ABSTRACT

The Design of Performance Measurement of PT. BPR Parasahabat Using Balanced Scorecard Approach

Dyah Retno Yulianti

This study has several purposes namely: (1) to define strategic components into strategic objectives, (2) to design the strategy of PT. BPR Parasahabat in improving its performance, (3) to define key performance indicators, targets and strategic initiatives, (4) to define the value of each perspective and key performance indicators, and (5) to design the strategic map of PT. BPR Parasahabat. Those inter correlated purposes were placed in the perspective of balanced scorecard.

In general, the methodology of descriptive study, using the approach of case study, was used. In the process of designing Balanced Scorecard, qualitative analysis, i.e. SWOT analysis, was used to explore both the internal and external factors as well as Key Performance Indicators. Quantitative analysis was used to define scoring criteria on the four perspectives, the key performance indicators, and on the performance measurement scale. Both the primary and secondary data were used in this study. Purposive sampling method was used in identifying the respondents, while tools in Balanced Scorecard, Paired Comparison scoring method, and range criteria technique were used in analyzing the data.

The main results of this study are the definitions of Vision, Mission, and Strategic Objectives. Those were then derived into the four perspective of balanced scorecard, targets, the strategic map which was grouped into external and internal strategic map (with the help of SWOT analysis), the initiatives, four criteria of key performance indicators (KPI) to monitor the performances (with the help of Paired Comparison method and the formula of scale range).

KPIs for each perspectives are as follows:

- The Perspective of Finance: net profit before tax, non performing loan
- The Perspective of Consumer: loyalty, satisfaction, acquisition
- The Perspective of Internal business process: time needed for credit withdrawal, employee’s productivity
- The perspective of growth and learning: grooming index and employee’s satisfaction index.

From the four perspectives of Balanced Scorecard, the management choose The Perspective of Finance as the most important, followed by The Perspective of Consumer, The Perspective of Internal business process, and The perspective of growth and learning, respectively.