

## THE BALANCED SCORECARD METHOD FOR ASSESSING COMPANY PERFORMANCE (Case Study at PT Salatiga State Electricity Company)

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**Abstract:** *This study aims to examine whether financial perspectives, customers, internal business processes, as well as perspectives of growth and learning partially or simultaneously affect the performance of PT Salatiga State Electricity Company (PLN). This study uses a quantitative descriptive approach with a population of employees of PT Perusahaan Listrik Negara (PLN) Salatiga. The sampling procedure used in this study is the purposive sampling method. This study uses a sample of 32 employees who fit predetermined criteria. Data in this study were collected by distributing questionnaires. The results of this study indicate that the financial perspective, customers, internal business processes as well as the perspective of growth and learning simultaneously have a significant effect on the performance of PT Salatiga State Electricity Company (PLN) as evidenced by the significance value of  $F(0.007) < \alpha(0.05)$  and the value of  $F \text{ count}(4,464) > F \text{ table}(2.71)$ . Partially the variables of financial perspective, customer, and internal business process perspective have no significant effect on company performance, while the growth and learning perspective variable has a positive and significant effect on company performance. The adjusted  $R$  square determination coefficient is 0.309. This proves that the independent or independent variable is able to influence the dependent or dependent variable by 30.9%, while the remaining 69.1% is influenced by other variables outside this study.*

**Keywords:** *balanced scorecard, company performance*

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### 1. Introduction

The company's performance measurement system has traditionally been measured based on financial aspects, because these financial measures are easily measured (Mulyadi and Setiyawan 2000). The advantage of measuring performance is relatively very easy to do so that in general companies use these alternatives. In addition to the advantages there are also weaknesses. The weaknesses of the traditional approach include not being oriented to long-term profits, the inability to measure intangible company assets (intangible assets) or human resource assets (intellectual property). These weaknesses can be reduced through the balanced scorecard approach.

According to Kaplan and Norton (2000) in Alfian Hakim Nurcahaya (Nurcahaya, 2016) creating a balanced scorecard is a method of performance measurement that can complement a set of financial performance measures with measures of performance boosters (divers) from non-financial aspects. This balanced scorecard concept uses non-financial information as a performance measurement tool in addition to corporate financial information so that it does not

emphasize the achievement of short-term goals but can also measure the causes of changes in the company.

The balanced scorecard describes the company's mission and strategy in the long run using certain criteria which are then used to measure company performance. These criteria are classified into four perspectives, namely: a financial perspective, customers, internal business processes, and the last one is a growth and learning perspective. Financial perspective is a perspective that measures company performance based on economic methods, efficiency and effectiveness (value for money). Customer perspective is a perspective that measures company performance based on market share, customer retention, customer acquisition, customer satisfaction and customer profitability. Internal business perspective is a perspective that measures company performance based on the stages that have been carried out by the company, namely, innovation, operations and after sales service. Growth and learning perspective that measures company performance based on employee satisfaction, employee retention and employee productivity.

PT Perusahaan Listrik Negara (PLN) Salatiga is a state-owned company that aims to provide electricity for the public interest in sufficient quantity and quality, seek profit and carry out duties from the Government in the electricity sector in order to participate in the success of development by applying the Company's principles. Limited. Performance measurement conducted by the State Electricity Company (PLN) Salatiga still focuses on the financial aspects.

According to Mahmudi (2015) public sector companies that are included in the quasi-non-profit organization type, in doing so, performance measurement should not only be based on financial aspects but also based on non-financial aspects, namely using a balanced scorecard, because balanced scorecard in its measurement does not only emphasize the financial aspects, but also in non-financial aspects. This is in line with public sector companies that place profit not as a key performance measure, but services that tend to be non-financial.

Research conducted by Ahmad Faishol (Faishol, 2016) to improve the performance of PDAM Lamongan is influenced by four perspectives in the balanced scorecard. From the results of the research conducted, it shows that the financial perspective, customers, internal business processes and the perspective of growth and learning have a positive and significant effect on improving the performance of PDAM Lamongan.

Research conducted by Aryane Nurita (Nurita, 2015) aims to determine the effect of balanced scorecard-based performance measurement on the performance of managers at the Telkom Education Foundation, showing that only the financial perspective and learning and growth perspective variables have a significant effect on manager performance. Meanwhile, the variable customer perspective and internal business process perspective do not have a significant effect on manager performance at YPT. Together, all variables (financial perspective, customer perspective, internal business process perspective, and learning & growth perspective) have a significant influence on manager performance at YPT.

Research conducted by Aqli Yassin, Mochammad Al Musadieg, Tri Wulida Afrianty (Yassin et al., 2016) with the title The Effect of Balanced Scorecard and Knowledge Management on Employee Performance and Company Performance (Study on Employees of PT Semen Indonesia (Persero) Tbk) resulted in the conclusion that Independent variables that do not have a significant effect on company performance are internal business process variables, learning and growth variables. While the knowledge infrastructure capability variable has a significant effect on company performance.

From the background and the results of previous research that have varied results, it is interesting to do further research on the balanced scorecard method to analyze company performance with the title "Balanced Scorecard Method to Assess Company Performance" (Case Study at PT Perusahaan Listrik Negara Salatiga)

## **2. Literature Review**

### **2.1 Public Sector Performance Measurement**

According to Mulyadi and Setyawan (2000) performance appraisal is a periodic determination of the operational effectiveness of an organization, its parts of the organization and its employees based on predetermined goals, standards and criteria. Achievement or work is a record of the results obtained from certain job functions or activities during a certain period of time according to Dwiyanto (in Articleong, 2010) regarding the indicators used to measure performance, namely as follows: a. Productivity means measuring the effectiveness of services which can be measured from the ratio between input or output. b. Quality of service, meaning that the quality of the services provided is very important to be maintained c. Responsiveness, which means that the bureaucracy must have the ability to recognize community needs, develop agendas and services and develop public service programs according to the needs and aspirations of the community. d. Responsibility means that correct administrative principles and bureaucratic policies, both explicit and implicit, must be properly implemented in the implementation of activities. e. Accountability means that how much bureaucratic policies and activities are subject to political officials elected by the people, where these political officials will always prioritize the interests of the people.

### **2.2 Performance Measurement Objectives**

The purpose of measuring the performance of the public sector according to Mahmudi (2015) is: a. Knowing the level of achievement of organizational goals b. Provide employee learning facilities c. Improve the performance of the next period d. Providing systematic consideration in making decisions about giving rewards and punishments e. Motivate employees and create public accountability

### **2.3 Balanced Scorecard**

The very rapid development of information technology has changed the pattern of company competition from industrial competition to information competition and has changed the benchmarks used to measure the performance of a company. According to Kaplan & Norton in Alfian Hakim Nurcahaya (2016) states that the balanced scorecard consists of two words, namely:

- a. Scorecard is a card used to record a person's performance score.
- b. Balanced, shows that the performance of personnel or employees is measured in a balanced manner and is viewed from two aspects, namely: financial and non-financial, short-term and long-term, and internal and external.

The balanced scorecard provides a way to communicate a company's strategy to managers throughout the company. The balanced scorecard is a collection of integrated performance measures derived from company strategy that supports the overall corporate strategy (Amien Widjaya Tunggal, 2001).

Performance measurement using the balanced scorecard views business units from four perspectives, namely financial, customer, business processes within the company as well as learning and growth processes.

### **2.4 Balanced Scorecard Perspectives**

According to Kaplan and Norton (2000) in Alfian Hakim Nurcahaya (2016) states that the balanced scorecard translates mission and strategy into various objectives and measures, which are carried out into four perspectives, the four perspectives are:

#### **a. Financial Perspective**

The balanced scorecard continues to use a financial perspective because financial measures are very important in providing a summary of the consequences of the economic actions that have been taken, in order to see whether the activities that have been carried out can contribute or not to the increase in company profits.

The measurement of the financial perspective developed by Mahmudi (2015), which is a concept of public sector organizational governance which consists of three main elements, namely:

1) Economy

The economic concept is closely related to the concept of input costs, where input resources should be obtained at a lower price (spending less) that is closer to the market price. Mathematically, economics is a comparison between inputs and the value of the rupiah to obtain these inputs.

2) Efficiency

An organization, program, or activity is said to be efficient if it is able to produce certain outputs with the lowest possible input, or with certain inputs it is able to produce the maximum output (spending well)

3) Effectiveness

The greater the contribution of output to the achievement of objectives, the more effective the organization. Mathematically, effectiveness is a comparison between outcome and output

#### **b. Customer Perspective**

The customer perspective focuses on the customer's opinion of the company, and how the company wants to be seen by its customers. In this time when the business environment is very competitive, many businesses are prioritizing customer satisfaction. Customer satisfaction can also be used as a key and important performance indicator in the effort to achieve a successful business.

According to Kaplan and Norton (2000) in Alfian Hakim Nurcahaya (2016) to measure the customer perspective based on the main customer measurement group, consisting of:

- 1) Market share, which measures how large certain market segments can be controlled by the company
- 2) Customer retention, which measures the company's ability to maintain good relationships with a number of old customers
- 3) Customer acquisition, which measures the company's ability to attract a number of new customers.
- 4) The level of customer satisfaction, which measures the company's ability to satisfy its customers for the services it provides.
- 5) The level of customer profitability, which measures the company's ability to profit from sales to customers

#### **c. Internal Business Process Perspective**

At the internal business process perspective, managers identify various processes that are very important to achieve the goals of customers and shareholders. The company develops these goals and measures after formulating the measures for financial and customer perspectives, with this formulation sequence, making the company more focused on measuring internal business processes to the processes that will drive the achievement of the goals set for customers and shareholders.

According to Kaplan and Norton (2000) in Alfian Hakim Nurcahaya states that determining the value chain for internal business processes, to create value for customers and provide good financial results, there are three basic principles of the internal business process value chain in the balanced scorecard, namely:

- 1) Innovation

Stages of innovation in internal business processes are carried out by the company by identifying customer wants and needs and formulating ways to meet those wants and needs. The benchmarks used in the innovation stage include: the number of new product developments, the relative comparison of the time it takes to develop a new product when compared to competing companies, the total cost, the quality of the new product that is successfully developed.

2) Operation process

In this stage the company strives to provide the best solutions to customers in meeting customer needs and desires. The benchmarks used in this stage include: the number of product defects before the product reaches the buyer, the amount of raw materials wasted in vain, the number of reworked products due to defects, the number of requests from customers that cannot be fulfilled, the increase in actual production costs compared to the budget for production costs and the level of efficiency of each production activity.

3) After sale service

After-sales service activities seek to provide additional benefits to customers who have purchased and used various service products. The benchmarks used are the length of time required to meet product maintenance requests, repair damage or replacement of spare parts from customers (responsive time), the number of customers who can be served with only one request and repair payments.

**d. Growth and Learning Perspective**

According to Kaplan and Norton (1996) in Alfian Hakim Nurcahaya (2016) the process of learning and growing an organization comes from three categories, namely:

1) Worker's Capability

In measuring the company's strategy, one of which must be specifically related to the ability of employees, namely whether the company has planned to increase the capabilities of its human resources. In terms of human resources, there are three things that need to be reviewed in applying the balanced scorecard, namely (a) Employee satisfaction, (b) Employee Retention is a company effort to retain potential employees owned by the company as long as possible, (c) Worker Productivity is a measure of results. , the resulting impact of efforts to improve employee morale and expertise, innovation, internal processes, and customer satisfaction.

2) Information System Capability

Operational workers need fast, timely and accurate information as feedback. Therefore, workers need an information system that has adequate quality and quantity to meet these needs. This ratio measures the current availability of information compared to anticipating the company's future needs. A measure of the availability of strategic information can be the percentage of processes that have quality feedback, cycle lengths, and costs, as well as the percentage of front-line workers with access to online information about customers.

**2.5 Benefits of the Balanced Scorecard**

The advantage of the balanced scorecard approach according to Mulyadi (2001) is that it is able to produce strategic plans with the following characteristics:

**a. Comprehensive**

The balanced scorecard broadens perspectives in strategic planning, which were previously only limited to financial perspectives, to broaden the other three perspectives namely customers, internal business processes, learning and growth.

**b. Coherent**

Each strategic objective set from a non-financial perspective has a direct or indirect causal relationship with financial objectives.

**c. Balanced**



The balance of strategic objectives generated by the strategic planning system is endeavored to produce long-term financial performance. The balance line needs to be worked out in setting strategic goals in the four perspectives.

#### **d. Measured**

The measurability of the strategic objectives generated by the strategic planning system promises the achievement of various strategic objectives produced by the system. All strategic objectives (strategic objectives from a financial perspective and strategic objectives from a non-financial perspective) are measured.

### **2.6 Relationship Between Perspectives on Company Performance**

The concept of cause and effect relationships plays a very important role in the balanced scorecard, especially in the elaboration of the objectives and measurement of each perspective. The four perspectives that have been mentioned above have a relationship between one another, the translation of which is a comprehensive and interconnected strategic objective. It starts from a growth and learning perspective where the company has a strategy to increase productivity and personnel commitment. As a result of increased productivity and commitment from personnel, the quality of customer service processes and customer service processes will also be integrated. Thus, customer trust and customer satisfaction are increasing as seen from the customer's perspective.

The relationship between these three perspectives ultimately affects the financial perspective as indicated by an increase in sales revenue, an increase in cost effectiveness, and an increase in return. So from each perspective has a role and a relationship that cannot be separated from one another. The financial perspective is strongly influenced by three other perspectives, namely growth and learning, customers, and internal business processes. Starting from the increased commitment and productivity within the company which results in an increase in the quality of the customer service process and in the end it can create trust in customers.

### **2.7 Previous Research**

Many previous studies have been carried out, including:

Ahmad Faishol (Faishol, 2016) with the research title Analysis of the Effect of the Application of the Balanced Scorecard on Improving Company Performance (Case Study at PDAM Lamongan). The independent variables of the study consist of: financial perspective, customer perspective, internal business process perspective and growth and learning perspective. The dependent variable is company performance. The results showed that partially the financial perspective, customer perspective, internal business process perspective, growth and learning perspective had a positive and significant effect on improving company performance. Likewise, the four variables simultaneously have a significant effect on improving company performance.

Wilda Pertiwi Nisa Abida, Muhammad Rafki Nazar, Muhamad Muslih (Pertiwi et al., 2018) conducted a research entitled The Effect of the Balanced Scorecard on Employee Performance (Case Study at BPJS Ketenagakerjaan, Pekalongan Branch). The results showed that partially financial perspective, customer perspective, internal business operation perspective and learning and growth perspective have a significant effect on employee performance. Simultaneously, the Balanced Scorecard has a significant effect on the performance of the Pekalongan Branch BPJS Ketenagakerjaan.

Research conducted by Aqli Yassin, Mochammad Al Musadieq, Tri Wulida Afrianty (Yassin et al., 2016) entitled The Effect of Balanced Scorecard and Knowledge Management on Employee Performance and Company Performance (Studies on Employees of PT Semen

Indonesia (Persero) Tbk) resulted in the conclusion that Independent variables that have a significant effect on company performance are knowledge infrastructure capabilities and employee performance, while internal business process variables, learning and growth have no significant effect on company performance.

Aryane, Nurita (Nurita, 2015) conducted a research entitled The Effect of Balanced Scorecard-Based Performance Measurement on Manager Performance (Case Study at the TELKOM Education Foundation) with the following research results: a financial perspective and a growth and learning perspective have a significant influence on manager performance in Telkom Education Foundation while the customer perspective and internal business process perspective do not have a significant influence on the performance of managers at the Telkom Education Foundation.

## 2.8 Hypothesis

- Financial perspective significantly influences the performance improvement of PT Salatiga National Electric Company (PLN).
- The customer perspective has a significant effect on the performance improvement of PT Perusahaan Listrik Negara (PLN) Salatiga.
- The internal business perspective has a significant effect on improving the performance of PT Perusahaan Listrik Negara (PLN) Salatiga.
- From a growth perspective, learning has a significant effect on improving the performance of PT Perusahaan Listrik Negara (PLN) Salatiga.
- Simultaneously, the financial perspective, customers, internal business processes, growth and learning have a significant effect on improving the performance of PT Perusahaan Listrik Negara (PLN) Salatiga.

## 2.9 Framework

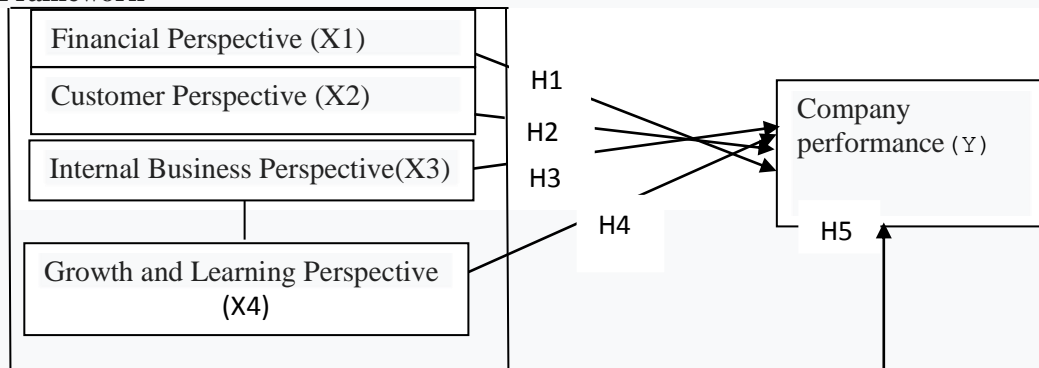


Figure 1 Framework

## 3. Research Methodology

The type of research used is descriptive quantitative, that is, data obtained from a sample of the research population is analyzed quantitatively using descriptive statistics so that it can be concluded that the formulated hypothesis is proven or not (Sugiyono, 2015).

### 3.1 Data Sources, Populations, Samples, Data Collection Methods

The type of data used in the study is primary data from the results of distributing questionnaires distributed to employees of PT Perusahaan Listrik Negara (PLN) Salatiga.

In this study the population to be used is 144 employees of PT Perusahaan Listrik Negara (PLN) Salatiga. The sample taken in this study using purposive sampling technique. Purposive sampling is a sampling technique with certain considerations (Sugiyono, 2012). Where the sample is used if it meets the following criteria:

- Employees who have worked for 5 years or more

- b. Employees who have graduated from Diploma or Bachelor degree.
  - c. Employees who hold structural positions at PT Perusahaan Listrik Negara (PLN) Salatiga.
- Based on the criteria mentioned above, the sample used in this study was 32 employees

### 3.2 Research Variables and Variable Operational Definitions

The dependent variable used in the study is the performance of PT Perusahaan Listrik Negara Salatiga (Y), which is measured from the effectiveness and efficiency in production and service, the quality of service provided to customers, the company's ability to recognize customer needs and create programs that match customer needs, suitability of activities or programs carried out by the company with proper and good administrative principles and policies, whether the company's activities can be accounted for to the public.

The independent variables used in this study are four perspectives in the balanced scorecard, namely: financial perspective (X1), customer perspective (X2), internal business process perspective (X3), and growth and learning perspective (X4).

The financial perspective is measured from the company's ability to manage business capital, the ability to get maximum profit with low production costs, whether the company's operational activities are in accordance with the planned time.

The customer perspective is measured by the company's ability to get customers according to the target set, the company's ability to keep old customers loyal to use the company's services, the company's ability to attract new customers to use the company's services, the level of customer satisfaction with the services provided by the company, the company's ability to benefit from proceeds from sales of water to customers.

Internal Business Perspective is measured from whether the company conducts research so that the products produced are in accordance with customer needs, the company's ability to create and deliver products and services to the public, the company's ability to properly handle customer complaints.

The learning and growth perspective is related to the measurement of company strategy, one of which must be specifically related to the ability of employees, the company's ability to provide quality and quantity information to employees, the company's ability to encourage employee motivation and initiative.

## 4. Results And Discussion

### 4.1 Instrument Test Results

#### a. Validity test

There are 13 statements of financial perspective variables, all of which have  $r_{count} > r_{table}$  ( $df = 32 - 2 = 30, \alpha = 0.05$ ), then the 13 statements of financial perspective variables (X1) are valid or valid.

There are 8 statements of customer perspective variables where all statements have  $r_{count} > r_{table}$  ( $df = 32 - 2 = 30, \alpha = 0.05$ ), then the 8 statements of customer perspective variables (X2) are valid or valid.

There are 11 statements of financial perspective variables, all of which are declared valid. This is because all statements have  $r_{count} > r_{table}$  ( $df = 32 - 2 = 30, \alpha = 0.05$ )

There are 10 statements of growth and learning perspective variables, all of which are declared valid. This is because all statements have  $r_{count} > r_{table}$  ( $df = 32 - 2 = 30, \alpha = 0.05$ )

There are 11 statements of company performance variables, all of which are declared valid. This is because all statements have  $r_{count} > r_{table}$  ( $df = 32 - 2 = 30, \alpha = 0.05$ ).

#### b. Reliability Test

Table 2. Research Instrument Reliability Test Results

Variab <sup>LE</sup>	Number of Statements	Cronbach's Alpha	Critical Value	Information



Financial Perspective	13	0,770	0,6	Reliable
Customer Perspective	8	0,747	0,6	Reliable
Internal Business Perspective	11	0,766	0,6	Reliable
Growth and Learning Perspective	10	0,770	0,6	Reliable
Company performance	11	0,761	0,6	Reliable

Source: processed data from SPSS, 2019

Based on the results of reliability testing above, it shows that the instruments for each study variable are reliable, because Cronbach's alpha > 0.60

## 4.2 Hypothesis Test Results

### a. t test

Table 3 Test Results t

Variable	t count	t table	p value	Information
Financial Perspective	- 0,111	2,05183	0,912	Not significant
Customer Perspective	0,565	2,05183	0,577	Not significant
Internal Business Perspective	- 1,334	2,05183	0,193	Not significant
Growth and Learning Perspective	3,802	2,05183	0,001	Significant

Source: processed data from SPSS, 2019

- 1) The financial perspective variable has a tcount of (- 0.111) <ttable of 2.05183 and a significance value of 0.912>  $\alpha = 0.05$ , meaning that there is no significant influence between the financial perspective variables and company performance. This shows that the financial perspective does not affect the performance of PT Perusahaan Listrik Negara (PLN) Salatiga. This is because the perspective variable is not strong enough to influence company performance because it is influenced by other factors not used in this study, namely Economic Value Added (EVA) and capital structure. The results of this study are inconsistent with the results of research by Ahmad Faishol (2016), Wilda Pertiwi Nisa Abida, Muhammad Rafki Nazar, Muhamad Muslih (2018), Aryane, Nurita (2015)
- 2) The customer perspective variable has a tcount of 0.565 <ttable of 2.05183 and a significance value of 0.577>  $\alpha = 0.05$ , meaning that there is no significant influence between customer perspectives on company performance. When viewed from the questionnaire that has been answered by the respondent, the factors that cause the customer perspective variable do not have a significant effect on the performance of PT Perusahaan Listrik Negara (PLN) Salatiga, namely the lack of strong customer perspective variables affect the company's performance because it is influenced by other factors that influence, but not used in this study. This result contradicts the research of Ahmad Faishol (2016); Wilda Pertiwi Nisa Abida, Muhammad Rafki Nazar, Muhamad Muslih (Pertiwi et al., 2018). These results are in line with the research of Aryane, Nurita (2015).
- 3) The internal business process perspective variable has a tcount of (- 1.334) <t table of 2.05183 and a significance value of 0.577>  $\alpha = 0.05$  which means that there is no significant influence between the perspective of internal business processes on company performance. The perspective of internal business processes has no effect on company performance, which means that the perspective of internal business processes is not strong enough to influence the performance of PT Perusahaan Listrik Negara (PLN) Salatiga which is caused by the influence of other factors that are not used in this study even though

according to respondents' answers the company has implemented it. performance targets, namely innovation, operation processes, and after sales service.

The results of this study are in line with research conducted by Aryane, Nurita (2015), Aqli Yassin, Mochammad Al Musadieq, Tri Wulida Afrianty (2016) which states that internal business process perspective variables do not have a significant effect on company performance. But on the other hand, this research contradicts the research conducted by Ahmad Faishol (2016), Wilda Pertiwi Nisa Abida, Muhammad Rafki Nazar, Muhamad Muslih (2018) which states that the internal business process perspective variable has a positive and significant effect on company performance.

- 4) The growth and learning perspective variable has a tcount of 3.802 > ttable of 2.05183 and a significance value of 0.001 <  $\alpha = 0.05$ , meaning that there is a significant influence between the growth and learning perspective on company performance. The description of the respondent's assessment of the growth and learning perspective variable proves that 60% agree with the assessment of the company's performance indicators in the growth and learning perspective. Assessment of productivity, service quality, responsiveness, responsibility and accountability. The results of this study are in line with research conducted by Wilda Pertiwi Nisa Abida, Muhammad Rafki Nazar, Muhamad Muslih (2018), Ahmad Faishol (2016), Aryane, Nurita (2015) which states that the perspective of growth and learning has a positive and significant effect on performance. company. These results contradict research conducted by Aqli Yassin, Mochammad Al Musadieq, Tri Wulida Afrianty (2016).

#### **b. F Test (Simultaneous)**

The results of the F test calculation, obtained Fcount of 4.464 > F table of 2.71 (k; nk = 4; 32-4 = 28) and a significance value of 0.007 < 0.05, it can be concluded that the financial perspective (X1), the customer perspective (X2), the perspective of internal business processes (X3) and the perspective of growth and learning (X4) simultaneously influence the performance of PT Perusahaan Listrik Negara (PLN) Salatiga so that the fifth hypothesis (H5) is accepted. These results are in line with research conducted by Ahmad Faishol (2016), Wilda Pertiwi Nisa Abida, Muhammad Rafki Nazar, Muhamad Muslih (2018).

#### **c. Determination Coefficient Test (R2)**

Based on the test results of the coefficient of determination (R2), the adjusted R square value is 0.309 or 30.9% so it can be interpreted that 30.9% of the dependent variable (company performance) can be explained by independent variables, namely financial perspective, customer perspective, internal business process perspective. as well as a growth and learning perspective. A total of 0.691 or 69.1% dependent variable (company performance) is explained by other variables outside the variables used in this study. 5. CONCLUSION 5.1 Financial perspective has no partial effect on the performance of PT Perusahaan Listrik Negara (PLN) Salatiga as evidenced by the value of tcount (- 0.111) < t table (2.05183) with a significance of 0.912 > 0.05 so that H0 is accepted. The non-impact of financial perspective variables is due to the lack of a strong financial perspective affecting company performance and is also influenced by other factors not used in this study, namely EVA and capital structure. 5.2 The customer perspective does not have a partial effect on the performance of PT Perusahaan Listrik Negara (PLN) Salatiga, as evidenced by the value of the year (0.565) < t table (2.05183) with a significance of 0.577 > 0.05 so that H0 is accepted. Customer perspective has no effect on company performance due to other factors that affect company performance that are not used in this study.

### **5. Conclusion**

- 5.1** Financial perspective has no partial effect on the performance of PT Salatiga National Electric Company (PLN) as evidenced by the tcount (- 0.111) <ttable (2.05183) with a significance of 0.912> 0.05 so that H0 is accepted. The non-impact of financial perspective variables is caused by the lack of a strong financial perspective affecting company performance and also influenced by other factors not used in this study, namely EVA and capital structure.
- 5.2** Customer perspective has no partial effect on the performance of PT Salatiga National Electric Company (PLN) as evidenced by the value of thitun (0.565) <ttable (2.05183) with a significance of 0.577> 0.05 so that H0 is accepted. Customer perspective has no effect on company performance due to other factors that affect company performance that are not used in this study.
- 5.3** The perspective of internal business processes has no partial effect on the performance of PT Perusahaan Listrik Negara (PLN) Salatiga as evidenced by the value of tcount (- 1.334) <t table (2.05183) with a significance of 0.193> 0.05 so that H0 is accepted. The internal business process perspective does not affect the company's performance. It can be interpreted that the perspective of the internal business process is not strong enough to influence the performance of PT Salatiga State Electricity Company (PLN) due to the influence of other factors not used in this study even though according to the respondents' answers the company has applied performance targets, namely innovation, operational processes, and after sales service.
- 5.4** The perspective of growth and learning has a positive and partially significant effect on the performance of PT Perusahaan Listrik Negara (PLN) Salatiga as evidenced by the value of tcount (3.802) <t table (2.05183) with a significance of 0.001> 0.05 so that H0 is accepted. The perspective of growth and learning has a positive and significant effect on company performance, which means that PT Perusahaan Listrik Negara (PLN) Salatiga has provided satisfaction to employees which has a direct impact on company performance and the company has focused on the performance goals of the growth and learning perspective, namely employee capabilities, information system capabilities. , as well as motivation, empowerment and alignment
- 5.5** The influence of financial perspective, customer perspective, internal business process perspective, growth and learning perspective have a simultaneous effect on the performance of PT Perusahaan Listrik Negara (PLN) Salatiga as evidenced by the value of Fcount (4,464)> Ftable (2.71) with a significance of 0.007 <0, 05 so that H5 is accepted. This proves that the financial perspective, customer perspective, internal business process perspective as well as the perspective of continuous growth and learning have an impact on company performance.

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