

Balance Scorecard a Tool for Performance Evaluation: A Specific Geographical Setting Case Study on Bank Central Asia Tbk, Indonesia

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Abstract

The purpose of this study was to determine how the implementation of the Balanced Scorecard performance assessment from the geographical setting of PT. Bank Central Asia Tbk. The research approach is descriptive qualitative. The data used are secondary and primary for five years (2015 to 2020). Using a qualitative descriptive research design. The research method is a case study. The data analysis method in this study uses a way of processing and interpreting the data. The results and discussion show that PT. Bank Central Asia Tbk has implemented performance measurement using the Performance Management System (PMS) based on the Balanced Scorecard. The use of these performance measurements can help companies improve financial performance and increase market share, as a goal setting and strategy as stated in the vision and mission of PT. Bank Central Asia Tbk. Performance driving and performance evaluation is shown in the perspective of internal business processes as well as growth and learning have shown good performance to boost financial performance and increase customer satisfaction.

Keywords

Performance Management System, Balanced Score Card, Financial Perspective, Customer Perspective, Internal Business Processes, Growth, and Learning.

To cite this article: Saputera, D.; Amri, W, A, A.; Affandi, R, N.; Alam, G, N. (2021) Balance Scorecard A Tool for Performance Evaluation: A Specific Geographical Setting Case Study on Bank Central Asia Tbk, Indonesia. *Review of International Geographical Education (RIGEO)*, 11(1), 469-483. doi: 10.33403/rigeo. 800583

Submitted: 08-03-2021

Revised: 17-03-2021

Accepted: 27-03-2021

Preliminary

In this era of globalization, companies are required to be able to compete globally, to achieve their goals, companies are expected to be more productive and achieve the best possible performance, of course, by continuing to anticipate and anticipate the times through technology and information. Business competition in this era of globalization is not only about national or domestic business activities, the scope of foreign business, be it bilateral or multilateral, is no longer a barrier. The main goal of the company is to generate maximum profit and at least be able to maintain the company's survival (Going concern), as stated by (Muthahiroh & Cahyonowati, 2013) the company is an accounting continuity that predicts a business will continue in the long term and will not be liquidated. in the short term. One of the industries that keep pace with the development of technology, information, and rapid industrial growth in the banking industry. Banking has an important role as one of the driving forces of the nation's economy. Deteriorating banking performance will hurt economic development. The banking industry is characterized by various very strict rules. Banking is the most regulated industry (Bureau of BUMN Research Center, 2017).

A study conducted by Vicente et al (2006) on banks in Spain is to change their competitive strategy by maximizing opportunities in a changing environment, with a strong probability to stay afloat in all activities both in the market, namely offering products and services. in the financial sphere. The many changes and environmental adjustments made by the banking industry within the scope of the financial industry require the banking industry to continue to survive in keeping up with the development of information technology in the business environment. Likewise, with PT. Bank Central Asia Tbk or better known as Bank BCA (BBCA), until 2020 BBCA has been named as one of the best private banks in the development of up to date technology and information, service innovations make BBCA the choice for customers who want convenience, also known as a bank or industry with the largest market capital of 896.4 trillion or equivalent to 12% capitalization on the Indonesia Stock Exchange and the largest in Southeast Asia until the end of 2020 (BBCA Annual Report, 2020).

Facing the conditions where the competition runs so tight, BBCA is expected to determine the best strategy to save the existence of the business. To get the right strategy in the form of a measurement tool (model) in saving the existence of a business, internal and external evaluation is needed, whether the measurement tool (model) can be a benchmark for the expected performance development. Because the use of measurement tools (models) is a benchmark for whether the expected achievements are by the BBCA performance achievements. BBCA performance measurement requires a performance measurement system that not only measures financial aspects but also considers non-financial aspects. According to (Kaplan et al., 2001) introduced a performance measurement method that balances financial and non-financial aspects called the Balanced Scorecard. In the Balanced Scorecard method, it is divided into 4 (four) perspectives, namely financial perspective, customer perspective, internal business perspective, and growth and learning perspective (Widyana, 2018), these 4 (four) perspectives are a framework for how to communicate vision, mission, and strategy provide output to employees or workers about what the main points or determinants of success are now and in the future. A performance measurement system is said to be effective if it can improve employee and managerial performance, the question arises whether managerial performance in companies that use the Balanced Scorecard performance measurement system is better than companies that implement traditional performance measurement systems (Yuniawati, 2014).

The balanced scorecard can be linked to Key Performance Indicators (KPIs) to determine its output objectives. An example from a financial perspective is the answer to the question of how the company side sees success from the value-giving or financial side, it can be in the form of profit, increased income, or share value. On the customer side, what must be achieved is the company's vision with KPIs in the form of competitive prices, service, and good quality. In internal business processes, examples of KPIs can be in the form of time, productivity, and production costs. Finally, at the growth and learning stage, it can be in the form of market innovation, training, and motivation (Rokhim, 2017). Some of the identifications were obtained after the growth and learning perspective stage where the working conditions are comfortable with a good team strategy and innovation in it.

Table 1:
Rating of Conventional Banks

RANK	OVERALL PLUS DIGITAL	2020	2019	RANK	OVERALL WALK-IN CHANNEL	2020	2019
1	Commonwealth Bank	89.23	86.42	1	Commonwealth Bank	90.24	86.10
2	Bank Permata	89.02	81.63	2	Bank Permata	89.18	77.78
3	Bank Central Asia	86.50	82.24	3	Bank Danamon	81.93	80.12
4	Bank Danamon	85.55	82.99	4	Bank BNI	80.64	82.64
5	Bank BNI	84.57	85.42	5	Bank Tabungan Negara	76.69	78.25
6	Bank OCBC NISP	82.09	74.02	6	Bank Central Asia	76.59	77.50
7	Bank Mandiri	80.56	75.94	7	Bank OCBC NISP	75.15	74.76
8	Bank CIMB Niaga	78.25	76.51	8	Bank Rakyat Indonesia	74.23	73.98
9	Bank Rakyat Indonesia	77.90	79.70	9	Bank Mandiri	72.30	74.13
10	Maybank	75.91	77.17	10	Maybank	71.27	72.53

RANK	OVERALL DIGITAL	2020	2019	RANK	OVERALL E-BANKING	2020	2019
1	Bank Central Asia	91.92	84.96	1	Bank BNI	93.62	89.77
2	Bank Permata	88.92	84.21	2	Bank Central Asia	93.37	84.94
3	Bank Danamon	88.25	85.17	3	Bank Rakyat Indonesia	92.65	91.14
4	Commonwealth Bank	87.64	86.85	4	Bank Permata	91.08	84.89
5	Bank BNI	86.55	87.05	5	Bank CIMB Niaga	90.78	79.96
6	Bank OCBC NISP	86.21	73.59	6	Commonwealth Bank	88.22	86.12
7	Bank Mandiri	85.62	77.21	7	Bank Danamon	87.20	84.90
8	Jenius BTPN	85.22	74.80	8	Bank OCBC NISP	87.10	73.14
9	Bank CIMB Niaga	83.72	79.40	9	Bank Mandiri	86.22	74.83
10	Bank Rakyat Indonesia	79.77	83.12	10	Jenius BTPN	86.17	71.25

Source: Marketing Research Indonesia, BSEM Awards 2020

Data from table 1 above shows that the overall best banks in Indonesia in the assessment of Plus Digital, Digital, Walk-in Channel, and E-banking, it can still be said that BBCA is still superior to other banks in Indonesia. In the Plus Digital category, BBCA in 2020 is in third place (86.50), up to one rank from 2019 at fourth position (82.24), in the digital category Bank BCA in 2020 is in the top position (91.92) compared to 2019 (84.96) which was in fourth place, then in the Walk in Channel category, BBCA in 2020 was ranked sixth (75.59) compared to the previous year 2019 (77.50) was ranked sixth and in the E-banking category in 2020 (93.37) compared to the previous year 2019 (77.50) was ranked fourth (84.94), overall Bank BCA was still in the top five positions, and the main competitors were Commonwealth Bank, Bank BNI , Bank Permata, and Bank BRI.

Table 2:
Number of Banks in Indonesia

Year	Amount
2020	109
2019	110
2018	115
2017	115
2016	116

Source: Indonesian Banking Statistics

From table 2, it can be seen that the number of banks in Indonesia decreased from 116 banks to 109 banks during the period 2016-2020. This decline indicates that the performance of Indonesia's banking sector is deteriorating. This condition cannot be separated from the movement of the flow of funds which is influenced by the swift inflow of capital which is part of the financial system.

There are many studies with the theme of the Balanced Scorecard including according to the description in the following table:

Table 3:
Previous Research

No.	Researcher	Variable	Variable	Research methods	Results
1	Sulasni (2014)	Implementation of BSC on Management Performance at Bank BRI Ponorogo Branch	Financial Perspective Customer Perspective Internal Business Process Perspective Learning and growth process perspective	Theoretical and empirical studies	Financial Perspective Variables Customer Perspective, Perspective of learning and growth process (+) significant, while the Internal Business Process Perspective (-) on the management performance of Bank BRI Ponorogo branch
2	Kusyadi, Dedi (2009)	Performance Measurement with BCS, Theoretical and Empirical Studies	Financial Perspective Customer Perspective Internal Business Process Perspective Learning and growth process perspective	Theoretical and empirical studies	Financial Perspective Variables Customer Perspective, Internal Business Process Perspective The perspective of the learning and growth process (+) is significant, BSC can provide better performance information and as a trigger (tool) to achieve better performance.
3.	Gustika, Ade (2011)	Design and Performance Evaluation of Bank Muamalat Indonesia Serang Branch with Balance Score Card	Financial Perspective Customer Perspective Internal Business Process Perspective Learning and growth process perspective	Theoretical and empirical studies	The strategic financial objectives consist of increasing assets, increasing profits, financing, operating cost efficiency, increasing revenues, and decreasing NPF. The internal business process perspective has strategic objectives of operating process efficiency and improving service facilities and infrastructure. Learning and

					<p>competence, reliability of technology and information, and increasing employee satisfaction and motivation.</p> <p>Performance measurement with the BSC approach resulted in a score of 64.7% obtained from the comparison of the number of successful strategic targets with the total strategic objectives, there are 11 strategic objectives (a total of 17) strategic objectives as a whole. The performance score of PT BMI Tbk Serang Branch is in the good category.</p>
4	Poureisa, Efteghar (2013)	Balance Scorecard A New Tool for Performance Evaluation	Financial Perspective Customer Perspective Internal Business Process Learning and growth process perspective	Theoretical and empirical studies	Kaplan and Norton's research found that 54% of companies use a formal strategy. 70% of companies get better performance compared to other companies

The table of several studies above using the Balanced Scorecard has been carried out in several companies to measure company performance. Previous research has stated that performance measurement using the Balanced Scorecard concept provides more accurate information because it not only measures financial performance but also measures non-financial performance related to the company's work units.

Research Methods

Research design

This research was conducted at PT. Central Asia Tbk from 2015 to 2020. The research design used is descriptive qualitative, namely by describing the facts obtained during the research for further analysis based on the theory obtained. The research method is a case study to gain in-depth knowledge about the event.

Research Approach

This study is intended to determine how the implementation of the Balanced Scorecard that will be used as a measuring tool for the performance appraisal of PT. Central Asia Tbk. The research approach is carried out on 4 (four) perspectives of the Balanced Scorecard including:

1. Financial Perspective, the measurement uses (Return On Investment) ROI, Profit Margin, and Operating Ratio.

a. Return On Investment (ROI) is the return on investment from operating income or financial ratios used to measure the ability of capital invested in overall assets to generate net income. ROI can be said to be good if the industry average is 9.8% (Keown, 2008).

ROI =	EAT X 100%
	Total Assets

b. Profit Margin is used to see the size of operating profit in relation to sales to determine the efficiency of the company. Profit margin is said to be good if the average value is 8.3% (Keown, 2008). The higher the profit margin, the better, because it is considered that the company's ability to earn profits is quite high.

Profit Margin =	EAT X 100%
	Sales

c. Operating Ratio is operating costs divided by net sales (%). The operating costs themselves consist of COGS plus operating expenses. The higher the operating ratio indicates that the company can take advantage of its costs in generating net sales.

Operating Ratio =	COGS + Operating Cost x 100%
	Sales

2. Customer perspective is the level of customer satisfaction (customer satisfaction). The level of customer satisfaction can be seen by looking at the ratio of the increase in the number of customers. Performance measurement from the customer perspective is measured using several measurement components, namely Market share, Customer acquisition, and customer satisfaction.

3. Internal Business Perspective, in this perspective the measurement component used is innovation, to determine the number of new products/services offered by the company compared to existing products/services. The higher the value generated, the better the innovation made by the company.

Innovation =	New products/services offered x 100%
	Total existing products/services

4. Growth and Learning Perspective, namely the level of employee satisfaction by measuring how much employee satisfaction with the company. This aspect can be seen from the training programs conducted by Bank BCA for employees whether the training improves the knowledge, performance and skills of employees.

Data collection technique

Based on the type of data taken, namely primary data and secondary data:

1. Primary data obtained from direct observations and interviews at PT Bank Central Asia Tbk regarding aspects related to the Balanced Scorecard concept in the company's management process.

2. Secondary data is data obtained indirectly, namely through literature studies, as well as articles and financial data, customer data, product development data and employee training data.

Results and Discussion

Research result

Financial Perspective

Financial data taken as referring to Keown (2008) include data and calculations of Return on Investment (ROI), Profit Margin and Operating Ratio. The data is taken from the Consolidated Financial Statements of PT Bank Central Asia Tbk, for the reporting years 2015, 2016, 2017, 2018, 2019, and 2020.

Table 4:

Return on Investment (ROI) PT Bank Central Asia Tbk

Description	2015	2016	2017	2018	2019	2020
EAT	17.692	27.404	24.076	26.762	31.138	31.036
Growth %		54,89	-12,14	11,16	16,35	-0,33
Total Assets	594.373	676.739	750.320	824.788	918.989	1.075.570
Growth %		13,86	10,87	9,92	11,42	17,04
ROI %	2,98	4,05	3,21	3,24	3,39	2,89

Source: Annual Report PT Bank Central Asia Tbk (2015-2020) processed

Table 5:

Profit Margin PT Bank Central Asia Tbk

Uraian	2015	2016	2017	2018	2019	2020
EAT	17.692	27.404	24.076	26.762	31.138	31.036
Growth %		54,89	-12,14	11,16	16,35	-0,33
Sales	47.471	60.560	57.737	63.953	74.190	79.054
Growth %		27,57	-4,66	10,77	16,01	6,56
Profit	37,27	45,25	41,70	41,85	41,97	39,26
Margin %						

Source: Annual Report PT Bank Central Asia Tbk (2015-2020) processed

Table 6:

Operating Margin PT Bank Central Asia Tbk

Uraian	2015	2016	2017	2018	2019	2020
COGS	-	-	-	-	-	-
Growth %		-	-	-	-	-
Operating Cost	36.430	38.286	39.765	41.803	55.730	45.800
Growth %		5,09	3,86	5,13	33,32	-17,82
Sales	47.471	60.560	57.737	63.953	74.190	79.054
Growth %		27,57	-4,66	10,77	16,01	6,56
Operating Margin %	76,74	63,22	68,87	65,37	75,12	57,94

Source: Annual Report PT Bank Central Asia Tbk (2015-2020) processed

Financial ratio calculations based on Tables 4 to 6 can be summarized as follows :

Table 7:
Recapitulation of PT Bank Central Asia Tbk's Financial Ratios

	2015	2016	2017	2018	2019	2020
EAT	17.692	27.404	24.076	26.762	31.138	31.036
Total Asset	594.373	676.739	750.320	824.788	918.989	1.075.570
Total Sales	47.471	60.560	57.737	63.953	74.190	79.054
Net interest income	35.869	40.079	41.827	45.291	50.477	54.161
Other Comprehensive Income	(405)	6,781	755	919	2.568	3.889
Operasioanal Income	12.007	13.700	15.155	17.743	21.145	21.004
Cost	36.430	38.286	39.765	41.803	55.730	45.800
Interest and Sharia Expense	11.212	10.346	11.941	11.476	13.360	11.241
Allowance for Impairment Losses Expense on Assets	3.504	4.561	2.633	2.676	11.628	4.591
Operational Cost	21.714	23.379	25.191	27.651	30.742	29.968
ROI %	2,98	4,05	3,21	3,24	3,39	2,89
Profit Margin %	37,27	45,25	41,70	41,85	41,97	39,26
Operating Margin %	76,74	63,22	68,87	65,37	75,12	57,94

Source: Annual Report PT Bank Central Asia Tbk (2015-2020) processed

Based on the table above, ROI fluctuates every year, from 2015 to 2016 it grew 36.04%, 2016 to 2017 experienced a decrease of 20.76%, 2017 to 2018 experienced a growth of 1.12%, 2018 to 2019 also experienced a growth of 4, 42% and 2019 to 2020 decreased by 14.84%, this is due to growth in 2016, 2018 and 2019 of profit after tax (EAT) growth from increasing the number of assets as an illustration that investing with additional assets to generate profits has a positive impact, the explanation is appropriate (Garrison, 2013) which is said to be efficient if the increase in assets in investing can take advantage of its operations to increase profits (profits), and the decline in 2017 and 2020 was due to an increase in the number of assets from loans (debts) to third parties. which has an impact on the after-tax (EAT) expense.

The Profit Margin Ratio from the table above is also above the average provision (Keown, 2018) with an average value of 8.3%. The results from the table above show that the average profit margin ratio is at 41.22% from 2015 to 2020, the conclusion is that the higher the profit margin value means the better because it is considered the company's ability to earn a profit is quite high.

Then the Operating Ratio showed good results although the results obtained each year fluctuated, namely 2015 (76.74%) to 2016 (63.22%) decreased by 17.62%, from 2016 (63.22%) to 2017 (68.87%) experienced a growth of 8.94%, from 2017 (68.87%) to 2018 (65.37%) decreased by 5.09%, then from 2018 (65.37%) to 2019 (75.12%) experienced a growth of 75.12% and in the last year of the 2019 study (75.12%) it decreased by 22.87%. The conclusion is that the higher the operating ratio indicates that the company can take advantage of its costs in generating net sales.

Customer Perspective

This research is used to measure the performance of PT Bank Central Asia Tbk from the customer's perspective using several measurements, namely:

Market Share

Market Share data is obtained through the Annual Report of PT Bank Central Asia Tbk 2015 to 2020, BBCA's market share is classified into three categories represented by total assets, total third party funds, and total loans (credit) granted to the public. Based on the total assets owned, BBCA has assets of 594,372 which represents 119% of the market share of the Banking Industry in Indonesia with a total of 4,994. 435 with an average market share (asset) growth of 10.55% and seen from several advantages in banking transactions BBCA was able to maintain growth in third party funds and achieve market share through current accounts and savings accounts (CASA) 2015 to 2016 experienced a growth of 13.33% from (2015 in the form of current accounts 115,653 and savings 244,608 compared to (2016 in the form of current accounts of 137,853 and savings of 270,352 and added to deposits in the form of deposits as a whole BBCA in 2015 to 2016 experienced a growth of 11.9% (growth of funds third party) with an average growth in the number of third party funds of 11.41%. This is due to BBCA's ability to manage deposit products so that it can increase funds from third parties collected by BBCA, which is in line with the increase in the number of third party funds collected by commercial banks in Indonesia. Then from the number of loans (credit) disbursed to the public in 2015 also reached 9.25% in 2015, with an average market share growth of 9.64%.

Table 8 :

Performance of Bank Central Asia Tbk with Comparison of Banking Industry in Indonesia (2015-2020)

Description			2015	2016	2017	2018	2019	2020	Average
Total Assets	Banking Industry		4.994.435	6.843.300	7.513.089	8.203.916	8.712.846	9.332.969	7.600.093
	BBCA		594.372	662.594	734.705	824.787	918.989	1.075.570	801.836
	Market Share		11,90%	9,68%	9,78%	10,05%	10,55%	11,52%	10,55%
Amount of Third Party Funds	Banking Industry		4.413.056	4.836.758	5.289.377	5.630.448	5.998.648	6.665.390	5.472.280
	BBCA	Giro	115.653	137.853	151.086	166.822	184.900	228.985	164.217
		Tabungan	244.608	270.352	292.293	316.182	345.600	413.161	313.699
		Deposito	113.405	121.929	137.721	146.808	168.400	192.138	146.733
	Market Share		10,73%	10,96%	10,99%	11,19%	11,65%	12,52%	11,41%
Amount of Loan (credit) Granted	Banking Industry		4.092.104	4.413.414	4.781.931	5.358.012	5.683.757	5.547.618	4.979.473
	BCA		378.616	403.391	454.264	524.530	572.033	547.643	480.080
	Market Share		9,25%	9,14%	9,50%	9,79%	10,06%	9,87%	9,64%

Source: Annual Report PT Bank Central Asia Tbk (2015-2020), Indonesian Banking Statistics (2015-2020) processed

Customer Acquisition

Customer Acquisition indicators in the perspective of increasing the number of customers from 2015 to 2020 seen from the growth in the number of customers, in this case, are data in the form of the number of active accounts, namely :

Table 9:

Growth in the Number of Customers of Bank Central Asia Tbk (2015-2020)

	2014	2015	2016	2017	2018	2019	2020
Active Account	13.370	14.129	15.583	17.048	19.040	21.743	24.487
Growth		5,68%	10,29%	9,40%	11,68%	14,20%	12,62%

Source: Annual Report PT Bank Central Asia Tbk (2015-2020) processed

The ratio of increasing the number of customers (active) from year to year, namely 2015 to 2020 can be seen in table 9 above, it can be concluded that the number of BBCA customers is growing every year with an average of 6 years (2015-2020) which is 10.65% with the highest growth in 2019 was 14.20% and the lowest in 2015 was 5.68%. A positive response from customers, BBCA conducted regular surveys on a regular basis in 2020 BBCA received an assessment from the Customer Engagement Index with a score of 4.67 out of a total scale of 5, this achievement was achieved thanks to commitment and performance in providing optimal service for customer satisfaction.

Customer Satisfaction

The growth of the market share segment is seen from the growth in assets (10.55%) in the number of third party funds (11.41%) and the number of loans (loans) provided (9.64%), from the three categories overall there is an increase in market share (market share) from year to year and also positive developments from increasing the number of customers from year to year, the conclusion is that BBCA can implement strategies and breakthroughs that are willing and able to expand its market share. To answer customer satisfaction and needs (customer Satisfaction), BBCA realizes that relationships with customers are important, BBCA in realizing its vision of becoming the bank of choice for the community and acting as an important pillar of the Indonesian economy, BBCA carries out various initiatives focused on efforts to increase customers engagement, improve service quality and fulfill every customer need. BBCA continues to refine its segmentation-based service model through the SMILE (Service Model Implementation) project, where each customer will be served by special human resources according to their respective customer segmentation.

Internal Business Perspective

In (Garrison, 2013) a business perspective can be measured from how product innovations are carried out in product development innovation. Responding to various changes that occur, BBCA takes strategic steps and policies in maintaining the excellence of banking services based on meeting customer needs through the provision of products. and quality service. A series of product innovations and banking services are constantly being developed by optimizing the latest technological advances while still paying attention to customer experience. BBCA continues to promote a culture of innovation, effective collaboration, and collaboration in every line to improve BBCA's readiness to adapt to change. Based on the articles of association and strategic management carried out by BBCA, business activities consist of the following business segments:

Business banking. BBCA focuses on segments (corporate, SME commercial, and consumer) in which there are service facilities provided including:

a. Credit facilities in the corporate, SME commercial, and consumer segments in the form of products and services consist of Home Ownership Loans, Motor Vehicle Loans, Syndicated Loans, Working Capital Loans, Export Credits, Trust Receipts, Receipt Loans, Investment Loans, Distributor Financing, Supplier Financing, Dealer Financing, Franchise Financing, Showroom Financing, Investment Financing, Business Personal Lona, People's Business Credit, Personal Loan, and Money Market Term Loans (PBMM). The number of BBCA credit facilities offered to customers can be seen from the comparison of the banking industry in 2020, credit in the corporate, SME commercial and consumer segments is at 575 trillion, with a comparison in the banking industry of 5,482 trillion (10.48%) which has decreased from 2019 in 586.9 trillion with the banking industry amounting to 5,617 trillion, decreased by (2.02%) affected by the decline in credit facility applications during the Covid 19 pandemic, in 2018-2017 (538.1 trillion: 467.5 trillion) an increase of 15.1%. BBCA always pays attention to and evaluates the implementation of diversification of lending to industries that have good business prospects (performance), providing limits for certain financing, including types of financing, cooperation, groups, locations, and others according to the level of risk, and monitoring To ensure that there is no excess and that quality is maintained, it can be seen from the lending to the top 10 industrial sectors, each of which is below 10% of the total credit.

Table 10 :
Grouping of loan disbursement segments (Corporate, Commercial and SME Segments)

Segments	2020	2019	2018
Financial Services	8,3%	7,8%	8,0%
Plantation and Agriculture	7,1%	7,4%	7,5%
Distribution, Retailer and Department Store	6,2%	6,2%	6,6%
Building Materials and Other Construction Iron	6,1%	6,7%	6,7%
Property and Construction	5,3%	5,4%	5,2%
Textiles and Textile Products	4,6%	4,3%	4,5%
Food and Drink	4,5%	4,4%	4,5%
Automotive and Transportation	4,3%	5,1%	5,0%
Chemicals and Plastics	3,6%	4,2%	4,2%
Energy and Power Generation	3,3%	4,3%	3,7%
TOTAL	53,3%	55,8%	55,9%

Source: Annual Report PT Bank Central Asia Tbk (2015-2020), Indonesian Banking Statistics (2015-2020) processed

- b. Savings facilities offered by BBCA are in the form of stages (Xpresi, Gold, Futures, Simuda futures, Tapres, Student Savings, Tabunganku, Laku, BCA Dollar, Desito Berjangka, and Current Accounts.
- c. Service Facilities. The breadth of the group of companies and ownership of subsidiaries makes BBCA a leader in providing services. There are a total of 9 (nine) entities under BBCA with various facilities offered including:

1. BCA Finance, Vehicle Financing: New Cars, Used Cars
2. BCA Finance Limited, Fire Cash, Stages, and LC.
3. PT. Bank BCA sharia, in the form of:

FUND : iB Stage, iB Plan Stage, iB Current Account, iB Time Deposit, iB Student Savings (SimPel), iB Mabur Stage

Financing: BCA Syariah iB Current Account Financing, Bank Guarantee, iB Umrah Financing, BCA Syariah iB Working Capital Financing, BCA Syariah iB Investment Financing, iB KPR, BCA Syariah iB Factoring Financing, KBB B, iB Gold.

Services: BCA Syariah Hajj Deposit Services, Remittance (Retail and RTGS), Clearing (Local and Intercity Clearing), Inkaso, Safe Deposit Box (SDB), Salary Payment, Bank Reference

4. BCA Insurance, Motor Vehicle Insurance, Fire Insurance, Property All Risks Insurance, Earthquake Insurance, Personal Accident Insurance, Travel Insurance, Property Insurance, Transportation Insurance, Terrorism and Sabotage Insurance, Contractor All Risks Insurance, Heavy Equipment Insurance, Machinery Insurance Breakdown.

5. PT. BCA Multi Finance, Vehicle Financing: Motorcycle Ownership Loans (KPM), Motorcycle Loans (KSM), Used Motorcycle Loans (KMB), Used Car Loans (KMS).

6. PT. Central Capital Venture (CCV), Investment and Collaboration Services.

7. BCA Sekuritas, Securities Brokerage, and Underwriter

8. BCA Life, in the form of:

Health Insurance: 100% Refundable Hospital Insurance, Bima Proteksi My Health, BCA Life Optima Critical Protection, BCA Life Purna Medical.

Heritage: BCA Life Heritage Protection, BCA Life Optima Life Protection

Accident Insurance : b-SAVE Accident Protection

9. PT. BCA Digital Bank, a digital banking solution.

Treasury and International Banking, until now in 2020 the number of domestic branches has increased by 1 branch from 1,012 branches in 2019 and 2020 to 2020 and there is no growth in overseas representative offices, namely in 2 representatives in Hong Kong and Singapore, BBCA provides banking services which include cross-border trade finance, remittance services, and services for financial institutions.

For 2020 compared to 2019 the addition of BBCA products and services, with details as follows:

1. Mutual Fund Investment Product Segment: FWD Asset Money Market Fund.

Mutual Fund Investment Product Segment – Mixed Mutual Funds: Combination Fund Schroder, Schroder Dynamic Balance Fund, Schroder Syariah Balanced Fund

Mutual Fund Investment Product Segment – IDR Mutual Fund: FWD Asset Sectoral Equity Fund

2. Foreign Exchange Facility Segment: Cash Transaction, Bank Note, Derivatives/ Hedging/ Structured Products, IRS (Interest Rate Swap), OIS (Overnight Index Swap), CSO (Call Spread Option).

Product and Service Innovation Ratio in 2020 is:

Operating Ratio =	COGS + Operating Cost x 100%
	Sales

Inovasi =	11 x 100%
	239
= 4,6 %	

Learning and Growth Perspective

BBCA provides training programs to improve employee performance. The realization of employee competency learning and development programs carried out by the company from 2016 to 2020 is shown in the table below:

Table 11 :
Employee Training Program of PT Bank Central Asia Tbk

	2020			2019			2018			2017			2016		
	J. Kelas	J. Hari	J. Peserta	J. Kelas	J. Hari	J. Peserta	J. Kelas	J. Hari	J. Peserta	J. Kelas	J. Hari	J. Peserta	J. Kelas	J. Hari	J. Peserta
Managerial Leadership & Self Development	270	32.304	9.039	642	63.968	19.923	706	58.656	22.973	617	43.598	18.082	843	73.032	27.566
Credit Management	128	26.578	3.721	200	30.788	5.261	179	22.721	4.111	115	7.240	2.624	113	14.890	2.794
Risk Management Certificate Program	34	792	586	40	822	481	39	831	511	21	635	427	16	404	342
Sales	112	6.696	2.978	189	9.841	6.372	123	7.443	3.840	118	6.730	4.004	166	81.231	2.651
Service	77	3.854	3.213	144	8.619	6.429	93	5.812	4.129	25	1.718	1.350	70	5.234	3.099
Operations & Information Technology	566	81.753	13.714	861	123.706	21.285	835	110.200	24.152	904	122.056	22.404	926	205.670	22.802
Other	181	8.384	6.014	196	10.994	7.797	30	1.850	732	168	10.488	7.929	140	7.314	4.206
Total	1.368	160.361	39.265	2.272	248.738	67.548	2.005	207.513	60.448	1.968	192.465	56.820	2.274	387.775	63.460

Source: Annual Report PT Bank Central Asia Tbk (2015-2020) processed

BBCA in organizing the employee training program requires a large number of funds, the details of the use of these funds are by the details in the table below:

Table 11 :
Training and Development Cost of PT Bank Central Asia Tbk (in millions)

	2.020	2.019	2.018	2.017	2.016
Employee Training Fee	208.952	395.659	335.991	297.826	242.987

Source: Annual Report PT Bank Central Asia Tbk (2015-2020) processed

The realization of learning and competency development at BBCA can be seen in table 12 where the highest average training hours was in 2016, and fluctuates every year, the average training hours is obtained by calculating the number of days in table 11 then multiplied by 24 hours (1 day = 24 hours) with average training hours of 99.34 hours. The number of employees who participated in Employee Competency Training and Development in 2020 was 24,202 out of a total of 24,603 employees (98.37%), almost 100% of the total employees. This can demonstrate BBCA's commitment to improving the capabilities and capabilities of employees in providing contributions and services. (Garrison, 2013) BBCA contribution and commitment are based on the objectives of the Balanced Scorecard, namely learning, service, and employee performance in meeting customer needs and satisfaction.

Table 12 :

Realization of the Learning and Competency Development Program of PT Bank Central Asia Tbk (2016-2020)

	Training Hours	Average Training Hours	Total Training Partisipations
2020	3.848.664	98,01	39.265
2019	5.969.712	88,37	67.548
2018	4.980.312	82,39	60.448
2017	4.619.160	81,29	56.820
2016	9.306.600	146,65	63.460

Source: Annual Report PT Bank Central Asia Tbk (2015-2020) processed

Realization of the costs incurred to finance the training and competency development of BBCA employees with an average nominal per 1 (one) employee of Rp. 5,161,586.

Table 13 :

Average Cost of Training and Competence Development of PT Bank Central Asia Tbk Employees (in millions)

	2.020	2.019	2.018	2.017	2.016
Average Training Cost / Employee	5.321.584	5.857.450	5.558.348	5.241.570	3.828.979

Source: Annual Report PT Bank Central Asia Tbk (2015-2020) processed

Based on the Learning and Growth Perspective, it shows that the company is trying to make improvements, by evaluating its learning performance and improving the competence of its employees on an ongoing basis.

Balanced ScoreCard analysis at PT. Bank Central Asia Tbk.

The components in the Balanced Scorecard can be separated. The financial perspective is an important part of the objective, as is performance appraisal in general. Three other perspectives in the Balanced Scorecard, namely: the customer perspective, learning and growth, and internal business processes, are perspectives that will drive financial performance. According to (Kaplan, 2009) each perspective is a part that influences other perspectives and is interrelated with each other. In this stage of analysis, it will be explained how the implementation of the

Balanced Scorecard in BBCA is explained as a performance unit that supports each other, where the company's vision, mission, and strategy are benchmarks and goals to be achieved by the company. Based on the explanation in the research framework, the presentation of data for the three reporting years is intended to explain whether the implementation of the Balanced Scorecard has met or achieved the company's goals, vision, and mission.

- In the explanation above, it is known that financial performance is measured using ROI, Profit Margin ratio, and Operating Ratio referring to Keown (2008). ROI shows positive results even though the percentage fluctuates from 2012 to 2020, it can be said that BBCA can efficiently utilize its asset growth to support the company's operations (Garrison, 2013). Then the profit margin ratio has increased from year to year referring to Keown (2008) that good and growing companies are companies that can have good capabilities in generating and accumulating the company's net profit and the operating ratio shows positive results from year to year even though in 2020 it has decreased, referring to Keown (2008) BBCA's operational efficiency has not yet reached the optimal level of efficiency.

- In the perspective of BBCA customers from Market Share data with an average growth of market share (assets) of 10.55%, the average growth of the number of third party funds is 11.41%. and with average credit growth of 9.64%. The existence of consumers and market share determines going concern, so the product is the main link to hook the market in maintaining and developing its market. Customer Acquisition in the perspective of increasing the number of customers from 2015 to 2020 received a positive response from customers, BBCA conducted regular surveys in 2020 BBCA received an assessment from the Customer Engagement Index with a scale value of 4.67 out of a total scale of 5. And In Customer Satisfaction, to answer satisfaction and customer satisfaction, BBCA realizes that relationships with customers are important, BBCA in realizing its vision as the mainstay of the community's choice and acting as an important pillar of the Indonesian economy, BBCA carries out various initiatives focused on increasing customer engagement, improve service quality and meet every customer's needs.

- Internal Business Perspective, (Garrison, 2013) the business perspective can be measured from how product innovations are carried out in product development innovation. Responding to various changes that occur consisting of business banking. BBCA focuses on segments (corporate, SME commercial, and consumer) reaching 10 segments in it with an average loan disbursement of 55%. Then the various Savings Facilities and Service Facilities make BBCA a leader in the domestic banking industry, as well as in Treasury and International Banking in Product and Service Innovation Ratio in 2020 which is 4.6%

- And in the Learning and Growth Perspective, the number of employees who participated in Employee Competency Training and Development in 2020 was 98.37%, almost 100% of the total employees, showing BBCA's commitment to improving the capabilities and capabilities of employees in providing contributions and services.

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