of expenses does not exceed the existing income. Furthermore, it can be concluded that the customer perspective is good because all of them get scores above the average. There are only deficiencies in handling complaints against gas stations. From the perspective of internal business processes, gas stations have carried out their operational activities following applicable standards, and the completeness of facilities to support customer satisfaction also follows applicable standards. Finally, the learning and growth perspective is seen in employee satisfaction and retention. Employee satisfaction greatly influences other perspectives, and here it is concluded that there are still deficiencies in gas stations to make employees committed to working at gas stations so that the employee turnover rate increases. Based on the analysis and interpretation of the data, it can be concluded that the benchmarks from each perspective have a causal relationship with other perspectives. The measurement of each strategic measure (scorecard) not only assesses the implementation of various program activities, which are the responsibility of the leadership in specific fields but also relates to other fields that support the corporate strategic goals. The research data shows that using the Balanced Scorecard can provide more structured results and an overall picture. It follows other studies at other gas stations X.

Recommendations

For further research, pay more attention to the variables used to expand performance analysis using the balanced scorecard method. In future studies, to be more comprehended with a picture of a financial perspective by analyzing liquidity ratios, profitability, performance, and solvability ratios.

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